



CORPORATE

STRATEGIC

PLAN 2006-2008

THE HEART TRUST / NATIONAL TRAINING AGENCY

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HEART TRUST/NATIONAL TRAINING AGENCY

STRATEGIC PLAN 2006-2008

A Qualified Workforce for Employment-Creating Investments

Introduction

The HEART Trust/National Training Agency and the National Council for Technical and Vocational Education and Training (NCTVET) have released this Strategic Plan 2006-2008 to achieve an ambitious vision to improve the overall qualifications of Jamaica's workforce to enable it to compete in the increasingly competitive international environment, and to respond to a large number of immediate investments in Jamaica's tourism and bauxite/alumina sectors.

The Strategic Plan was approved at the HEART Trust/NTA Board of Directors at its meetings during a Retreat held in October 2005.

As background to the Plan, in 2004 HEART Trust/NTA introduced a new framework for organising training programmes, assessing learner competencies, and certifying the competencies attained. This more flexible framework is organised into *unit competencies* that accumulate into full qualifications called National Qualifications. Learners can acquire competencies through accessing a training programme, working at a job, or through self-study. NCTVET-Qualified Assessors are positioned to work with learners to assess the competencies they have, and HEART programmes can create plans to acquire additional competencies that combine to form a whole qualification, recognised nationally, regionally and internationally¹.

HEART training programmes in institutions, in work-based settings, and in community-based settings, offer training programmes operated within this new framework. This framework is consistent with the idea of *lifelong learning*, and recognises that workers today need specific skill sets that shift over time. HEART's mandate is to develop, in cooperation with partner organisations, a competent workforce that facilitates improved productivity and competitiveness of firms. Given this mandate, a mechanism is needed to bring more of the workforce to a point of competence that can be a platform for overall competitiveness of the larger economy. This mechanism is the new NCTVET National Qualification Framework and the unit competency approach that can be used with existing workers as well as learners in education and training programmes.

The potential of this system to increase participation in nationally recognised training has led HEART Trust/NTA to set two new macro targets for its performance by 2008:

1. Participation² in the new framework increases to 100,000 participants per year, and

¹ NCTVET is a member of the Association of Commonwealth Examining and Accreditation Bodies (ACEAB) and NCTVET certification is recognised throughout the Commonwealth.

² Participation means the enrolment in HEART training programmes, plus the participation in NCTVET certification programmes operated in schools, tertiary institutions, other training providers including private training providers, as well as training in firms.

2. One half of the workforce has attained certification³ by 2008.

An additional mandate that has emerged over the past eighteen months involves the planned investments in the bauxite-alumina industry, and the tourism and hospitality industry. The construction phases of these investments call for construction workers certified at Levels 2, 3 and 4. After construction is finished, the investments will directly create about 16,000 jobs in hospitality, and HEART Trust/NTA is being challenged to meet all these requirements.

Why should we certify the workforce?

Jamaica's labour force is deficient in qualifications compared to its major trading partners. The STATIN Labour Force survey for 2004 indicates that only 22.7 percent (271,700 individuals) of the labour force has received training⁴ as shown in Table 1, and that only 14 percent of the labour force holds a certificate, diploma or degree.

Table 1: Jamaican Labour Force by Training Received

Vocational without Certificate	21,400	1.79%
Vocational with Certificate	85,067	7.12%
Professional without Degree or Diploma	11,433	0.96%
Professional with Degree or Diploma	82,800	6.93%
Apprenticeship	4,333	0.36%
On-the-Job Training	66,667	5.58%
None	906,733	75.89%
Not Stated	16,367	1.37%
TOTAL	1,194,800	100.00%

Note: 271,700 have received training (22.7 percent)

Source: STATIN Labour Force Survey, 2004

This can be compared to two Caribbean neighbours as follows (using available data):

- Barbados -- 33.1% have university, technical-vocational or other training (Household Survey-employed only, 2003).
- Trinidad -- 46.6% percent report having received training (ILO data, 2003)

If we compare Jamaica to the United Kingdom we see that in the U.K.:

- 72% of the labour force has Level 2 or equivalent or higher
- 45% of labour force has Level 3 or equivalent
- 26% Level 4 or equivalent
- 13.4% have no qualifications.

(Source: U.K. Department for Education and Skills, 2005)

³ Certification will include both full NVQ-J qualifications and the certification of at least four unit competencies.

⁴ As noted on page 15, the census data are at odds with the figures from the Labour Market survey. The Census data show 43 percent of the workforce reporting that it has received "some training".

The Jamaican situation is made even worse if we consider the following overall deficits in basic education⁵:

- 60% of persons under 34 have no academic qualifications
- Over 75% of persons 35+ have no academic qualifications
- 20% of adults are illiterate and another 15% possess only basic literacy skills
- 74% of first time job seekers have no vocational, technical or professional training
- Almost 1 in 5 leave school after Grade 9, and
- Among Grade 11 school leavers:
 - 1 out of 3 don't sit exams
 - Of those who do sit:
 - 4 out of 10 fail English
 - 7 out of 10 fail Mathematics

The deficiencies in education and training have contributed to long-term stagnation of productivity and competitiveness, which the World Bank (2005)⁶ describes as a “productivity gap” (that includes other Caribbean countries) related, *among other things*, to low absorption of knowledge, skills and technologies that can only be corrected by fixing the education system and increasing workforce training in the region (and of course in Jamaica). Focusing on improving the skills of all categories of workers, and certifying competency, can be an important means of closing this gap.

⁵ Blank, L. *Building a Lifelong Learning System in Jamaica*. World Bank, 2003

⁶ World Bank, *A Time to Choose: Caribbean Development in the 21st Century*, Washington, D.C., 2005.

The Environmental Scan

Our strategic planning process begins with an analysis of the environment we call the Environmental Scan. This analysis captures what is occurring in the environment that is important for workforce development and includes the trends in the economy and labour market.

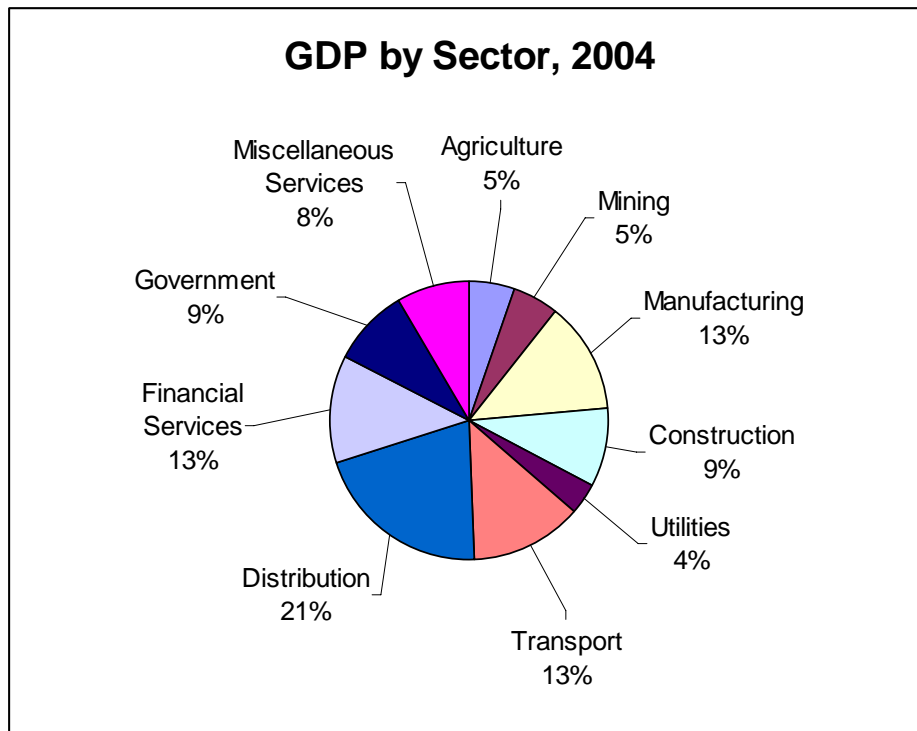
The Economy

The Jamaican economy is primarily a services economy. Services accounted for over two-thirds of all economic activity in 2004 at 67.3 percent. Changes in the sectoral contributions to the economy include significant decreases in agriculture and manufacturing, and growth in the contribution of transport, distributive trade, government services, education and training, communications, and other services.

Bauxite mining and alumina processing are cyclical in nature with, and the financial sector contracted after the banking crisis of the late 1990s. Employment in large enterprises declined from 145.5 thousand in 1998 to 132 thousand in 2002 (STATIN, 2003). Own account employment is reported by 34 percent of the workforce. A large informal sector is estimated at about 45 percent of the economy (World Bank, 2005).

As shown in Figure 1, distributive trade is the largest contributor to GDP followed by transport, storage and communication, manufacturing, government services, and construction and installation, with other sectors contributing the balance (see Figure 1). Recent economic growth is related to construction, exports of bauxite and alumina, tourism, and manufacturing of beverages and processed foods.

Figure 1: Proportion of GDP by Sector, 2004



Source: PIOJ Economic and Social Survey, 2004

Remittances from abroad from Jamaicans working overseas are now an important feature of the Jamaican economy moving from US\$184 million in 1990 to \$800 million in the late 1990's, and to \$1.47 billion in 2004 (Jamaica Information Service, 2005). This income is similar to that derived from Tourism at \$1.44 billion. Along with bauxite and alumina processing these three sectors are the main sources of vital foreign exchange.

According to the PIOJ, total GDP was US\$7.3 billion in 2004 with inflation at 13.7 percent (in 2003 inflation was 14.1 percent), with a record fiscal deficit. Debt servicing reached 36.3 percent of GDP in 2002, and declined to 32 percent in 2003. The large debt overhang and high crime are widely viewed as the largest impediments to economic growth.

Last year the government negotiated a two-year freeze on public sector wages to control spiralling fiscal deficits, and Hurricane Ivan struck in September, dampening growth for the remainder of the year. The economic outlook is improving, however, with the government's Medium Term Socio-economic Policy Framework of 2004 projecting growth of 2.5 percent this year and moving to 3.0 percent in 2006 along with declining inflation. New large investments in the bauxite/alumina sector and tourism are beginning to materialise. The ICT sector and food processing show favourable growth, and the declining unemployment rate is quite significant. As we shall see, the investments in alumina production and tourism are a particular challenge to the HEART Trust/NTA.

The economic analysis suggests the following important recommendations for the education and training system:

- Continue to channel investments in education and training to growing services sector business, especially those that are generating investments, creating employment, and capable of earning foreign exchange. The growing areas are tourism, especially hotels, construction related to tourism and civil construction (e.g., ports and airports), bauxite mining and alumina processing, distributive trade, especially retail trade, information and communications services, education, and manufacturing of beverages and processed foods.
- Recognise that migration issues are negatively affecting the accumulation of human capital and that education and training still need to increase. At the same time, recognise the importance of remittances to the economy and continue to participate in overseas employment and training programmes operated in conjunction with the Ministry of Labour. These overseas employment programmes, however, require that tourism and hospitality training has sufficient capacity to meet local demand.
- For the whole education and training system, recognise that globalisation and technology as well as the services economy, are demanding higher levels of basic education, especially the so-called "employability skills". A services economy wants workers who have a service orientation-helpful, outgoing, and able to communicate. These traits must be stressed throughout the system. Job change is often more frequent in services economies and workers must be flexible and able to learn new tasks, jobs and functions. The ability to do this is based on education. Learning programmes need to stress communication and English language, analytic skills to understand and solve problems, team work skills, and personal qualities like initiative and responsibility.

The Labour Market

The Jamaican labour force is 1,194,800 with 663,500 males and 531,300 females (data from PIOJ, 2004). Labour market participation is at 64.3 percent with a male rate of 73 percent and a female rate of 56 percent. Total employment is 1,055,200 with an unemployment rate of 11.7 percent for 2004, down from rates of 15-16 percent a few years ago. Females have more than twice the unemployment rate of males at 16.4 percent versus 7.9 percent for males. During the period from 1990—2004, jobs increased by only 17 percent over the 15 year period, at the low rate of 0.78 percent increase per year.

Table 2: Employment by Sector 1990 and 2004 (000,000)

	1990	2004	% Change
Goods Producing Sectors			
Agriculture/Forestry/Fishing	239,600	197,300	-17%
Mining	7,200	5,800	-19%
Manufacturing	108,175	69,400	-36%
Construction/Installation	56,950	104,800	84%
Services Producing Sectors			
Electricity/Gas/Water	5,375	6,300	17%
Wholesale/Retail/Hotels/Restaurants Services	163,475	247,800	52%
Transport/Storage/Communication	34,200	74,700	118%
Finance/Insurance/Real Estate/Business Services	34,750	58,400	68%
Community/Social/Personal Services	246,325	289,200	17%
Industry Not Specified	4,750	1,400	-70%
Total Employed Labour Force	900,800	1,055,100	17%

Table 2 and Figure 2 show the employment by sector comparing 2004 with 1990. Employment in agriculture, forestry and fishing declined by over 42 thousand and manufacturing by over 38 thousand, but employment grew in:

- Wholesale/Retail/Hotels/Restaurants +84,325
- Construction and installation +47,850
- Community services +42,875
- Transport/Storage/Communication +40,500
- Finance/Insurance/Real Estate/Business Services +23,650

These changes reflect the re-orientation of the economy toward services and service occupations.

Employment by Occupational Group is shown in Figure 3 which compares 2004 with 1993. The number of professionals, officials and technicians has increased the most, along with service workers and shop and market sales, followed by clerks. Only very modest growth occurred for plant and machine operators, and craft and related trades workers, while skilled agricultural and fishery workers and elementary occupations declined during the period. These changes reflect the increase in services, the growth in distribution, declines in manufacturing, re-structuring in agriculture, and a continued loss of low-skill elementary jobs.

Figure 2: Change in Employment by Sector 1990-2004

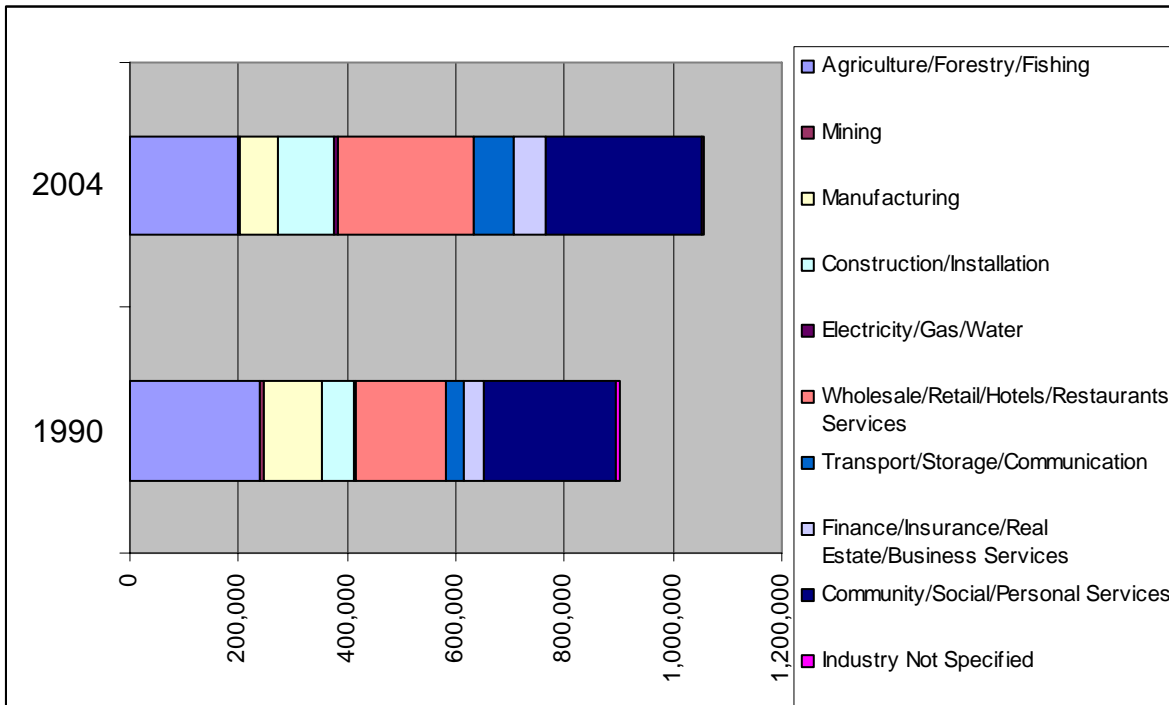
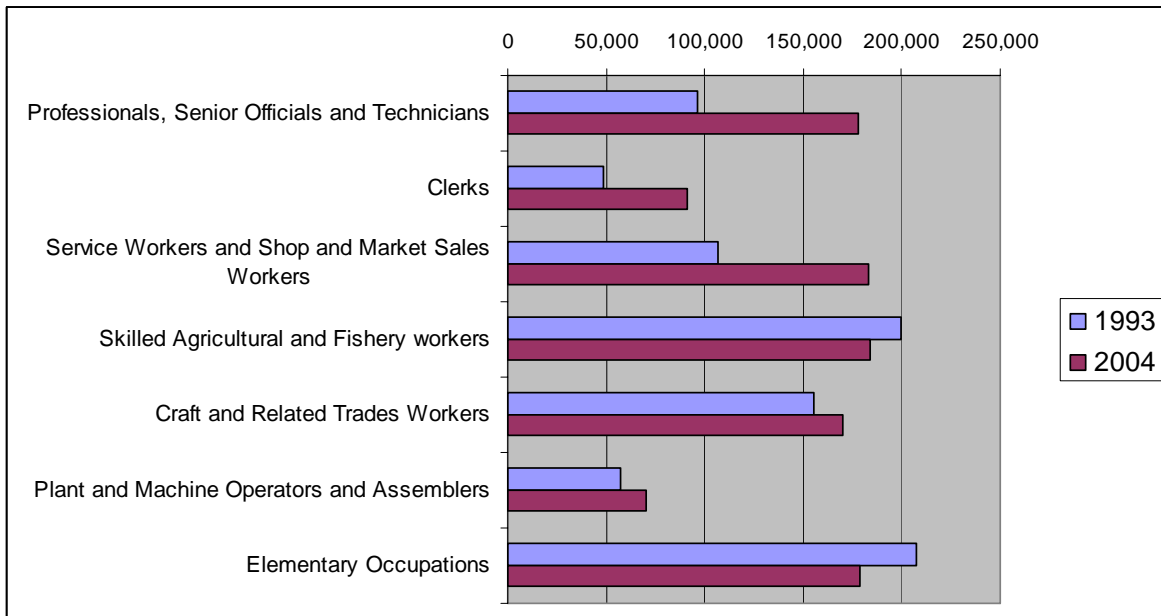


Figure 3: Employment by Occupational Group, 1993—2004



The skills situation is also compounded by the high migration rate of Jamaicans which results in a brain drain that is fairly well established (Adams, 2003; Lowell, 2001) and which poses a serious challenge to the education and training system. Large quantities of professionals who have benefited from highly subsidised university education have migrated, and in recent years the USA and the UK have been recruiting large numbers of teachers and nurses.

The Jamaican labour market has been characterised by segmentation in terms of social class, gender and age as summarised most recently by Downes (2003), who pointed to the sharp cleavages in terms of status between workers and management; the distrust between workers and management which de-motivates workers; weaknesses in work norms and management styles; and social relationships based on class, colour, ethnicity, residential location and education that spill over from the wider society into the workplace. This suggests the need for HEART Trust/NTA as a national institution, to be a force for promoting the dignity of work and the complementarities between production and management.

As noted in the introductory section, the qualification profile of the workforce is less than optimal for competitiveness. High migration continually erodes this qualification profile.

Job growth has been limited due to a number of factors that include falling private sector employment hurt by declines in tradable goods production, large increases in real wages in the latter part of the 1990s, and high crime, which deters job-creating investments. Crime raises costs, especially for exporters, and makes it difficult to operate multiple shifts. The World Bank⁷ reports that 42 percent of all managers feel they are likely to be murdered in the workplace.. The same report estimates that extortion, fraud, robbery and arson particularly affect distribution and manufacturing and processing. Security costs are a major expenditure for firms.

There is a useful analysis of advertised job openings provided at the Ministry of Labour's website at http://www.lmis-ele.org.jm/labourmarket_Analysis.asp. The following is quoted directly.

"The period starting May 1, 2002 and ending June 30, 2005 was analysed to ascertain the most frequently advertised jobs in the Jamaican Labour Market. The fifteen (15) hottest occupations were found to be:

1. Director/ Manager [3,274 advertisements]
2. Lecturer/ Instructor/ Teacher/ Educator/ Professor [2,792]
3. Marketing/ Sales Representatives/ Associates [2,423]
4. Receptionist/ Customer/ Client Services Representative [1,163]
5. Accountant/ Accounting Officer/ Accounting Manager/ Auditor [1,135]
6. Security Officer/ Guard [847]
7. Executive/ Pastry/ Sous Chef/ Cook/ Baker [830]
8. Administrative / Office Assistant/ Typist/ Secretary [768]
9. Bartender/ Barmaid [679]
10. Waiter/ Waitress [527]
11. Engineer [413]
12. Consultant/ Project Director/ Manager/ Engineer/ Coordinator [404]
13. Principal/ Head of School/ Dean [386]
14. Information Systems/ Network/ Computer Specialist^[1] [355]
15. Nurse [317]"

...In management areas, some of the titles include Marketing, Sales Managers (449); Plant/ Branch/ Store/ Depot Manager (447); General Managers (257); Human Resource Managers (212); Food & Beverage Managers (210); and Operations Managers (159).

⁷ The World Bank, *Jamaica: The Road to Sustained Growth*, Washington, 2003

Sales Representatives and Sales Personnel: The majority of these persons would be employed to the Services – Distribution/ Retail/ Wholesale Trade, some of which are associated with manufacturing and distribution companies.

Other interesting areas of demand were Marketing/ Sales Associate (268); Warehouse/ Stores Clerk (222); Telemarketer (102); and Merchandising/ Sales Supervisor/ Clerk (315). Accountant and Accounting Officer (741) was also frequent.

Less Demanded But Popular Occupations

While the above mentioned occupations were in relatively high demand, there were other occupational categories for which several vacancies existed. These “less demanded but popular occupations” were those for which at least fifty (50) vacancies were posted during the reference period. Such occupations included (in rank order):

- Laboratory Analyst/ Technician
- Pharmacist
- Library and Documentation
- Barber
- Pump Operator
- Chambermaid
- Research Assistant/ Officer/ Specialist
- Machine Operator
- Education Officer
- Guidance Counsellor/ Coordinator
- Quantity/Land Surveyor/ Survey Technician
- Software/ Website Developer/ Designer/ Manager
- Entertainment Coordinator
- Attorney-at –Law/ Crown Counsel/ Court Administrator
- Architect/ Draughtsman”

These findings show the services orientation of in-demand jobs including a number of areas that are traditional for HEART. The findings also highlight the need for higher level training and diversity of training offerings.

The overall labour market analysis suggests the following recommendations:

- Continue moving toward higher level training. If possible, make Level 2 training free of cost. Continue to expand Level 3 with technicians, services specialists. The job growth is in areas for which more education and training is needed.
- As discussed in the section on the overall economy, direct training investments in growing employment sectors. The growing areas are tourism, especially hotels, construction related to tourism and civil construction (e.g., ports and airports), bauxite mining and alumina processing, distributive trade, especially retail trade, information and communications services, education, and manufacturing of beverages and processed foods.
- Continue to promote the (only slightly) disproportionate participation of women in training programmes to counteract high female unemployment, twice as high as male unemployment.
- For the construction sector, focus on assessing, upgrading and certifying existing construction workers. The sector employs over 100,000 workers.
- Limit growth in Information and Communication Technologies, and decrease it at the low end.

- In addition to construction, focus services for worker assessment and certification and customer service training on the retailing industry. There are 180,000 workers in the category *Service workers, shop and market sales workers*.
- The training agency should promote the dignity of all legal employment and the concept of *decent work*. It makes a meaningful contribution to both the interests of employers and the interests of workers. In this way it addresses inequality in labour market and the society.
- Health care has emerged as both a growing area of employment with possibilities for health tourism, as well as an area of overseas employment and the threat of migration. Traditionally centred in the Ministry of Health, HEART has never ventured into health care. However, the training of nurses, especially, has emerged as a great need, with Jamaica both exporting and importing nurses. If health tourism becomes a reality, additional demand will be created for nurses, technicians, various paraprofessionals, etc. NCTVET Unit Competency Standards Development in this area will be increased.

Investment

Major investments are occurring in new hotels in the tourism sector, in the bauxite mining and alumina processing sector, as well as in roads, ports and in airports.

The tourism investments will have a big impact on the North Coast. HEART's 2004 analysis of the investments in new hotels showed the potential creation of around 16 thousand jobs in eleven new hotels over the period 2005-2008. These new jobs will increase demand for housing, transportation, education, health care, etc., and contain the potential to create a total of about 30,000 jobs. When these new jobs are considered within a context of households, probably about 120,000 individuals will be impacted by these developments.

To construct these hotels, each project will need up to about 1,000 construction workers. It has been difficult so far to precisely predict these needs and the timing of the construction activity, but there need to be about 3,000 workers available to the building contractors, with about 60 percent of these workers in the masonry field, along with painters, form-work and finish carpenters, electricians, steel fixers, and plumbers.

Over the next two to three years, the 16 thousand hospitality jobs created will require⁸ approximately:

- 3,100 kitchen workers focusing on food preparation
- 3,020 restaurant servers
- 2,500 in housekeeping and a further 825 in laundries
- 1,600 maintenance technicians
- 1,028 bartenders, and
- About 4,000 other workers including reception, entertainment coordinators, spa personnel, security guards, sales and marketing and PR workers, shop workers, and purchasing, administrative and management staff.

The planned tourism investments also suggest the following issues for HEART Trust/NTA:

⁸ HEART Trust/NTA, *Expansion of Bauxite and Hospitality Sectors*, July, 2004.

- Additional training capacity is needed for the stretch of territory between Trelawny and eastern St. James for hospitality training.
- A facility on the North Coast is desirable in Trelawny. A property in western Trelawny is being evaluated as a prospect to develop this additional capacity. An additional site is possible south of Montego Bay with a private training provider. Any donor assistance available could be channelled into this need.
- Training programmes are needed on the North Coast in hotel and building maintenance including air conditioning, plumbing, electrical, and waste management. Boat maintenance and repair, small engine mechanics, diesel mechanics, landscape and golf course maintenance programmes are also needed.

The bauxite sector is being stimulated by strong demand for bauxite and alumina arising from China's growth. Jamalco, related to Alcoa of the USA, is expanding its plant with a US\$600 million investment that will require up to 3,000 highly skilled construction workers at its peak. If other bauxite firms upgrade their plants, similar needs will arise.

Port expansions are underway at Montego Bay, Port Bustamante/Gordon Cay, at Ocho Rios and Port Antonio. The two international airports are being expanded at a cost of US\$259 million. While these projects do not appear to call for new workers, the need for certification in the construction sector remains. There is also the new cricket venue in Trelawny, the ongoing highway construction (which will increase labour mobility), and Falmouth will upgrade its Police and Fire Stations, establish a Slave Museum, a One Thousand seat Music Theatre, as well as extensive restoration for historic buildings, great houses and general construction work to create a cultural shopping village for the town.

The SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis was conducted by the senior management team of HEART Trust/NTA at the Executive Retreat in July 2005.

HEART Trust/NTA's main strengths are that it has the resources that have enabled it to develop a sound physical and technical infrastructure for a national training programme. Its human resource is competent and committed, it has a reputation for responsiveness and can get things done, and it is outward looking in terms of global trends, benchmarks and international best practice.

The main weaknesses include that newly restructured divisions are on a learning curve in making the new model deliver smoothly, so staff training continues to assist all levels of staff who have assumed new or enlarged roles in the system; sometimes cumbersome business and operational procedures are going to be reviewed and streamlined; we continue to integrate information systems, and there is a shortage of highly qualified vocational instructors and this is a barrier to offering more higher-level training programmes.

An agency like HEART needs to show that it is vital. To do this it must take advantage of opportunities consistent with its mission that bind stakeholders to the agency's continuation. In the coming period, how well the agency responds to the new investment projects will be an opportunity to build reputation and relationships. HEART also is promoting a lifelong learning framework and creating the opportunity for a learning society with a competent, competitive workforce. HEART is

also in a position to influence the larger educational system to help it become more relevant to the needs of Jamaica's economy, and it provides assistance to both the secondary and tertiary sector to promote use of its framework and to stimulate higher-level training. There is a regional opportunity in terms of the CSME⁹ and the HEART-NCTVET ability to assess and certify skilled workers.

There is a great opportunity to upgrade the existing workforce, to facilitate it to become more competent, productive, flexible and attractive to investors. There are opportunities to expand access to training using new technologies, and opportunities to expand access to training through new arrangements with training providers who do not now have a relationship with HEART.

The threats to the agency are those things which imperil its mission. First, HEART has grown very fast from 35,000 per year in 2003 to a projected 84,096 this year. The threat is that quality can suffer and thereby damage the reputation of the agency, so this must be prevented. Government regulatory changes have been frequent in recent years and include the imposition of GCT and the MOU affecting wage increases. A third threat is that HEART is sometimes asked to take on things that are not its core function and competence and which are really outside of its mandate. The fact that the input to HEART is an often poorly prepared school leaver is a threat in terms of how much of the resources should be devoted to this problem and the extent to which these inadequacies can be overcome.

⁹ The CSME, Caribbean Single Market and Economy will enable free movement of university graduates, workers in sport, entertainment, media, technicians, etc., but not of skilled workers until a common means of recognizing skilled workers is agreed.

Core Values

HEART Trust/NTA redefined its values in 2003. The Values and statements behind the values were reviewed in 2005. These are described as follows:

Values	Statement
Customer Satisfaction	Anticipating, meeting and/or exceeding customer needs, wants and expectations.
Quality:	Delivering high standards of performance with excellent results on time, every time.
Learning Creativity and Innovation:	Welcoming new ideas and methods and encouraging individuals to explore new opportunities to improve performance and results.
Relevance:	Involving our stakeholders in the design, development, and continuous evaluation of our products and services.
Partnership	Networking and cooperation with our stakeholders to bring shared success and goodwill.
Teamwork	Accomplishing our goals together, unimpeded by functional lines and cultural differences.

Vision and Mission

The Vision Statement

A Jamaican workforce trained and certified to international standards, stimulating employment-creating investments, contributing to the improved productivity, competitiveness and prosperity of individuals, enterprises and the nation.

Vision Indicator: Assessment and certification services are provided that enable the certification of one-half of the workforce by the end of 2008.

Mission

General: A flexible TVET system expanding access to training and certification is established to influence and meet labour market demands.

Mission Indicator: Access to the national framework for assessment, training and certification services is provided to 100,000 participants per year by the end of the year 2008.

Analysis of Workforce Certification

Table 4 shows the size of the workforce and lists figures for those who are in skilled work categories, have received training, and/or have received certification. The analysis indicates that to have half of the workforce “qualified” through some form of certification, about 394,200 individuals would need to be assessed, possibly trained, and certified using the new workforce certification framework the agency has implemented. We calculate that up to 350,000 individuals have certifiable skills that can be assessed and that many of these individuals can be assisted with further training on a qualification path.

Table 4: Calculation of Certifications Needed to Certify One-half of Workforce

Labour Force	1,098,800 ¹⁰
Employed Labour Force	954,600
Workers in Skilled Occupations	505,448 (46%) ¹¹
Have training (Labour Force Survey)	274,900 (25%)
Have certification (Certificate, diploma, degree)	155,200 (14.1%)
One-half of Workforce (One-half of employed = 477,300)	549,400
Less those with certificates, diplomas or degrees	-155,200 (estimate from Labour Force data)
Balance to achieve one-half of workforce with certification	394,200
Balance to achieve one-half of employed workforce with certification	322,100
(Up to 317,284 have a skill, but no certification)	

Table 5 shows the indicative plan to increase access to the assessment and certification system operated by HEART Trust/NTA and the NCTVET to 100,000 participants per year. We project this can be reached by 2007. The HEART-financed provisions are complimented by further participation in the new qualification framework by the secondary school system, tertiary institutions, and private training providers. The projections take into account participants back to 2002, since the analysis uses 2003 data and 2002 graduates were just entering the market. According to the Plan, by the end of 2008/09 a total of 486,354 persons will have participated in HEART-financed programmes and an additional 100,494 will participate through non-HEART providers for a total of 588,348 persons who will have participated in the system by the end of 2008 and into the beginning of 2009.

¹⁰ All data are from STATIN, The Labour Force, 2003

¹¹ STATIN, *The Labour Force*, 2003. This is a calculation of the *professionals, technicians, clerical workers, crafts and trades workers, and plant and machine operators*. It is a conservative estimate as it does not include *skilled agricultural and fisheries workers or service, shop and market workers*, and no doubt a proportion of these workers need skills to do their jobs and, indeed, have skills. The 2001 Census indicates that 43 percent of the workforce says it has received training; this would comprise 472,484 individuals and if we deduct the estimated 155,200 with some form of certification, there are 317,284 with training but no certification.

Table 5: Bringing Participation to 100,000 per year

YEAR	HEART TARGET ENROLMENT				TARGET TOTAL PARTICIPATION			
	TOTAL	IBT+ VTDI	CBT	EBT	TOTAL	HEART	SCHOOLS & TERTIARY	PRIVATE PROVIDERS
Actual 2002/03	34,679	21,904	7,426	5,349	41,590	34,679	2,998	3,913
Actual 2003/04	42,196	27,955	7,982	6,259	45,887	42,196	1,157	2,534
2004/05 Actual	58,645	39,476	8,913	10,256	64,837	58,645	2,395	3,797
2005/06 (Current Targets)	78,334	48,690	11,549	18,095	89,034	78,334	2,500	5,000 Team Ja 3,200
2006/07	86,000	48,500	16,500	21,000	107,500	86,000	8,000	8,000 Team Ja 4,000
2007/08	90,500	48,500	17,000	25,000	116,500	90,500	12,000	10,000 Team Ja 4,000
2008/09	96,000	48,500	17,500	30,000	123,000	96,000	15,000	8,000 Team Ja 4,000
TOTAL	486,354	283,525	86,870	115,959	588,348	486,354	44,050	56,444

(IBT=Institution Based Training, VTDI = Vocational Training Development Institute, CBT = Community Based Training, EBT = Enterprise Based Training)

Table 6 carries forward the projection for total participation from the right-hand side of Table 5 and then shows the projected number of certified individuals to be expected by 2008-09 given the participation of a total of 588,348 persons. This should generate about 398,584 certifications. This amount is complimented by approximately up to 50,000 tertiary graduates for a total of over close to 450,000 certified/qualified individuals of the 394,000 individuals needed to reach fifty percent certification of the workforce. For a combined chart, see Table 7.

Table 6: Calculation of Certifications Possible by 2008

YEAR	TARGET TOTAL PARTICIPATION				TARGET NCTVET CERTIFICATION			
	TOTAL	HEART	SCHOOLS & TERTIARY	PRIVATE PROVIDERS	TOTAL	HEART	SCHOOLS & TERTIARY	PRIVATE PROVIDERS
Actual 2002/03	41,590	34,679	2,998	3,913	16,071	9,160	2,998	3,913
Actual 2003/04	45,887	42,196	1,157	2,534	20,617	15,101	4,338	1,178
2004/05 Actual	64,837	58,645	2,395	3,797	37,818	NVQ 16,555 Units 16,730 33,285	736	3,797
2005/06	89,034	78,334	2,500	5,000 Team Ja 3,200	54,578	NVQ 20,642 Units 24,202 44,844	1,534	5,000 Team Ja 3,200

YEAR	TARGET TOTAL PARTICIPATION				TARGET NCTVET CERTIFICATION			
	2006/07	107,500	86,000	8,000	8,000 Team Ja 4,000	82,000	NVQ 36,000 Units <u>30,000</u> 66,000	4,000
2007/08	116,500	90,500	12,000	10,000 Team Ja 4,000	92,000	NVQ 36,000 Units <u>36,000</u> 72,000	6,000	10,000 Team Ja 4,000
2008/09 ¹²	123,000	96,000	15,000	8,000 Team Ja 4,000	95,500	NVQ 36,000 Units <u>40,000</u> 76,000	7,500	8,000 Team Ja 4,000
TOTAL	588,348	486,354	44,050	56,444	398,584	316,390	27,106	55,088

Plus estimated tertiary output of 50,000.

Grand total = 398,584, plus estimated tertiary output of output of 50,000 = 448,584.

Some important Assumptions should be mentioned:

- Sufficient growth in revenue to support HEART enrolment, especially in EBT
- Sufficient “other” (non-HEART) finance for schools, tertiary institutions and private providers, and a willingness to partner with HEART and NCTVET to improve the qualification profile of the labour force
- Firms will “buy into” workforce certification
- Emigration is not factored in the calculations

¹² The agency’s 2008-09 fiscal year will include nine months of 2008 and the first three months of 2009.

Table 7: Summary of Projected HEART Enrolment, Total Participation in System and Projected Certifications, 2002-03—2008-09

YEAR	HEART TARGET ENROLMENT				TARGET TOTAL PARTICIPATION				TARGET NCTVET CERTIFICATION			
	TOTAL	IBT+ VTDI	CBT	EBT	TOTAL	HEART	SCHOOLS & TERTIARY	PRIVATE PROVIDERS	TOTAL	HEART	SCHOOLS & TERTIARY	PRIVATE PROVIDERS
Actual 2002/03	34,679	21,904	7,426	5,349	41,590	34,679	2,998	3,913	16,071	9,160	2,998	3,913
Actual 2003/04	42,196	27,955	7,982	6,259	45,887	42,196	1,157	2,534	20,617	15,101	4,338	1,178
2004/05 Actual	58,645	39,476	8,913	10,256	64,837	58,645	2,395	3,797	37,818	NVQ 16,555 Units <u>16,730</u> 33,285	736	3,797
2005/06 (Current Targets)	78,334	48,690	11,549	18,095	89,034	78,334	2,500	5,000 Team Ja 3,200	54,578	NVQ 20,642 Units <u>24,202</u> 44,844	1,534	5,000 Team Ja 3,200
2006/07	86,000	48,500	16,500	21,000	107,500	86,000	8,000	8,000 Team Ja 4,000	82,000	NVQ 36,000 Units 30,000 66,000	4,000	8,000 Team Ja 4,000
2007/08	90,500	48,500	17,000	25,000	116,500	90,500	12,000	10,000 Team Ja 4,000	92,000	NVQ 36,000 Units 36,000 72,000	6,000	10,000 Team Ja 4,000
2008/09	96,000	48,500	17,500	30,000	123,000	96,000	15,000	8,000 Team Ja 4,000	95,500	NVQ 36,000 Units 40,000 76,000	7,500	8,000 Team Ja 4,000
TOTAL	486,354	283,525	86,870	115,959	588,348	486,354	44,050	56,444	398,584	316,390	27,106	55,088

Key Strategic Objectives

- Increase enrolment in workforce development and on-the-job training to 30,000 by 2008-09.
- Increase enrolment in Community Based Training to 17,500 by 2008-09.
- Facilitate participation by 23,000 persons per year in schools, tertiary institutions and private training providers by 2008-09.
- Expand assessment services and integrate these services into the regular functions of institutions, including provisions for recognition of prior learning to enable existing workers to pursue certification.

Other Strategic Objectives

- Training and certification provisions increased to support expansion in bauxite and tourism sectors by 2007
- Increase number of NCTVET-recognised qualifications to 500 by 2008 (up from 300 as of 2005)
- One hundred NCTVET Accredited Training Organisations and Recognised Training Firms operating by 2008-09
- Higher-level training programmes enrolment increased by 2008-09
- Increase enrolment through distance education via VTDI and CIT to 2,000 persons by 2008-09
- New financing framework and financial assistance programmes for low-income learners introduced by 2007
- Instructional staff level qualification improved to 90 percent with Bachelor's degree by 2008
- Financing of Enterprise Based Training increased by 66 percent and Community Based Training increased by 51 percent by 2008
- Complete Training Packages (Unit Competency Standards, Assessment Instruments, and Learners' Guides) in place for 7,500 unit competencies by 2008-09.
- Services for participants in assessment, training and certification improved by 2008.
- Basic Employability Skills of HEART / NCTVET trained and certified learners are assured.
- Regional initiatives to promote a regional qualification framework through CANTA are continued.

Table 8: Financials and other projections to March 2009

	2005/2006	2006/2007	2007/2008	2008/2009
Revenue	\$4.0b	\$4.5b	\$5.2b	\$5.7b
Expenditure	\$4.0b	\$4.5b	\$5.0b	\$5.5b
Surplus/(Deficit)	0	0	\$200m	\$200m
Capital	\$520m	\$500m	\$450m	\$400m
Manpower	1,246	1,246	1,246	1,246
Learners*	84,096	99,560	105,060	110,560

*Learners include all HEART Trust/NTA learners plus Team Jamaica, those supported in Technical High Schools and secondary schools under the TVET Rationalisation Project.

Key Strategic Objectives

1. Increase enrolment in workforce development and on-the-job training to 30,000 annually by 2008-09

The agency reorganised the on-the-job training function into the Enterprise Based Training department in 2004 and 4,961 persons were enrolled in workforce development programmes at the workplace, while over 5,295 traineeships and apprenticeships were facilitated. Increasing these numbers will depend on marketing HEART and NCTVET services to firms and to workers to get the workers on a certification pathway and contributes to improved productivity in the firm. HEART EBT staff broker customised training services to contributing firms using our institutions or contracted trainers. The EBT department conducts training needs analyses, identifies the competencies workers need, arranges assessments of prior learning with NCTVET, supports firms' own on-the-job training efforts, and brings workers through the units that accumulate into whole qualifications over time.

As part of this, the HEART institutions will expand assessment services and integrate these services into the regular functions of institutions. This will be an important strategy to increase the opportunities for existing workers to pursue a certification pathway. Existing workers will come to a HEART Trust/NTA location, have their skills evaluated and assessed, and will develop and implement plans for acquiring additional unit competencies and for attaining an NVQ. Already these additional assessment services are being set up at several locations with a focus on tourism and construction skills. These are not new facilities; rather they are new functions for existing training locations.

Key result areas to achieve this objective include continuing to upgrade the Training Agents on staff assigned to work with the firms, improving information systems and technology available to support their work, streamlining the procedures by which firms become recognised by NCTVET to conduct and assess their own training programmes, managing the Special Incentive Programme put in place to provide financial assistance to firms participating in the framework, and generally mastering the use of the framework as an HRD tool for enterprises. Related to this, funding aimed at Enterprise Based Training will be increased.

2. Increase enrolment in Community Based Training to 17,500 by 2008-09

This involves increasing the number of community-based training providers and the enrolments in selected existing programmes. The ability to do this will depend on financial inflows matching projections that contain assumptions about economic growth and increased collections. It also requires capable community partners in addition to the 122 that presently receive subventions for training. For 2005-06 the projected enrolment is 11,549 inclusive of programmes financed for the MOEYC and the SDC. The goal calls for an increase in enrolment of 51%, and the financing of this is discussed below.

The CBT department is assuming additional responsibility for developing community-based projects.

3. Facilitate participation by 23,000 persons per year in schools, tertiary institutions and private training providers by 2008.

This strategic result area is perhaps the most challenging so far. For schools the target is 10,000 students (by 2008-09), or more than three times as many as were enrolled in 2002-03. The school system has renewed its commitment to promoting the NCTVET NVQ in secondary schools, but results have been uneven so far and participation actually fell last year.

The NCTVET qualification is superior to the CXC CSEC¹³ Technical Subjects primarily pursued by the schools. The NVQ is based on standards developed by employers and is more relevant to labour market needs than the theoretical CXC CSECs, and the NVQ articulates upward with higher-level training programmes. There is anecdotal evidence that students say the qualification appropriate to High School students is the CXC CSEC. This suggests continued strong promotion of NVQs aimed at secondary school students.

It might also be possible to partner with CXC to have them assess Level 1 competencies in the schools, as is being initiated in Trinidad and Tobago at present. This would solve the problem of any preference for CXC CSECs over NVQs, as these could be co-certified. The NVQ framework would also help to address what is widely seen as an exam-driven secondary system rather than an outcomes-driven system. In the NVQ framework, Level 1 learners are taught meaningful things like how to communicate in the workplace, and how to use a computer as part of the Core Critical Employability Skills, (along with real job competencies like providing food services or repairing a motor vehicle); these core skills would bring an improved element of contextual learning to the other secondary subjects taught in the secondary schools.

Keys to success in this area include using the existing assistance projects, the *Technical High Schools Development Project* and the *Rationalisation of TVET in Secondary Schools* project as more effective vehicles to implement NVQs in more schools. They may also need to access the Learning Management System to participate effectively, but this needs further study.

In the tertiary sector, the National Qualifications Framework offers a significant opportunity for tertiary education and training providers to ensure the labour market relevance of their offerings by mapping their programmes onto the standards and bringing assessment practices in line with the Quality Assurance Framework of the NCTVET to become accredited. The target here would be for 5,000 tertiary participants and 8,000 private provider participants by 2008-09. We know that there are about 15-20,000 participants in private training programmes¹⁴ annually in Jamaica.

Key to achieving this objective is motivating other providers to adopt the framework. If learners want the NCTVET certification, this will influence other providers to come on board. Financing of technical assistance to assist private providers to become accredited will be implemented, including assistance to train assessors and to use the Learning Management System. We are already somewhat behind in progress on this objective, but activity will be increased significantly in 2006. The Trust will also consider financing

¹³ CXC CSEC stands for Caribbean Examination Council Caribbean Secondary Education Certificate

¹⁴ HEART Trust, *Survey of Private Training Providers*, 2003.

training, resources permitting, through private providers in areas of economic priority such as the investment projects described above. This carrot can be used to bring providers into the framework.

For the present, the responsibility for these results has been placed within the office of the Chief Technical Director. We shall determine whether a specific work unit needs to be set up to handle the requirements in this area.

Other Strategic Objectives

4. Training and certification provisions increased to support expansion in bauxite and tourism sectors by 2007

HEART Trust/NTA will continue to support the investments in the bauxite-alumina and tourism sectors by reallocating capacity toward these important projects. We have already taken steps to meet the needs of the Jamalco plant expansion. For Jamalco, 1,198 workers have been appraised this year so far, 504 are actively enrolled in institutional programmes, and additional training is coming on-stream at various VTCs. 120 of 500 (42%) workers needed by the end of this fiscal year are ready now. The Jamalco project is documented in a separate Plan.

With tourism, although we have capacity already to meet most of the needs, we continue to increase training in areas where training is in short supply and to offer new training programmes related to greens-keeping and landscaping, hotel maintenance, and outboard engine mechanics. We are currently appraising two new tourism training projects on the North Coast.

Planned enrolment for Hospitality this year is 23,848 (29% of total capacity) with institutional training set to supply 11,244 spaces and provide 8,875 certified workers, and community programmes providing 4,900 workers for a total of 13,775 produced this year. The total requirement is in the range of 16,000 workers needed between now and 2007. The NPD has proposed to increase enrolment by a projected 8,900 over the next three years, or about 2,966 per year additional output, for a total of 16,741 annual outputs.

Training programmes are being developed at institutions on the North Coast in hotel and building maintenance including air conditioning, plumbing, electrical, and waste management. Boat maintenance and repair, small engine mechanics, diesel mechanics, landscape and golf course maintenance programmes are also planned.

5. The number of NCTVET-recognised qualifications increased to over 500 by 2008

The NCTVET currently has 208 qualifications involving over 5,000 unit competency standards related to 101 occupations across 15 sectors. This year the NCTVET will develop 81 new qualifications (and will revise 24 qualifications this year), bringing the total to 289. Table 9 projects the development of qualifications through 2008. The standards include an assessment instrument for each one, and the Learning Management Services Department completes a Learners' Guide for each unit. Unit Competency Standards development is

currently focusing on additional tourism titles, higher level qualifications related to the bauxite plant expansion, facilities maintenance, nursing and geriatrics, light manufacturing, security and policing, printing and graphic arts, entertainment and cultural products, and banking and financial services. Demand for standards is also apparent in child development, allied health, baking and confectionery, ground transportation, wellness, and occupations in TVET.

Table 9: Targets for Development of Qualifications

Year	Completed	New	Revisions	On NQR
Baseline	208			81
2005-06 target	81	81	24	
2006-07	80	80	25	
2007-08	80	80	30	
2008-09	60	60	50	
TOTAL	509	301	129	

NCTVET has formed 32 Industry Training Lead Groups since the introduction of the new framework, and ten groups are active at any given time; the members tend to work on accreditation and standards validation when not active on the Lead Group.

6. One hundred twenty NCTVET Accredited Training Organisations and Recognised Training Firms operating by 2008

The NCTVET provides services that enable training providers to have their training programme accredited by NCTVET. So far 25 institutions operated by HEART Trust/NTA are accredited to conduct 143 training programmes.

Table 10: Accreditation Projections: Developing 130 ATOs by the End of 2008-09

Year	Programmes				Organisations			
	Levels				Institutions		Firms	
	1	2	3	4 & 5	Existing	New	Existing	New
Baseline (prior to 03-04)	96	3	2	-	25	0	0	0
20004-05	22	15	5	-	25	4	0	0
2005-06	35	35	12	-	29	5	0	2
2006-07	40*	30	15	5**	34	10	2	14
2007-08	40	30	20	15**	44	16	16	14
2008-09	40	30	25	20	60	20	30	20
Total	273	143	79	40	80 institutions		50 firms	

Additional ATOs will include the VTDI and CIT, Breadnut Valley, the Technical High Schools, some secondary schools and private and tertiary training providers. Since providers have to assume responsibility to become ATOs, these targets are really goals

with the idea that NCTVET can provide the facilitative services, but the providers must be responsible for becoming accredited.

There are 17 firms showing interest in becoming an ATO at present. We should be able to recognise up to 80 institutions and 50 firms by the end of 2008 as shown in Table 10. Both the EBT and CBT departments are also becoming ATOs to facilitate training in the framework with non-ATO partner organisations

7. Higher-level training programmes enrolment increased by 2008

The labour market continues to show demand for higher-level training at Levels 2, 3 and 4. The new investment projects continue this trend. At March 2005, higher-level training comprised 32.9 percent of training offered and at August 2005 comprised 36 percent (not including VTDI). However, this increase is mostly attributed to enrolments in higher level unit competencies, so it is important to continue to establish additional programmes that aim at higher level qualifications.

HEART has worked to reduce the cost of all Level 2 training programmes to about \$12,000. The Trust is considering reducing this cost further to increase Level 2 access.

It is also important to develop standards and materials for new higher level programmes for training providers in the post-secondary and tertiary sector to stimulate their involvement with the framework.

Increasing the amount of higher-level training also requires attracting higher level instructors and developing existing instructors further; therefore, the human resource development programme will focus on this need.

8. Increase enrolment through distance education via VTDI and CIT to 2,000 persons by 2008

Although this is not a large target, it is important to increase distance education opportunities in the era of lifelong learning, as eventually many individuals will obtain education and training through distance means, especially through computer technology, and we need to develop capacity to respond to the eventual demand. Both the VTDI and the Caribbean Institute of Technology are pursuing distance education strategies at present, but enrolment is only at around 250 participants. This target is set conservatively and so will be reviewed regularly to adjust and refine indicators, targets and activities in this area. Distance education may also fit well in terms of the regional initiatives possible through the CANTA process.

9. New financing framework and financial assistance programmes for low-income learners introduced by 2007

Research in 2003 showed that a significant proportion of HEART participants are now from upper-income groups. HEART supplies a small stipend to all Level 1 trainees. This

has raised the question of the need for the stipend for some trainees who are from higher income households, versus the needs of participants from the lowest income households. The lower income learners could benefit from an additional amount of stipend, which is currently \$250 per week, intended to assist with the costs of lunch (although many HEART trainees get free lunch) and transport.

The agency is studying the applicability of a *Means Test*, as a way to determine the financial needs of different learners, examining existing instruments and preparing to test them with trainees. These important policy considerations will be carefully studied and recommendations will be made to the Board with the idea of introducing new arrangements by 2007.

10. Instructional staff level qualification improved to 90% with Bachelor's degree by 2008

At present, 50 percent of HEART instructors have a Bachelor's degree, while an additional 32 percent are pursuing a degree. As of March 2006 we project that 85 percent will either have a degree or be pursuing it. We have been working to improve the qualification profile of the Instructors for many years. In the mid 1990s, only a small percentage of the Instructors had a degree, and the VTDI diploma was the basic qualification. By 2003, 98 percent of Instructors had the diploma, and since then we have focused on degrees. Remember, instructors are mostly supposed to have the technical and vocational skills, but the degree will make them better Instructors. This is a somewhat slow process as the degree takes time.

HEART and NCTVET will develop a new qualification for Instructors based on the unit competency framework to be implemented by VTDI over the period 2006-2007.

We will also be targeting all kinds of training needs within the organisation, including providing support for Master's and Doctoral degrees for highly specialised functions in the agency and at VTDI, and continuing to provide specialised training for staff in a variety of areas including:

- Information technologies, especially to assist staff to utilise new technology tools developed by the agency, and to manage databases better
- Quality Assurance including risk management and ISO
- Project development, project management, and project/programme evaluation
- Planning and budgeting
- Marketing of HEART services
- Training needs analysis of firms
- Recognition of prior learning, and development of training plans for individual learners
- Management training, including a new Managers' Orientation Programme
- Leadership training

11. Financing of Enterprise Based Training increased by 66% and Community Based Training increased by 51% by 2008

The financing plan is to limit the amount of total expenditure consumed by institutions, while increasing the amounts spent on community programmes and on-the-job training

programmes. Institutional expenditure will increase to deal with moderate additional costs to set up the expanded assessment services in institutions, and increase training related to the hospitality expansion. But growth in income will be directed toward expenditure in CBT and on-the-job training and workforce development. Given the financial projections developed, it should be possible to increase expenditure on CBT by 51 percent and by 66 percent in EBT on-the-job training programmes (consistent with enrolment growth targets). This would be approximately \$120m more on EBT and about \$123m on CBT.

In the short-term we will also focus on making the Special Incentive Programme for firms operate effectively, examine how to institutionalise incentives for firms, and recommend changes to the HEART Act to facilitate workforce certification. An additional fund to provide technical assistance to tertiary and private training providers to assist them to adopt the new framework will be established

Table II shows a calculation of how HEART financing has been distributed over the past two years.

Table II: Major Categories of Training Expenditure

Category	2003-04		2004-05	
Central Administration	440,158,681	14.9%	496,632,396	14.25%
Institutional Training	1,547,031,030	52.3%	1,766,212,731	50.68%
VTDI	156,769,204	5.3%	181,479,480	5.21%
Community-Based Training	184,472,664	6.2%	239,000,487	6.86%
Industry Training	133,056,988	4.5%	177,669,632	5.10%
				67.85%
Learning Materials & Resources	103,838,209	3.5%	96,978,830	2.78%
Recruitment, Job Placement	118,593,658	4.0%	131,419,958	3.77%
National Council TVET	103,909,166	3.5%	103,519,326	2.97%
Projects and MOEYC	167,705,994	5.7%	292,170,714	8.38%
	2,955,535,594	100.0%	3,485,083,554	100.00%

Source: HEART Trust (Un-audited) Financial Statements, regrouped and recalculated, March 2004, March 2005

12. Complete Training Packages (Unit Competency Standards, Assessment Instruments, Learners' Guide) in place for 7,500 unit competencies by 2008.

The unit competency standards are the building blocks of the qualifications. The unit competency standard is supported by an Assessment Instrument and Learners' Guide. This comprises a complete Training Package. The NCTVET has over 5,000 unit competencies completed, although assessment instruments and Learners' Guides are not in place for all units. The objective is to have completed Training Packages to provide for support for 7,500 unit competencies. Related to this is the need to improve the supporting materials in terms of improving the overall employability skills of the learners. The agency will also explore making curricula based on the unit competencies available for targeted tertiary programmes. This number of unit competency standards will greatly increase the span of influence the agency can have over job-related training in Jamaica.

1. New Framework implemented in remaining HEART Trust-financed programmes by 2007.

As of August 2005, 60 percent of total enrolment is operating under the New Qualification Framework. This is due to a number of factors and affects school leavers and apprenticeship on-the-job training, institutions-especially JAGAS and Stony Hill, community-based training-especially the MOEYC programmes at Marginal Institutions, and CIT and VTDL. For institutional programmes, the problem is mainly that standards in the new framework are not complete as yet, while in community programmes there are problems of infrastructure to operate effectively in the new framework. Some community programmes will partner with existing ATOs to conduct training under the new framework. We expect the entire system will be converted by 2007. This involves continued training of assessors, and development of standards, assessment instruments and learning materials.

2. Learner support services for participants in assessment, training and certification improved by 2008.

The agency offers a variety of learner support services including vocational interest and aptitude assessment, career counselling, placement into training programmes, job search and job readiness preparation, and job placement services. All of these services need improvement and greater integration. The new model, which enables lifelong learning, also features opportunities for individuals to have their current skills assessed, and to have a qualification plan developed and implemented. This changes the role of various actors in the system involved in counselling and job placement to broker both assessment and training services, and goes to the heart of the expansion and integration of assessment services now being implemented. The new model requires that all of these services be available at the assessment locations. This is also an HRD activity in the Plan.

3. Basic Employability Skills of HEART / NCTVET trained and certified learners are assured by 2007.

In the era of rapid economic change and career mobility, the importance of basic skills that all workers need and which are transferable across jobs cannot be overstressed. The implementation of the new model has increased participation, but the agency must be vigilant about the potential trade-off between quantity and quality. The agency will take steps to strengthen the basic employability training of participants. The NCTVET standards and the training programmes contain unit competencies that cover communicating in the workplace and other related fundamental generic employment skills. Assuring quality in this area includes strengthening the integration of employability skills in the job-oriented part of the programme, and improving the assessment process (and ability of assessors to assess these dimensions) to ensure these are being evaluated properly.

Surveys of employers will be used to monitor and evaluate this aspect of training.

4. Portfolio of training programmes arranged according to labour market demand and diversified by 2008

The growing areas are tourism, especially hotels, construction related to tourism and civil construction (e.g., ports and airports), bauxite mining and alumina processing, distributive trade, especially retail trade, information and communications services, education, and manufacturing of beverages and processed foods. For the construction sector, the focus will be on assessing, upgrading and certifying existing construction workers. Growth will be limited in Information and Communication Technologies, and decreased it at the low end. We will also focus services on worker assessment and certification and customer service training on the retailing industry. There are 180,000 workers in the category *Service workers, shop and market sales workers*. HEART will also explore whether and how it might enter the health care field.

5. Regional initiatives to promote a regional qualification framework through CANTA are continued.

Within CARICOM under the CSME, the NVQ has the potential to become the basis for enabling the free movement of skilled labour within the region. The NCTVET NVQ is becoming recognised regionally and quite similar certification systems exist in Barbados and in Trinidad & Tobago. Continuing the efforts to promote regional integration in skills training and certification makes sense.

The World Bank has a new regional initiative and has been actively working with the agency to promote the qualification framework as a vehicle for lifelong learning.

There may be a possibility for cooperation with CXC to become an “Assessment Only ATO” that could administer the NVQ in the secondary schools. This would improve participation in the framework and increase the amount of relevant workforce certification, and would free-up Level 1 training capacity in the HEART institutions allowing for greater focus on higher-level skills.

Strategic Plan Logical Framework (Log Frame)

Vision Indicator: One-half of the workforce certified by end of 2008
Mission Indicator: 100,000 learners participate in the framework per year by 2008

Results and Indicators

Result 1. Access to assessment, training and certification increased

- Increase enrolment in workforce development and on-the-job training to 30,000 by 2008-09.
- Increase enrolment in Community Based Training to 17,500 by 2008-09.
- Facilitate participation by 23,000 persons per year in schools, tertiary institutions and private training providers by 2008-09.
 - Devise incentive scheme to increase participation
- Expand assessment services and integrate these services into the regular functions of institutions, including provisions for recognition of prior learning to enable existing workers to pursue certification.
 - Focus on construction sector in early phase
- 130 NCTVET Accredited Training Organisations and Recognised Training Firms operating by 2008-09
- Increase enrolment through distance education via VTDI and CIT to 2,000 persons by 2008-09

Result 2. Relevance of training offerings improved

- Training and certification provisions increased to support expansion in bauxite and tourism sectors by 2007
 - Increase enrolment in tourism programmes based on emerging plan from IBT
- Increase number of NCTVET-recognised qualifications to 500 by 2008
- Higher-level training programmes enrolment increased by 2008-09
- Portfolio of training programmes arranged according to labour market demand and diversified by 2008
 - Limit growth in Information and Communication Technologies, and decrease it at the low end.
 - Focus services for worker assessment and certification and customer service training on the retailing industry. There are 180,000 workers in the category *Service workers, shop and market sales workers*.
 - Focus on the financial services industry

- Develop Standards and Learner Guides (and possibly curriculum in Health care.
- Continue exploring and developing Standards in the creative arts including entertainment, music, graphic arts, and performance.
- Regional initiatives to promote a regional qualification framework through CANTA are continued.

Result 3. Quality of Training & Customer Service improved

- Instructional staff level qualification improved to 70% with Bachelor's degree by 2008
- Complete Training Packages (Unit Competency Standards, Assessment Instruments, and Learners' Guides) in place for 7,500 unit competencies by 2008-09.
- Learner support services for the range of participants in assessment, training and certification improved by 2008.
- Basic Employability Skills of HEART / NCTVET trained and certified learners assured.

Result 4. Financing arrangements support the Planned Results

- New financing framework and financial assistance programmes for low-income learners introduced by 2007
- Financing of Enterprise Based Training increased by 66 percent and Community Based Training increased by 51 percent by 2008

Result 5. Human Resource Development activities support the Planned Results with training in:

- Information technologies, especially to assist staff to utilise new technology tools developed by the agency, and to manage databases better
- Quality Assurance including risk management and ISO
- Project development, project management, and project/programme evaluation
- Planning and budgeting
- Marketing of HEART services
- Training needs analysis of firms
- Proposal writing
- Recognition of prior learning, and development of training plans for individual learners
- Management training, including a new Managers' Orientation Programme
- Leadership training
- New Level 5 qualification for Instructors

This Strategic Plan will be used to formulate the Annual Operational Plan and Log Frame.