

Part I

National Training Plan



December 2013 to December 2023



GOVERNMENT OF BERMUDA

Ministry of Home Affairs

National Training Plan

December 2013 to December 2023

94 Reid Street • Hamilton HM 12

MAILING ADDRESS

P.O. Box HM 1364
Hamilton HM HX
Bermuda

T. (441) 297-7714

F. (441) 296-2535

www.gov.bm

Foreword

The National Training Board (the “Board”) is developing the National Training Plan (the “Plan”) in two parts. This decision was based on a desire for continuing stakeholder input and involvement and ensuring adequate time is allowed for consultation and input before moving forward with our implementation strategy.

Part I of the Plan is an analysis of the economic sectors that the Board focused on in the first instance with the goal of understanding the current job market and determining how best to move Bermuda from its 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 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.

Ultimately we see this Plan as a tool to fulfill our goal of ensuring that Bermuda moves to a place of reducing our reliance on overseas labour because we will have carefully considered the future needs of the economy and developed our people accordingly.

This Plan will be critical to the continual improvement of workforce planning in Bermuda and to the establishment of a common framework for discussions on future workforce numbers.

This document has been issued with the full expectation that it is a “growing, living document” that will develop over time as new opportunities and workforce needs arise.

We invite further input from all stakeholders as we seek to work together to identify job opportunities for our people, and guide them to earn the qualifications necessary to take advantage of those opportunities.

Part I of the Plan completes the first phase of our mandate.

Contents

01	Definitions and/or Abbreviations
02	Minister's Remarks
03	Chairman's Remarks
04	Acknowledgements
05	Executive Summary
06	Introduction
08	Methodology
10	Government Ministries, Corporate Bodies and Agencies
12	Financial And Insurance
15	Hotels And Hospitality
20	Development and Infrastructure
23	Sales And Services
27	National Certification (Designated Trades)
28	Foundational Life ('Soft') Skills
30	Action Plan
35	Conclusion
37	Appendix 1 - 20 Most Populated Positions
41	Appendix 2 - Hotels and Hospitality Development Model
43	Appendix 3 - Certification Process
46	Appendix 4 - Acknowledgments and Thanks

Definitions and/or Abbreviations

ABBREVIATION	DESCRIPTION
AHLEI	American Hotel and Lodging Educational Institute
ASE	National Institute for Automotive Service Excellence (United States)
BHI	Bermuda Hospitality Institute
City & Guilds	UK-based vocational educational and training organisation
CSE	Civil Service Executive
DCI	Department of Communication and Information
DOI	Department of Immigration
DOS	Department of Statistics
DWD	Department of Workforce Development
GED	High School Equivalency Diploma
Bermuda Job Board	www.bermudajobboard.bm
ME&BD	Ministry of Education and Business Development
MHA	Ministry of Home Affairs
MOF	Ministry of Finance
MPW	Ministry of Public Works
MTD&T	Ministry of Tourism Development and Transport
NCCER	National Center for Construction Education and Research (United States)
NJATC	National Joint Apprenticeship and Training Committee (United States)
OAC	Occupational Advisory Committee
PACE	Professional and Career Education, Bermuda College
Red Seal	Canadian programme that recognises interprovincial standard of excellence in the skilled trades
Stratford Career Institute	Correspondence school offering at-home vocational training

Minister's Remarks



On behalf of the Ministry of Home Affairs, I am very excited to present Part I of Bermuda's first ever National Training Plan (the "Plan").

When I was appointed Minister of Home Affairs, I tasked the occupational advisory groups that are part of the National Training Board (NTB) to develop and ultimately manage and implement a Plan.

For Government, the importance of undertaking comprehensive planning to ensure a sustainable workforce in Bermuda became a national imperative for us.

As you read through the pages of the Plan, what will become evident is that a considerable amount of work, resources and analysis has gone into its creation. We view this as a road map aimed at strengthening Bermuda's competitive position in our local and global markets.

Prior to the creation of the Plan, what we have historically seen is uncoordinated workforce planning, hampered by the lack of a single comprehensive body to organise key data, types of professions and the training required to support the economy.

Thus, the realisation of Part I of this Plan is a significant milestone towards the establishment and alignment of a common framework for the discussions on future workforce numbers.

This Government recognises the challenges that we face in our workforce and our economy. In recent years, the recession has resulted in unprecedented challenges within our workforce.

There have been significant job losses, some of which are unlikely to be replaced in the near future. Some variables attributable to our current status included, but were not limited to, the growing skill gaps, increased costs, advanced technology and expanding globalisation.

These issues needed to be immediately addressed and we recognised that our workforce woes were not going to be solved by one single entity. Embarking on the creation of a Plan, would take partnership and collaboration in order to ensure the best possible outcomes for the benefit of Bermuda.

Thus, during this process we were very keen to involve all of our industry stakeholders, including representatives from private sector businesses, hospitality, education and our unions. They have proved to be an invaluable resource of information. A critical delivery item in the Plan was to illustrate career pathways, both traditional and non-traditional, that will ensure Bermudians are also positioned to avail themselves of prospects in the economic resurgence, both locally and globally. The Plan identifies the three pillars of opportunities — current,

emerging and transitional.

Both the public and the private sectors have been carefully examined to determine the current job market as well as short-, medium- and long-term opportunities for employment. The Plan considers the short-term to be a period of 24 months, the medium-term, up to five years and the long-term up to 10 years.

Ultimately, as you delve deeper into the pages of Part I of the Plan, you will begin to appreciate and understand the steps that must be taken to build new capacity and develop human capital. You will also see a clearer more coordinated picture of how Part I of this Plan aligns with our overall goals of protecting Bermudian jobs by transitioning to a place of reducing our reliance on overseas labour.

Finally, as Bermuda moves to reposition itself as a top destination for business it is my hope that the Plan will be seen as the standard bearer for the coordination and forward planning of the training and development needs of Bermuda's workforce.

I want to take this opportunity to thank the team at the Department of Workforce Development as well as the Chairman of the National Training Board, Mr. Jeff Sousa, JP, MP, and the Deputy Chairman, Mr. Vince Ingham for dedicating their time and effort to compiling this document.

We are very pleased with Part I and we are encouraged at the fact that it is a step in the right direction. Work on Part II has begun in earnest.

Regards,

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

Chairman's Remarks



When Minister of Home Affairs, Senator the Hon. Michael M. Fahy, JP, asked me if I would take on the responsibility as Chairman of the National Training Board (the “Board”), I immediately responded in the affirmative.

I am a great believer in Bermudians — and I understand that we face some challenges as a people, particularly in the area of employment.

From the initial meeting with the Minister, Permanent Secretary, Cherie Whitter and Deputy Chairman, Vince Ingham to my later meetings with the members of the Board, it was clear to me that our Island’s greatest asset is our people.

One of the first tasks facing the Board was the development of a National Training Plan (the “Plan”) for Bermuda. This is the document that will help Bermudians to identify opportunities in the job market, and provide advice to them about how to position themselves to take advantage of those opportunities.

We split into six working committees, concentrating on five sectors of the economy as well as on employment data and trends.

The result, I think, is that together we have produced a Plan that will serve our Island’s needs today, next year, and for the next decade. It is not intended that the document will remain static — it is a working document, a base for the Department of Workforce Development to develop and amend as new opportunities, and the need to train for them, arise. It is Part I of a two-step process, the latter of which will focus on implementation, the resources required to do so — and, where appropriate, policy considerations.

We are well aware, of course, that there are other training plans out there, many of them industry or sector specific, that speak to how one might take advantage of employment opportunities.

Part of the Board’s focus was to bring that information together under one umbrella so that anyone seeking opportunities in the workforce can quickly and easily identify employment trends, and therefore job opportunities, over the next decade.

In closing, it has been a pleasure to work with the Director of Workforce Development, George Outerbridge, and his management team Pandora Glasford, Training Manager; Charmaine Smith, Manager of Labour Relations and Felicia Rickards, Career Development Manager. They are at the forefront of assisting Bermudians during these tough economic times.

Last but certainly not least, I would like to thank the Deputy Chairman of the Board, Vince Ingham, for his dedication and hard work in assisting all members of the Board during the months we have spent putting this Plan in place. It truly has been a privilege to work with him.

I look forward to continuing to work together with this great team, and with others, as we address the challenge of getting our people back to work.

Jefferson Sousa, JP, MP
Chairman, NTB

Acknowledgements

The Minister extends sincere thanks to the Members of the National Training Board, including those Ex Officio members as well as the Officers of the Department of Workforce Development.

Board Members

Jeff Sousa JP, MP
Chairman

Vincent Ingham
Deputy Chairman

Michelle Khaldun
Pamela Quarterly
Lisa Robinson
Collin Simmons
Lauretta Stoneham
Tona Symonds
Dr. Dawnelle Walker
William Graham-Welton
Patrick Caton
Dr. Duranda Greene
Annette Eve
Dr. Radell Tankard
Christopher Allington
Lisa Almeida
Richard Davidge
Karla Lacey
Leila Madeiros
Annarita Marion
Jay O'Connor
Loumeeka Orgill
Simon Tully
Richard Winchell
Peter Havlicek
Dr. Danette Ming
Tina Tucker

Department Of Workforce Development

George Outerbridge
Director

Pandora Glasford
Training Manager

Charmaine Smith
Labour Relations Manager

Felicia Rickards
Career Development Manager

Subcommittees

Public Sector

Government Ministries,
Corporations and Agencies

Dr. Radell Tankard
Chairperson

Dr. Danette Ming
Tona Symonds
Tina Tucker
Debra Byrd

Private Sector

Data and Trends

Lisa Robinson
Chairperson

Steven Holdipp
Leila Medeiros
Dr. Duranda Greene
Nicola O'Leary
Peter Havlicek

Financial and Insurance

William Graham-Welton
Chairperson

Lauretta Stoneham
Lisa Robinson
Annarita Marion
Richard Winchell
Pamela Quarterly
Dr. Dawnelle Walker

Hotels and Hospitality

Pamela Quarterly
Co-Chairperson

Karla Lacey
Co-Chairperson

Richard Quinn
Michael Heslop
Anthony Mocklow

Development & Infrastructure

Patrick Caton
Chairperson

Jay O'Connor
Lisa Almeida
Simon Tully

Sales and Services

Richard Davidge
Co-Chairperson

Michelle Khaldun
Co-Chairperson

Lisa Almeida
Collin Simmons
Simon Tully
Lynn Hamilton

Executive Summary

The success of Bermuda's two most important economic sectors, international business and tourism, require that we seek to build new economic capacity and that we develop our workforce so that our people can take advantage of new employment opportunities as they arise.

That is a critical component of this National Training Plan (the "Plan"), which proposes a framework to transform our existing workforce development system to achieve better outcomes for businesses and for all Bermudians who can, and who are committed to, work.

The Board anticipated that the requirements of the market place would determine the resources, programmes and policies, both public and private that would be necessary to build a workforce that is effective and competitive in a global economy.

While building an integrated development and training plan driven by the public and private sectors is one key objective of the Board, the second major objective is the development of implementation and action plans with relevant metrics and timelines to support the Plan's recommendations.

Our research demonstrated a need to ensure that Bermudians are well versed in life skills, the lack of which currently compromises many in the work place. It is essential that all our people develop the life skills that Bermudians were once legendary for having, and that are consistent with the brand that we continue to promote. Together, we have slipped in this area, and so we must address these very fundamental deficiencies in the work place.

Three Pillars of Opportunities		
Current Up to 2 years	Emerging Up to 5 years	Transitional Up to 10 years

Both the public and the private sectors have been carefully examined to determine the current job market. Part I of the Plan considered what opportunities exist in the short-term up to two years and likely opportunities in the medium-term up to five years and long-term up to 10 years. The data analysed by the Board clearly shows there are current opportunities across all sectors and it is reasonable to project that similar opportunities will exist over the next 10 years. With any increase in economic activity in these sectors there

is a strong probability that the number of positions in these areas will increase.

In recent years, the recession has resulted in unprecedented challenges within the workforce of Bermuda. There have been significant losses of jobs — and, additionally, the long-term displacement of many workers has made it necessary for them to secure employment at reduced income levels.

A consequence is that persons with qualifications and industry sector experience may be very well positioned with some further training to take advantage of new opportunities in the sectors. On island training offerings will enable more individuals to reposition themselves for these opportunities.

Part I of the Plan has mapped out what is available and includes recommendations for each of the sectors considered by the Board. The industries in all sectors that responded are looking for qualified individuals with soft skills equally rated high on the list. Development of capacity in Bermuda will require a collective and shared effort in both the public and private sectors.

Part II of the Plan will focus on implementation.

Bermuda's economic success and sustainability will be measured by the level of participation and contribution Bermudians bring to all of the economic sectors. The ultimate challenge of the National Training Plan is acceptance and support from Government, all industry stakeholders and all Bermudians. The Board is of the view that this Plan should be read in the context of it being a living and evolving document that will require the ongoing attention of the Board, the Department of Workforce Development and all relevant Ministries. Future recommendations will have to be taken into account as our economy develops and new job opportunities arise.

Introduction

The National Training Board (the “Board”) was appointed in April 2013 by Senator the Hon. Michael M. Fahy, JP, Minister of Home Affairs. The Board is a coordinating organisation bringing together official representatives of various industry sectors. The primary mandate of the Board was to develop a National Training Plan (the “Plan”) and oversee the implementation of the same. Such mandate includes the following objectives:

- ▶ To consider the needs of the Bermuda economy today and in the future;
- ▶ To include nationally recognised training (training packages, qualifications, accredited courses, skill sets and units of competency etc.);
- ▶ To identify synergies and points of integration as it relates to support for existing programmes as well as those being developed and delivered by various training organisations and industry associations;
- ▶ To make recommendations with respect to current and future opportunities;
- ▶ To provide action plans which include reference to resource allocation; and
- ▶ To address some of the “non-technical” aspects with respect to ensuring workforce readiness.

Historically, workforce planning in Bermuda has been hampered by the lack of a single comprehensive body to co-ordinate data with respect to the numbers and types of professions and the training required to support the economy.

The development of the Plan is a significant first step towards the continual improvement of workforce planning in Bermuda and the establishment of a common framework of discussions on future workforce numbers supported by programmes and the alignment of scholarships, training funds and training opportunities to achieve the same.

The Plan will enable Bermuda to transition from its largely uncoordinated workforce training regime, to the adoption of a long-term view, enabling Bermuda to become more self-sufficient in the supply of human resources to support and sustain the economy.

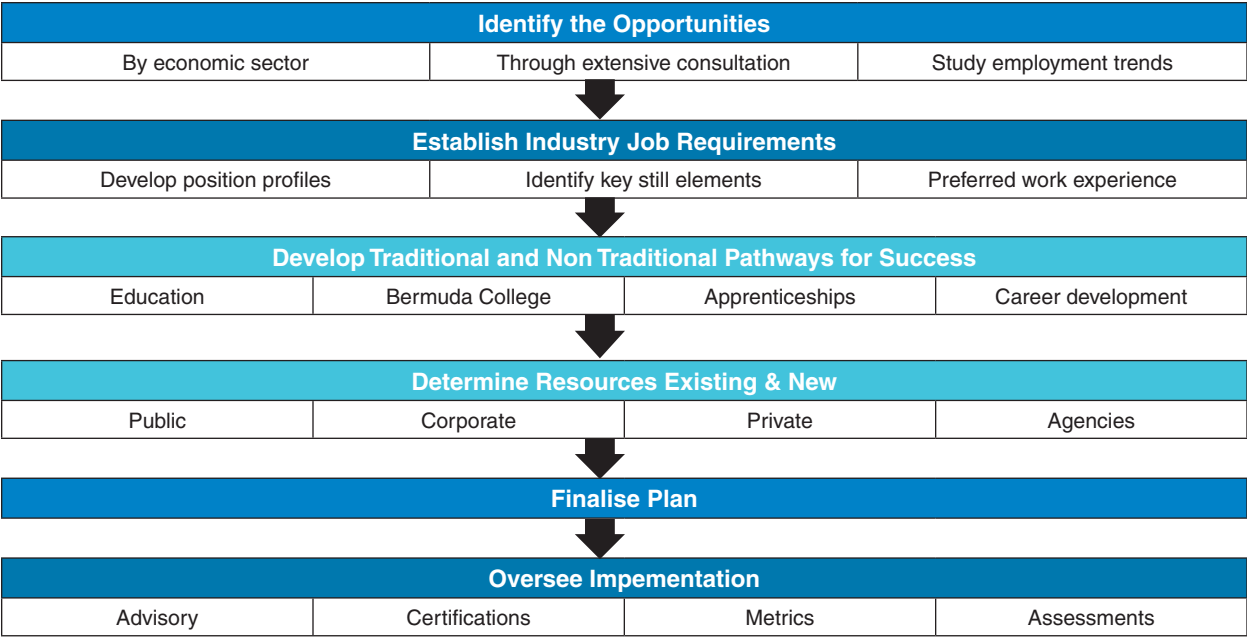
The Plan is intended to represent an integrated Government and private sector organisational framework enabling effective response to the needs of the economy now and into the future.

The Board has provided strategic management of the production of the Plan while several advisory groups have assisted, and in future will continue to assist, with its development on an industry-by-industry basis.

The importance of undertaking national planning for the development of a sustainable workforce in Bermuda is imperative for Government as it prepares to up-skill its people and improve Bermuda’s competitive position in the delivery of products and services to both local and global markets.

The development model used was driven by opportunity, job requirements, and training pathways.





Methodology

The six sub-committees of the National Training Board (the “Board”) met with public and private stakeholders, conducted surveys and convened focus groups.

The objectives were to determine existing positions both filled and unfilled as well as to identify potential future opportunities. Key factors included attrition rates, work permit expiry dates and budget constraints.

We started with a sector-by-sector analysis of the current status of employment.

Based on *The Bermuda Job Market – Employment Briefs* dated 13 April 2012 issued by the Department of Statistics, there were 35,443 jobs in Bermuda in 2012.

Bermudians held 25,132 of those jobs, while non-Bermudians held 7,501 jobs and the remainder were filled by spouses of Bermudians and Permanent Resident Certificate holders (PRC’s).

A further breakdown of the economy in 2012 shows:

- ▶ 3,305 persons unemployed;
- ▶ 3,026 unemployed Bermudians;
- ▶ 1,176 or 36% unemployed were 16–24 years; and
- ▶ 668 or 20% unemployed were 25–34 years.

The available jobs are shared among the five economic sectors as defined by the Board as follows:

Area of Focus	Total Jobs	Percentage of Total
Government Ministries, Corporate Bodies and Agencies	10,180	29%
Financial and Insurance	6,375	18%
Hotels and Hospitality	6,561	19%
Development and Infrastructure	3,995	11%
Sales and Services	8,332	23%
TOTAL	35,443	100%

In these five areas of interest, the number of jobs held by Bermudians, spouses of Bermudians and PRCs in comparison to non-Bermudians are as follows:

Area of Focus	Bermudian, Spouse, PRC	Non-Bermudian	Percentage Non-Bermudian
Government Ministries, Corporate Bodies and Agencies	8,272	1,908	19%
Financial and Insurance	4,634	1,741	28%
Hotels and Hospitality	5,029	1,532	23%
Development and Infrastructure	3,123	872	22%
Sales and Services	6,884	1,448	18%
TOTAL	27,942	7,501	21%

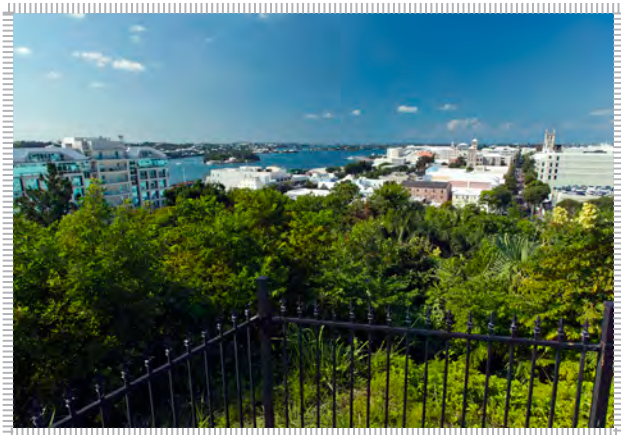
The factors that influence a person's decision to pursue a certain career or profession vary, but in most instances will likely be influenced by personal interests, opportunity for personal and professional development and long and short term economic benefit.

In the Board's focus areas the following median gross incomes were noted in *The Bermuda Job Market – Employment Briefs* dated 13 April 2012 for establishments with 10 or more employees for each of the areas of economic activity that were considered.

Area of Focus	(i)	(ii)	(iii)	(iv)
Government Ministries, Corporate Bodies and Agencies	Public Administration \$70k	Education, Health and Social Work \$62k	Community, Social and Personal Services \$49k	
Financial and Insurance	International Business \$122k	Financial Intermediation \$74k		
Hotels and Hospitality	Hotels \$36k	Restaurants \$35k	Transport and Communication \$55k	
Development and Infrastructure	Construction and Quarrying \$58k	Agriculture, Forestry and Fishing \$37k	Manufacturing \$49k	Electricity, Gas and Water \$78k
Sales and Services	Business activities \$70k	Wholesale and Retail \$46k	Real Estate and Renting Activities \$44k	

In recent times, Bermudians have been attracted to jobs in the public sector and those in the private international business sector because of job availability and salaries higher than the national median salary of \$60,000 per annum. Historically, these sectors have provided job security.

The National Training Board's determination of job opportunities in the marketplace can be attributed directly to data obtained from the Department of Statistics, industry consultation and feedback. The data is self-explanatory. The Committees' opinions are reflected in the analysis of the sectors. The Board recognises there is some risk in some of our views however it is important to engage contrary views and remain open to expanding our recommendations and proposed action plans as we move the Plan from Part I to Part II.



Government Ministries, Corporate Bodies and Agencies

Government Ministries

The public sector includes public officers employed by the Bermuda Government, namely civil servants, uniformed services, and industrial workers.

Currently, there are 5,643 posts within the Bermuda Government.

Some 5,117 of those posts are filled (see Table I for a breakdown).

Of the 526 vacant posts, 251 (48%) are budgeted, and 275 (52%) are unbudgeted for the 2013–14 fiscal year (see Table II for a breakdown).

The vast majority of jobs in this sector are filled by Bermudians, a category which for the purposes of this Plan includes PRCs and spouses of Bermudians.

Some 340 positions are held by expatriate workers on work permits.

This indicates current or short-term job opportunities within the public sector.

Positions in this sector include:

- ▶ Administrative: secretarial and clerical staff, administrative officers, heads of departments;
- ▶ Legal: justices, prosecutors and crown counsel;
- ▶ Uniformed Services — regiment, police, fire fighters, customs officers, corrections officers and immigration officers;
- ▶ Education: principals, teachers, lecturers and para-educators;
- ▶ Health/Social: counsellors, therapists (speech, physical and occupational) community health nurses, social workers, financial assistance workers and probation officers; and
- ▶ Industrials: public works, parks, post office, ferry and bus operators.

Table 1 – Bermuda Government Filled Positions (as at 1 October 2013)

PS Scale – Equivalent	Admin.	Legal	Unif. Serv.	Edu.	Health/ Soc.	Industrials	TOTAL
PS 01 – 16 Entry/Clerical Level	672	1	11	144	72	646	1,546
PS 17 – 26 Admin/Technical/Supervisory	470	0	430	75	57	511	1,543
PS 27 – 35 Middle Mgmt/Professional	318	4	410	650	214	1	1,597
PS 36 – 40 Senior Mgmt	179	0	79	35	12	0	305
PS 41 – 50 Executive	83	29	11	0	3	0	126
Sub-total	1,722	34	941	904	358	1,158	5,117
TOTAL	1,722	34	941	904	358	1,158	5,117

Table 2 – Bermuda Government Vacant Positions (as at 1 October 2013)

PS Scale	Admin.		Legal		Unif. Serv.		Educ.		Health/Soc.		Industrials	
	B	UB	B	UB	B	UB	B	UB	B	UB	B	UB
PS 01 – 16 Entry/Clerical Level	43	2	0	0	13	8	0	0	5	1	44	59
PS 17 – 26 Admin/Technical/Supervisory	29	16	0	0	13	107	0	0	2	0	18	46
PS 27 – 35 Middle Mgmt/Professional	30	11	0	0	16	3	0	0	7	2	4	3
PS 36 – 40 Senior Mgmt	11	8	0	0	2	6	0	0	0	0	2	0
PS 41 – 50 Executive	3	0	8	1	0	1	0	0	1	1	0	0
Sub-total	116	37	8	1	44	125	0	0	15	4	68	108
Total	526											
Total Budgeted (B)	251	48%										
Total Unbudgeted (UB)	275	52%										

New opportunities for Bermudians in this sector of the economy may arise with retirement, natural attrition and restructuring in the public sector.

The Director of the Department of Human Resources advised that within Government there are a number of trainees and bursary students who are being trained to assume some of the positions currently filled by expatriate workers. There is also a Technical Trainee Scheme in place to meet this same aim.

According to data sourced from the Department of Human Resources and the Department of Education, as of November 2013 there were a total of 356 posts in Government that will become vacant by 2020.

These vacancies will arise as a result of employees reaching the retirement age of 65 who work in the following areas: judiciary, finance, works and engineering, customs, immigration, health, social services, planning, transportation and education. These positions range from administrative assistants to executives.

In accordance with the three pillars of opportunities mentioned in the Executive Summary of this Plan, almost one-third of all potential retirees (112) will retire within the next two years. The areas affected are the courts, health, social services, planning, transportation, works and engineering and education.

The remaining two-thirds (244) of potential retirees will retire within the next seven years. The areas affected are judicial services, finance, customs, the post office, planning, social services, transportation, works and engineering and education.

In the health and social work sector, the Bermuda Hospitals Board (BHB) employed some 1,841 staff in 361

distinct job roles as at 20 September 2013. That number includes 1,611 full time/part time employees, 202 casuals (part time workers) and 28 locums (highly specialised overseas temporary hires). Sixty-two per cent of staff are Bermudians, while 38 per cent are non-Bermudians.

The average age of BHB employees is 45. Some 253 staff members are expected to retire at age 65 or older over the next five years. The projected retirement dates are 2014: 97 employees; 2015: 38; 2016: 28; 2017: 44; 2018: 46.

There are clear opportunities for Bermudians with the necessary education and qualifications. For example, there are currently 410 registered nurses employed by the BHB, but 308 are work permit holders. There are also opportunities for medical technologists, pharmacists, clinical dieticians and physiotherapists.

Recommendations

- ▶ Prepare Bermudian university/college graduates for employment in this sector.
- ▶ Prepare for retirement of current workers in this sector.
- ▶ Work towards a sector that employs Bermudians in positions currently held by work permit holders.
- ▶ Create a sector workforce that is more efficient and accountable.
- ▶ Improve budgeting process, ensuring that expenditures do not exceed budgeted amounts.

Financial and Insurance

Within the Financial and Insurance sector there are 6,375 jobs, of which 3,867 are in international business while 2,508 are in financial services.

Of those jobs, some 1,971 are held by non-Bermudians, 1,519 in the area of international business and 452 in the area of financial services.

The data suggests that there are vast opportunities for Bermudians with the proper qualifications and training over the next 10 years as there are shortages of Bermudian workers in a wide variety of occupations.

Some examples of our findings:

- ▶ Non-Bermudian actuaries accounted for 82% of the overall total in 2012;
- ▶ In 2012 only 31 (40%) Bermudians held broker positions out of the 78 positions overall; and
- ▶ In 2012, 49% of the jobs as underwriters were held by Bermudians, up from 46% in 2011.

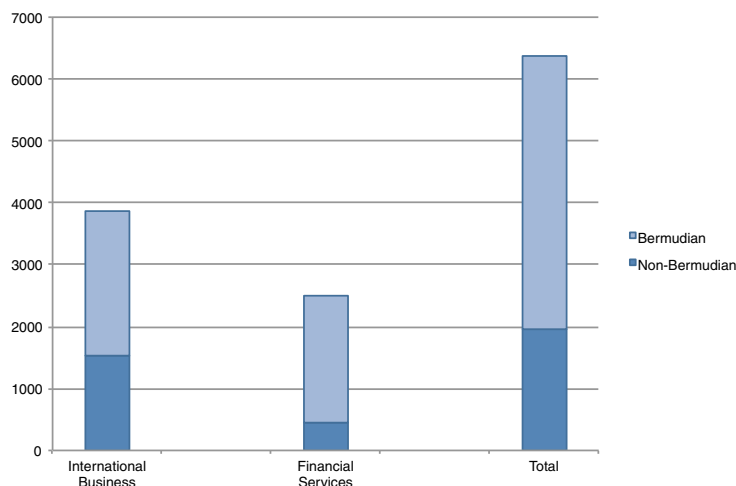
Anyone wishing to become an actuary or accountant will require a minimum of a bachelor's degree as well as a specialised professional designation. Anyone wishing to work as a broker or underwriter will require a post-secondary degree and/or professional designation.

Following review of the statistical data, the Committee consulted with senior executives in the financial and insurance sectors, including representatives of banks, insurance companies, investment management firms and accounting firms.

We sought advice on current and forecast Bermuda employment opportunities and challenges within markets.

The financial and insurance sectors in Bermuda are compact, resource sensitive and entrepreneurial. They operate within global and highly elastic markets. Although their markets are driven by the world economy, their businesses are susceptible to local resources (especially world class labour and infrastructure) and regulatory (mostly immigration) pressures.

Financial and Insurance Current Job Market



Based on the statistics that show that there are 1,971 non-Bermudians working in the sector, there are opportunities for Bermudians within this sector. We are advised that there is widespread and consistent demand for a greater supply of numerate Bermudian employees, particularly qualified accountants and financial analysts.



Although the banking, investment management and insurance markets are driven by the world economy, the businesses are susceptible to local resource and regulatory pressures. Most notable amongst such pressures is a reported shortage of talent and skills in the local labour market.

That shortage is perceived by business leaders to be caused by low standards in local education and training, excessive protectionism and decades of earnings outstripping productivity.

There is widespread and consistent demand from the banking, insurance, investment management and accounting sectors for a greater supply of numerate Bermudian employees. Better education and training in mathematics and statistics, from high school to post-graduate levels, is required.

Furthermore, there is overwhelming current and forecast demand for qualified accountants and financial analysts.

There are at least 757 accountants (members of Institute of Chartered Accountants of Bermuda) working in Bermuda, of which approximately 607 are non-Bermudian. A large percentage of the Bermudian accountants are in advanced stages of their careers.

The industry representatives that we spoke to made additional observations as follows:

Accounting Pathway

Currently, the Bermuda audit firms produce eight to 10 qualified Bermuda accountants annually and the suggestion is that the number could be quadrupled immediately. Students may also qualify in approved training offices; the company does not have to be an accounting partnership, this provides significant additional capacity to train and qualify Bermudian accountants. The challenge for local audit firms is attracting students. There is fierce competition from banks, insurance companies and investment management firms for numerate and highly engaged students.

Banking Pathway

Secondary school students require solid grounding in quantitative and logic/communication skills. Further, development of analytical, communication and persuasive skills is critical.

University qualifications in accounting, mathematics, statistics, economics and law are in demand.

Post-graduate qualification in accounting (CA/CPA),

financial analysis (CFA), and business administration (MBA/MSc) are particularly relevant.

Employers are seeking people who are intelligent and long-term relationship builders and who are “open, connected and dependable”. An international perspective and a willingness to gain overseas experience are key.

There may be opportunities for additional working hours, payroll and international competitiveness, especially if the community becomes comfortable with 5/7 type arrangements (e.g. next month work Thursday to Monday instead of Monday to Friday).

Investment Management Pathway

Investment management executives recommended that secondary schools provide solid grounding in quantitative skills — the ability to analyse, constructively debate and convince.

Firms are most interested in university graduates in the disciplines of accounting, mathematics, statistics, economics and law.

Post-graduate degrees/designations are particularly useful e.g. accounting (CA/CPA), financial analysis (CFA), business administration (MBA/MSc).

Employers are seeking employees with good interpersonal skills, and those who are intelligent and analytical. An international perspective is important.

Information Technology Pathway

Secondary schools must provide a solid grounding in quantitative skills.

University graduates in the areas of computer science and other IT-related courses are most valued.

Post-graduate qualifications in advanced computer science and IT are valued.

Employers are seeking employees with good interpersonal skills, and those who are intelligent and analytical. An international perspective is important.

We must begin training Bermudians for global competition in the IT space, rather than simply training for local jobs.

There is a critical IT skill shortage both locally and globally (information security, project managers, software technicians, infrastructure management, etc.).

There are very few software developers in Bermuda. This area has tremendous opportunities for the future so would be a key area for Bermudian development.

Career counselling is critical in IT — Bermudian students require sound advice on the educational focus to support their desired IT careers.

Some Bermudians have IT degrees, which are a great foundation for development. Employers are sometimes focusing on too many certifications and some are using questionnaires which are preventing Bermudian access to jobs that they would otherwise be easy to skill up in.

Mentorship is an important element in supporting IT career development.

Structured internships are of critical value to IT talent development.

Soft skills are a critical piece to employability now and for the future. Required Resources:

- ▶ General Workforce Development courses
- ▶ BHI programmes
- ▶ PACE courses

Recommendations

Consideration should be given to the creation and expansion of industry internship programmes to create entry-level opportunities for young Bermudians and to facilitate their gaining necessary work experience. It may be appropriate to support such programmes by the introduction of a post internship tax incentive scheme for those employers who participate in such programmes. An internship programme would help to reduce the numbers of unemployed persons, particularly in the 18–24 year range.

Industry members should also assist secondary school guidance counselors with their knowledge of accounting career opportunities. Some counselors already hold ‘Career Days’ at which various industry members — including accountants — present information. This could be extended to all secondary schools, and also to students in middle schools.

Additional recommendations arising out of our consultation process include:

- ▶ Provide additional funding to non-profits who are working to teach, mentor, run camps in conjunction with the Bermuda College;

- ▶ Employ an information technology (IT) “career champion” (within the Department of Workforce Development framework) whose role it is to support mandating career counselling, in the IT space, by going out to all schools and providing IT teacher counselling, curriculum advice and encouraging teachers to stay current on new technology and IT trends; this person would be expected to promote and support the various non-profit programmes that currently exist in Bermuda, provide mentoring to entry level IT people and new graduates to help shape the future IT workforce; additionally, they would reach out to businesses to resource internship opportunities;
- ▶ Creation of an IT competency framework to support IT development;
- ▶ Sponsor IT internships, for students and IT people out of work, within local companies who would be willing to support the growth and development of Bermudian IT professionals but can’t take the financial load. The internships candidate selection process should be robust to get best value for the investment;
- ▶ The Department of Workforce Development sponsors a critical soft skills course that had to be “passed” before candidates would “qualify” for the various funded ideas noted above; areas that could be addressed include: dressing appropriately, workplace conduct, self-development, leadership, know the business you are working for and how they make their money;
- ▶ NTB to emphasise the importance of removing some of the systemic issues that are impeding on the employability of Bermudians;
- ▶ Fund technical competitions to encourage entrepreneurship and skill development, i.e. a local “mini” version of the Microsoft under 16 International Competition;
- ▶ MOED changes to Career Pathways Programme releasing students in the AM vs PM for work placements; and
- ▶ National strategy on work ethics. The topic of work ethic was a recurrent theme in our discussions with all stakeholders. It has affected each and every business owner that we collaborated with in our focus groups.

Hotels and Hospitality

In 2012, there were 6,561 jobs in the hotels and hospitality sector.

Some 5,029 of those jobs were held by Bermudians, which for the purposes of this Plan includes spouses of Bermudians and PRC holders.

The remainder of jobs — 1,532 — were held by expatriate workers.

The data suggests that there are job opportunities for properly qualified Bermudians in the hotels and hospitality sector.

However, though they dominate the workforce behind the scenes, Bermudians are no longer the ‘face’ of the Island’s hospitality industry, according to a 2010 report by the Bermuda Hospitality Institute. The majority of those holding service positions, and having the greatest daily interaction with visitors and locals, are work permit holders. While the industry struggles to attract and retain Bermudians at all levels, this area has the least representation and is of the least interest to Bermudians of all working age groups, while having the greatest impact on the visitor experience.

The reasons for this, the report said, are numerous and include: split shifts, weekend and holiday hours, seasonal nature, and the physical demands. Additionally, over the last decade, a cultural bias against service industry jobs, within the hotel sector in particular, has permeated the Bermudian psyche as the most educated seek employment in the international business sector or its support services. Others (particularly Bermudian males) found positions in the construction and trade industries fuelled by that same sector’s rapid development. Compared to the often touted salaries and benefits found in the international business sector, a lack of understanding and appreciation for the lifestyle that hospitality industry jobs provide, including flexible hours, ability to change positions, and additional income opportunities, still exists.

We must consider the global perspective when we chart the path forward in the hotels and hospitality sector.

Facts and Figures — The Global Perspective

The worldwide demand for hospitality workers is forecast to steadily increase over the next decade, with nearly every continent reporting a growing need for employees in this sector:

▶ North America

- Canada: The country’s tourism/hospitality industry will require an additional 84,000 workers in the next 10 years, averaging one new job every hour over the decade.
- United States: The accommodations industry is expected to grow by five per cent over the 2008–18 period.
- Bermuda: 632 new beds within the next five years (1.5–2 p/bed) = 1k+ new employees.

▶ South America

- 11,536 beds under construction (3–4 p/bed) = 35k new employees.

▶ Europe

- United Kingdom: Chronic skills shortage since 2000. Industry importing labour force from Eastern Europe.

▶ Asia Pacific

- 750,000 new hotel beds forecast to open within next 5 years (3–4 employees per bed) = 2+million new employees.
- United Arab Emirates: 71,700 rooms under construction (4–5 p/bed) = 286k new employees.

While established markets have long imported workers from a handful of developing countries, these sources do not offer an endless supply. They are becoming emerging destinations in their own right and are seeking to halt the exodus of local workers in support of their own hospitality industry. These countries include Cambodia, China, India, Croatia, Romania, Chad, Democratic Republic of Congo, and Sri Lanka.

The cost of importing service workers will rise along with demand as workers have more choices — first and foremost, the opportunity to work in their own countries.

This will provide opportunities for Bermudians in the hotels and hospitality sector.

Gaming

The introduction of casino-style gambling to Bermuda would also create jobs and job training opportunities for Bermudian workers.

Should a casino licence be granted to an existing hotel property, jobs would be created in the hotels and hospitality sector as there would be a need for additional bartenders, cocktail servers and waiters. Jobs in other sectors — IT and security, for example — would also be created.

Should a casino licence be attached to the development of a new hotel property, then the immediate benefit would be the creation of jobs in the construction industry. Jobs in the hotels and hospitality sector would follow once construction was complete, as would jobs in other sectors, e.g. IT, security, etc.

In both cases, the anticipated increase in tourists who would be attracted by the addition of gaming to Bermuda's tourism offerings would also benefit others working in the hospitality sector and would also stimulate the sales and service sector of the economy.

The addition of gaming would create a new job sub-sector within the hotels and hospitality sector as there would be a need for casino employees such as gaming dealers, surveillance officers, gaming supervisors (pit bosses), gaming managers, locksmiths, cage cashiers and slot technicians.

There would be training opportunities for Bermudians in these areas.

Industry information was collectively gathered through questionnaires, focus groups and consultation with the Ministry of Education, Bermuda Tourism Authority, the Bermuda Hotel Association and the Bermuda College. Senior executive stakeholders included in the 'tourism value chain' (restaurants, hotels and transport operations, business owners, leisure and sport operators and industry hiring managers) were interviewed.

During our process of information gathering certain overlying challenges to successful employment in our sector were identified. We gathered participants' opinions on their perceived economic outlook for the coming 10 years. We reviewed hiring challenges, how to build a competitive workforce, thoughts on proper development, training and emerging trends, all in keeping with the two-pronged approach for employment.

The hospitality industry is fighting for the same diminishing talent pool of Bermudians as all other industries on the Island. In order to revitalise this industry sector, consideration should be given to the implementation of the 2012 National Tourism Plan which proposes a Product Development Strategy focused on developing seven Bermuda tourism

products in order to reduce the seasonality and increase demand in this industry.

Opportunities for business growth include:

- ▶ The National Tourism Plan;
- ▶ Gaming;
- ▶ New hotel developments — **Two hotel concession orders approved by Parliament;**
- ▶ Increased cruise ship arrivals; and
- ▶ Increased air arrivals.

On 1 April 2010, The Bermuda Hospitality Institute (BHI) was launched with a mandate to lead and encourage the development, growth and sustainability of Bermudians in the Island's hospitality industry. BHI is a non-profit membership organisation dependent upon membership dues and a government grant to operate its programmes and initiatives.

Tasked with the mission to encourage Bermudians of all ages to consider a career in the hospitality industry through education and training, the BHI's key objectives are to:

- ▶ Educate target audiences on the benefits of a hospitality career;
- ▶ Strengthen the industry's cultural connections for and to Bermudians;
- ▶ Apply international industry standards to create consistent levels of entry;
- ▶ Ensure all interested populations are 'job ready' for industry positions; and
- ▶ Identify, develop and implement initiatives to retain Bermudians in the industry.

Current Industry Development Programmes

A number of hospitality programmes are currently offered to prepare Bermudians for the industry. For adults, the Bermuda College offers certification and degree courses under the Division of Business Administration and Hospitality. These cover hospitality management as well as culinary arts. PACE, the College's Division of Professional and Career Education, has in the past worked in collaboration with the Department of Workforce Department and the BHI to offer a specialised certificate programme for waiter/servers.

For young people, the BHI offers a programme promoting hospitality skills as life skills to public school students in grades P4, P6 and M2. The programme is delivered by more than 100 industry volunteers, runs in 14 schools, and is expected to reach all public schools by 2015.

In addition, BHI offers START, an American Hotel and Lodging Education Institute international certified programme, to high school students ages 16–18. Some 12–14 students complete the programme annually, with all guaranteed summer employment in the industry. BHI is also responsible for managing industry placements of high school students taking part in the Ministry of Education’s Career Pathways Programme — a once-a-week work release programme providing S3 students with an opportunity to spend time in the industry of their choice.

The subcommittee suggests that some risks and impediments to employment opportunities for Bermudians in this sector include:

- ▶ Convincing Bermudians to enter or rejoin an industry currently in decline, in numbers significant enough to again put a ‘Bermudian’ face on the Island’s hospitality industry;
- ▶ Confronting the notion that service equals servitude, which reinforces the stereotype that people in service positions are somehow ‘less’ valuable to society than those in other sectors;
- ▶ Breaking the conviction that jobs in the service sector are beneath anyone’s ‘social’ status by virtue of being Bermudian;
- ▶ The need to increase the industry’s profile as an employer of choice;
- ▶ Bermuda’s position in international business and tourism requires a high end product to match the high costs charged to business and leisure visitors at every stage — from guest accommodations, to transport, to dining;
- ▶ Service delivery is continually challenged by the declining number of Bermudians entering the industry and the number of guest workers required to fulfill the remaining positions; and
- ▶ Frustration within the industry continues to grow over the pressure to accept any and all unemployed Bermudians in customer facing and key team support positions (waiter/servers and kitchen porters in particular), irrespective of their desire or abilities, as well as the challenge in maintaining a

local workforce in these and other positions long term.

Recommendations

Industry Development Model Rationale

While tasked with identifying both traditional and non-traditional pathways and opportunities for development, we focused on a traditional pathway for the following reasons:

- ▶ Development needed to start in the early school years;
- ▶ Ministry responsible for education for all Bermudian children up to 18 years of age; and
- ▶ Non-traditional pathways can best be accommodated as part of the National Training Board’s industry certification programme.

Current Hiring Requirements

The hospitality industry typically hires for attitude first, skills second. Additional requirements most often seen are:

- ▶ Entry level: 1–2 yrs. industry experience preferred;
- ▶ Supervisory: 5 years skill experience, industry experience preferred, industry certification may be required dependent upon position — most often in technical or industrial areas; and
- ▶ Management: Academic and often industry certification; industry experience required.

The Ministry of Education has stated its intention to have every graduate of the public school system obtain a level of industry specific on the job experience, skills, and any relevant industry certification to obtain an entry level position upon leaving high school, especially if they are not seeking further education.

Concurrently, the Bermuda College has requested that industry certifications gained at high school level be designed to articulate with post-secondary education. Students who wish to move on to further education should be able to receive credit hours towards future college level class work, thus feeding directly into the Bermuda College Associates’ Level or Diploma Programmes.

Hospitality Industry Development Model

- ▶ Our model is divided into four parts:
 - Primary through middle school;
 - High school years 1 and 2;
 - High school years 3 and 4; and
 - Adults 18+.

Engagement and Awareness

The primary focus for students at these levels will be on raising industry awareness, both from a consumer of services and a potential career perspective.

Primary School

- ▶ Hospitality programmes focused on life skills;
- ▶ Industry introduction; and
- ▶ Interaction with industry professionals.

Middle School

- ▶ Continued hospitality programmes focused on life skills, industry introduction and interaction;
- ▶ Student site tours providing industry overview/variety of businesses;
- ▶ In-class educational presentations/job readiness skills required;
- ▶ Pre-assessment of personality to potential career options; and
- ▶ Evaluation component.

High School

These years are focused on mandatory subject matter mastery within the Cambridge Curriculum. While students are able to pre-select an area of interest for electives, there are limited opportunities for students to participate in non-curriculum based activities during the school day. Focus will be on:

- ▶ Career assessment and identifying pathways to certification;
- ▶ Industry taught electives added to curriculum; and

- ▶ Annual off-site industry activity.

The final two years of the Cambridge Curriculum are formatted to allow students to focus on a subject matter area. These include college preparatory courses and any number of career, trade or skills certification courses. The goal is for students to complete their education with both academic certification(s) and an industry specific certification. Focus will be on:

- ▶ Career Pathways: S3 students will participate in the Career Pathways programme with half-day per week at an industry business and S4 students onsite a full day each week. It is anticipated that S4 students, in the second year of the hospitality industry programme, will be paid for their time at work;
- ▶ Mentoring: all students selecting hospitality as their subject matter area are to be assigned an industry mentor. Mentoring will also take place through side-by-side observation during hands-on/ad-hoc feedback/orientation/learning outcomes;
- ▶ Apprenticeship Programme (Traditional — in school)
 - Education component (September–March)
 - Internship/hands on component (April–August); and
- ▶ Education/Industry evaluations: in collaboration with teachers, a rigorous process model will be developed to ensure industry expectations and educational standards are achieved and maintained as students' efforts affect their grades and graduation credits.

Certification Requirements (Completed S3 and S4)

Academic and industry certification will be able to be obtained from stackable modules, with all building to a final industry certification.

- ▶ Internationally recognised hospitality industry certifications built on academic and industry certification modules; and
- ▶ Academic certification includes creditable transfers to institutes of higher learning.

Adults, Ages 18+

Transitioning

We recognise that those 18+ may seek to enter the industry without any prior industry experience or education. As we focused on traditional pathways, this section speaks specifically to those who are:

- ▶ Over 18 years of age;
- ▶ Have 3–5 years' work experience, with transferrable skills, gained in a sector outside of the hospitality industry; OR
- ▶ Experience gained within the industry more than a decade ago.

Without recent industry experience, the most successful pathway to sustainable employment would require individual responsibility for filling any knowledge gaps, with employers partnering to provide opportunities for industry experience through unpaid internships or work shadowing. Dependent upon the individual's professional experience, these knowledge gaps would be filled through either academic and/or industry certification.

Ideal Industry Knowledge/Certification Route

- ▶ Customer service — (includes work experience component) if no experience;
- ▶ Housekeeping and maintenance — (includes work experience component) if no experience;
- ▶ Leadership training.

Ideal Academic Knowledge/Certification Route

- ▶ Customer service — includes onsite component— if experienced*;
- ▶ Diversity training*;
- ▶ Housekeeping and maintenance —includes onsite component — if experienced;
- ▶ Computer competency;
- ▶ Leadership training;
- ▶ Introduction to hospitality industry — includes onsite component*;
- ▶ Bermuda knowledge*;
- ▶ Work socialisation*;

- ▶ *These areas are also required components of HS Certification.

Recognised Certifications and Certifying Bodies

- ▶ International industry certifications include, but are not limited to:
 - AHLEI; and
 - City & Guilds.
- ▶ Academic certifications carrying transferable credits:
 - Colleges and Universities; and
 - Trade Schools.



Development and Infrastructure

The sub-sectors in this industry sector, and the number of workers employed by each according to the 2012 Employment Survey, are:

- ▶ Construction and Quarrying 2,265
- ▶ Agriculture, Forestry and Fishing 593
- ▶ Manufacturing 671
- ▶ Electricity, Gas and Water 386

The breakdown of workers according to whether they are Bermudian, the spouse of a Bermudian, a PRC holder, or an expatriate worker is shown in this table:

Current State of Employment							
Construction		Agriculture, Forestry and Fishing		Manufacturing		Electricity, Gas and Water	
Bermudian	1,572	Bermudian	289	Bermudian	490	Bermudian	344
Non-Bermudian	486	Non-Bermudian	231	Non-Bermudian	126	Non-Bermudian	28
Non-Bermudian Spouse	151	Non-Bermudian Spouse	35	Non-Bermudian Spouse	45	Non-Bermudian Spouse	13
Permanent Resident	56	Permanent Resident	38	Permanent Resident	10	Permanent Resident	1
TOTAL	2,264		593		671		386

[The 2012 figures differ slightly from those published in the April 2013 Employment Brief. The differences are due to recent changes (updates) to the industry classifications of several companies. For instance, John Barritt & Son has been reclassified from manufacturing to retail. They no longer mix soda or bottle same at their Vermont Road plant. They now import soda and distribute it.]

With a total of 871 expatriate workers employed on work permits across the four sub-sectors, there are clearly opportunities for properly trained and qualified Bermudians. This is the case even though many of the closed and restricted categories of jobs fall within this sector.

There is widespread and consistent demand for a greater supply of skilled people, regardless of nationality, and this demand is not overly affected by the contraction of the construction industry.

Following a review of the statistical data, the subcommittee consulted with a variety of stakeholders in the sector, including representatives of construction companies, utilities, the public sector, and educators. Discussions focused on current and forecast employment and training opportunities for

Bermudians as well as challenges within markets.

Traditionally, this sector has seen the strongest representation of Bermudians, but as our economy has shifted more towards financial services, Bermudians have become increasingly marginalised.

Our research showed that there are shortages of Bermudian workers in many occupations.

Overall, 22 per cent of the workers in the sector are foreign. This sector also has the widest range of educational requirements, ranging from non-graduates of high school to those with a post-graduate degree. There is a heavy dependence on experience, and relevant competency skills, for jobs in the sector. This sector also includes a variety of menial and service jobs for workers lacking technical skills and

education. The sector thus acts as a social safety net for workers who would otherwise be unemployable, but also provides opportunities for advancement more than other sectors of the economy.

Construction firms had the highest percentages of work permit holders, while utilities and the public sector had a negligible number. All stakeholders noted the constant pressure to upgrade local infrastructure and services to match those available in highly developed nations and at the same time there was pressure to reduce the costs of local operations through gains in efficiencies such as upgrading, retraining and retooling staff and equipment so as to provide all the services that the other sectors of the economy require. This financial pressure has been excessive in the public sector, and some areas are operating at less than ideal staffing levels with no ability to increase manpower.

While the general state of the economy has affected this sector of the economy perhaps more heavily than other sectors, the forecast is for a resurgence based on planned hotel and energy developments.

The consistent thread that links work permit holders with employment in Bermuda is certification. Employers seek employees who hold internationally accredited trade and professional certifications. While Bermuda has the facilities and the ability to provide many of those certifications on-island, that service is not being provided to the fullest extent possible.

Let's take Bermuda College as an example. The College is aiming to have education credentials recognised for training in support of multiple overseas accreditations (presently working to have City & Guilds renewed), and is already accredited for the NCCER (National Center for Construction Education and Research, United States) system. The Department of Applied Science and Technology's sole purpose is to provide recognised training programmes with certification as the end goal; the department exists to meet the education needs for the Island. The College has a very experienced staff, adequate facilities, and the ability to provide almost any required instruction through articulation agreements with other institutions.

It is unfair to compare the College to similar institutions in larger jurisdictions. While it can offer the same or better training on many programmes, it doesn't have the newer equipment, mostly because the support from industry, Government, and the public is lacking. If more students were sent to Bermuda College for trades courses instead of overseas, the extra money saved could be invested in new plant and equipment for the College, rather than supporting a foreign

institution.

This example is symptomatic of the development and infrastructure sector as a whole — we are not valuing our own providers of either training or services. By not directing students to local programmes, those local programmes will cease, and there will be even more pressure to fill skilled trades with foreign labour, further marginalising local craftsmen. If this continues, it will seriously cripple the College's ability to continue to deliver quality programmes, and the industry's ongoing ability to provide labour for development and services.

The perception of a lack of demand for courses at the College is incorrect. In fact, more students need to be better prepared by schools so that they are able to embrace the curricula for most trades at the College. This incentive would be self-supporting. There have been many successes with the NCCER and NJATC (National Joint Apprenticeship and Training Committee, United States) electrical programmes at the College, building on prior successes with City & Guilds, ACE (Apprenticeship, Certification and Employment), ASE (National Institute for Automotive Service Excellence, United States), and so on.

Supporting this view, other employers in the sector expressed concern about being able to meet their training needs locally. As noted prior, this sector has traditionally been the area in which Bermudian workers could advance themselves and gain skills, education, and experience that meet the needs of the whole Island. With the lack of local accountability and equivalency to other jurisdictions in certifications, Bermudians are at a disadvantage when competing for jobs in the more advanced market that now exists.

The services provided by the infrastructure and development sector are what make every other business sector viable and competitive. No other sector can operate without utility supply, physical plant, accommodations, transportation, or maintenance of those services.

The efficient delivery of those services is directly responsible for the operations costs of the other sectors. The pressure for advances in infrastructure comes from the other sectors, and in Bermuda's increasingly internationally-influenced criteria for development, there is a call for service providers to meet the same standards of competence as other jurisdictions. This is primarily recognised through trade and building certifications, and to this end, the Construction Association of Bermuda is making a major push for certification throughout all the member firms.

Recommendations

- ▶ Remove the cultural stigma that is attached to technical trades. All trades require literacy and mathematical competency, and the directing of students who currently aren't meeting those basic standards in school to the trades as a catchall job area demeans the sector as a whole.
- ▶ Education providers (high schools) must ensure their graduating students meet the requirements for entry into any accredited apprenticeship or further education programmes. Candidates for the sector need solid grounding in quantitative and qualitative skills, an ability to analyse and problem solve.
- ▶ Soft skills are a critical piece to employability now and for the future. Need to focus on time keeping, reliability, accountability, and attention to detail. Many of the soft skills would naturally improve if stigma of the sector was gone, and the practitioners were valued for the skilled people they are.
- ▶ Every sector within infrastructure and development must mandate their own standards, as per an internationally accredited body, and enforce those standards as a national standard themselves. The international standards available for Bermuda national certification are NCCER from the United States, City & Guilds from the United Kingdom, and Red Seal from Canada. All of these standards are currently in play in select areas within the sector, but much work needs to be done by industries in the sector to be proactive and hold themselves accountable to those standards.
- ▶ As an industry example, BELCO has been most proactive, training all of its staff to both City & Guilds and Red Seal standards, without any external pressure from Government, but they too would benefit most with the inclusion of benchmarking programmes, codes, and standards for trades that are currently being added to the Ascendant Group's remit e.g. HVAC, facility management, appliance service technicians, heavy equipment technicians, etc. They do not expect standards to be implemented for specialised trades such as lineman, joiner, millwright and industrial electrician due to the limited number of power plants on island, but any one of these positions would be drawing candidates from other potential trades sectors on island.
- ▶ Every sector within infrastructure and development must engage the most current technologies and standards in materials, services, and codes. This will help to ensure the other sectors in Bermuda will be as efficient as possible in comparison with other jurisdictions.
- ▶ We must stop training Bermudians for local jobs and start training Bermudians for global competition in certified occupations. With international certifications in place locally, Bermudians will be on equal footing when applying for jobs against permit holders, because there will be no more questions about ability or suitability. It will also give locally certified Bermudians the ability to transfer to another jurisdiction with full equivalency.
- ▶ Businesses in the sector will register as apprenticeship providers for their areas of required certification. This will ensure that not only will they keep their own certifications current, but also that they can ensure their future employees get the required experience and training as part of their certifications.
- ▶ Bermuda College should upgrade both equipment and staff qualifications to meet the demands of industry, just as industry must support the College by sending apprentices and students there for as many programmes as possible.
- ▶ Workforce Development should enforce the standards chosen by the various industries, and provide all the support needed to develop apprenticeships, training and education that those certifications require.
- ▶ The public sector must bring all its own internal standards up to date, particularly Planning Codes. As new materials and methods of construction are available, and increasingly specified by outside developers, this is placing local providers at a disadvantage with respect to external providers as we cannot achieve the same certifications as foreign nationals without the same codes.
- ▶ Improve work ethic and lose sense of entitlement. Work ethic was a recurrent theme in our discussions with all stakeholders. Similarly, with the sense of entitlement, there is a perception that people should just have jobs and that being held to a certain quality or certification standard is not required. This affects employability and contributes to the stigma of those employed in this sector.

See Appendix 3 – Certification Process.

Sales and Services

According to the 2012 Employment Survey, there are 8,258 jobs in this sector.

Just 21% of those jobs are held by non-Bermudians.

The breakdown by industry sub-category is:

	Total Jobs	Total Jobs Filled by Non-Bermudians	% Non-Bermudians
Cleaning - Industrial	512	99	19
Cleaning - Domestic	645	363	56
IT Consulting (Hardware & Software)	178	72	40
Construction & Building Supplies (Retail)	2,561	499	20
Real Estate	385	23	6
Retail	1,582	149	9
Grocery & Food Wholesalers	1,358	172	13
Automotive Sales & Repairs	361	70	19
Beauty Salons & Services	296	100	34
Landscaping	380	186	49
TOTAL	8,258	1,733	21%

Source: 2012 Employment Survey, Department of Statistics

The Subcommittee recognises that there are other sales and service occupations that may not be listed, however, they are of the view that these figures are sufficient to form the basis of their conclusions, recommendations and proposed action plans.

This sector has a high degree of dependence on the financial, insurance and hospitality sectors. As these sectors are strengthened, so will the retail and service sector. Currently, many services are curtailed or restricted, which is having an effect on employment opportunities.

Companies are downsizing, reducing working hours and few opportunities are available for Bermudians other than those that exist in jobs held by non-Bermudians. It is an industry that will always rely on clientele and where the critical resource is its workforce.

Talented Bermudians will always be required in this industry, and entry-level positions will continue to require sound education and life skills. This industry is a critical source of employment for Bermudians.

Most sectors reported static or limited growth in the short term. Any changes in the market are dependent upon improvements in the financial, insurance, hotels and hospitality sectors.

Growth prospects for the next 10 years were similar — generally only slight growth is anticipated based on

the current economic status.

However, in the event that significant capital developments are realised, there will be a resurgence of opportunities in this sector.

Should Government's growth initiatives be successful, resulting in inward investment to Bermuda and the creation of additional jobs, then the Island will experience general economic improvement — and the observations regarding the economic outlook by members of the various sub-sectors set out below may be subject to change.

Those in the industry anticipate that the service business model will change radically in the future. For example, many businesses will operate 24/7 to support the diversified interests of both our business and leisure travellers. This will give rise to a variety of jobs, operating hours, and demand a very flexible and talented workforce.

Traditionally, many of these jobs have been filled by non-Bermudians. However, it does present new opportunities for Bermudian entrepreneurs and young Bermudians looking for non-traditional opportunities.

In these market sectors, Bermudians with a solid higher education, in both the academic and technical area of study will be well placed for entry-level positions. Additional practical experience can be gained through management training programmes, internships and apprenticeships. We anticipate that similar jobs will be created across this sector as the demand for new products and services is introduced in support of growth in the financial and insurance sector as well as the hotels and hospitality sector.

Some risks and impediments to Bermudians finding employment opportunities in this sector include:

- ▶ Shrinking markets;
- ▶ Online shopping;
- ▶ Cost of doing business/salaries/overheads; and
- ▶ Qualified and motivated staff.

We spoke to a wide variety of representatives of the sub-sectors within this sector. They provided comments about the general outlook going forward, as well as feedback regarding what areas their industry should be focusing on, and emerging trends impacting workforce needs. They also made recommendations about workforce development.

Their observations:

The **cleaning industry** expects slow growth. There are entry-level opportunities, but soft skills training is essential if candidates are to take advantage of those opportunities. Skills such as timekeeping, attitude and work ethic could be improved upon. Social issues also have an impact on employment in this area as some applicants do not pass the police vetting process. The current level of unemployment has resulted in a better caliber of local applicants for positions in the sub sector.

The **IT consulting industry** expects to be static for the next three years, with slow growth to follow. Employment challenges are need for entry-level employees, and Bermudians to fill positions at all levels. Areas of industry focus include need for employees with better academic and analytical skills to back up their technical abilities, Government incentives to start-ups, training of human resources, and need for business analysts, project managers and software developers. Emerging trends impacting workforce needs include cloud computing, offshoring of companies.

The **construction industry** expects slight growth. Challenges include identifying job candidates with

good attitudes and realistic salary expectations. Industry focus should be on certification and the re-implementation of Government-monitored and incentivised apprenticeship schemes. Emerging industry trends impacting workforce needs include more technical machinery, tighter work deadlines, and budget constraints.

The **construction and building supplies sector** expects to be static. The industry has identified work ethic and continuance of the NCCER courses as required areas of focus for the sector.

The **air-conditioning, refrigeration and sheet metal sectors** expect steady growth over the next three years. The continuation of HVAC courses at Bermuda College and improved customer service training are two required areas of focus. There is a need for more skilled service personnel. An emerging industry trend is the need for national certification.

The **automotive sector** expects to see growth. Apprenticeship opportunities, awareness of job opportunities in the sector and the continued development of the automotive curriculum at Bermuda College are among the required areas of industry focus. Also required is a focus on raising labour rates to attract qualified personnel who can earn higher salaries working for Government and in the international business sector. There is a dearth of industry-recognised qualified apprentices and educable trainees to take up entry-level positions. At the supervisory level, keeping Bermudian workers trained is a challenge. Emerging trends impacting workforce needs include electric and hybrid vehicle technology as well as the increased use of computer systems/electronics resulting in the need for mechanics and technicians to be computer literate. Expensive training is also an emerging trend. Also, former Government workers work too slow and so cannot be hired in the private sector.

The **landscaping sector** expects to be static over the next three years. Experience and knowledge of the landscaping industry is key for employees in this sector. Employment challenges include entry-level employees not working a 40-hour week, and the absence of properly qualified candidates who apply for supervisory positions.

The **carpenter master/shop sector** expects a steady pace of growth. Required areas of industry focus include need to offer high school level carpentry courses and continue them at the college level. Employment challenges include that most local job applicants are field carpenters who have no knowledge of shop or joinery. Emerging trends impacting workforce needs

include a general lack of interest in the trade, and a general lack of knowledge and experience of what a shop/joinery carpenter is. This results in an over-reliance on foreign workers.

The **real estate sector** expects to be static for the next two years, with marginal growth expected over the three years thereafter. Current employment challenges include a lack of economic activity in the sector. Local agents would benefit from internationally recognised courses being taught on-island. Emerging trends impacting workforce needs include protectionist policies regarding Bermudian real estate, and bank lending policies that make it difficult for first-time home buyers to enter the market.

Some **retail sector** representatives expect the sector to be static, while others expect it will shrink. There is a lack of economic activity, resulting in few employment opportunities. Emerging trends impacting workforce needs include the unemployment rate and the decline in the number of workers from overseas in Bermuda, as well as technological advances, the lack of qualified new employees, and an ageing work force. The industry requires a focus on the training of young Bermudians for the sector, particularly in the area of customer service. Focus should also be on creating a better awareness of retail career choices and more educated employees, i.e. certified training. Employment challenges for entry-level workers include poor customer service skills, issues with authority, poor education and timekeeping, lack of respect for company rules, and inexperience. At the supervisory level, challenges include a lack of qualified, certified or educated applicants, the inability to compete with wages paid by larger institutions, and communication issues with younger generation. At the upper management level, challenges include a lack of qualified, interested applicants due to an inability to offer competitive wages.

In the **clothing design/alteration sector**, limited growth is expected. Entry-level workers require training. Required area of industry focus is training tailors and seamstresses in their specialty. Emerging trend is specialised skills for bespoke/couture designs.

The **advertising sector** expects to be static. Emerging trends impacting workforce needs include the use of technology and the emergence of social media. The industry requires a focus on improved attitudes and work ethic. The sector finds it difficult to identify upper level management with sufficient experience and interest.

The **wholesaler (foods and dry goods) sector** expects to be static for the next five years. Current

employment challenges include the willingness to do a physically demanding job by entry-level workers, and being educated about new systems at the supervisory level. Emerging trends impacting workforce needs include the greater skill required to use computer systems, as well as a greater demand for service levels/customer satisfaction.

The **food wholesaler sector** expects to be static unless the local and expatriate population increases. Some 99 per cent of workers in this sector are Bermudians, spouses of Bermudians or PRC holders. A basic education to GED level and a willingness to work hard are needs in this sector. Emerging trends impacting workforce needs include the use of computer programmes to assist in the buying and selling of food products, growth in the resident population returning to live and work, and increased visitor numbers.

Some **grocery sector** representatives expect to experience growth over the next three years due to the closure of a major supermarket (White's), while others expect the overall sector to shrink. They agreed that quality customer service training is a required area of industry focus. Employment challenges, for entry-level employees, are good attendance, work place etiquette and work readiness skills. Employment challenges at the supervisory level include skills in human resources and accounting, and a general lack of management skills. Emerging trends impacting workforce needs include an understanding of the food chain, organic foods, and dietary requirements, and a need for skilled workers in meat cutting, baking and produce.

The **beauty sector** expects to shrink over the next three years, remain static for the two years after that — and then experience growth for the five years thereafter. Employment challenges at the entry level include a general lack of interest in the sector, as well as challenges related to work ethic, timekeeping and motivation. At the supervisory level, a lack of education is a challenge. Industry focus should be on technical training in all areas as well as creating an understanding about how to build and keep a client base, tax relief and incentives, advanced education for stylists and nail technicians, and certification. Emerging trends impacting workforce needs include the slowdown in the economy, the increased costs of doing business, unqualified persons working from home, and the lack of dialogue with Government.

Recommendations by sub-sector:

- ▶ **Cleaning:** Address social issues, address need for soft skills training.
- ▶ **IT consulting:** Develop business analysis and documentation writing skills. Workers in this area require experience and realistic salary expectations.
- ▶ **Construction:** Grandfather certification for older, experienced tradesmen. Implement grassroots trades education in schools, employers should develop ongoing training programmes for existing employees.
- ▶ **Construction and building supplies:** Certification of tradespeople.
- ▶ **Air conditioning, refrigeration and sheet metal:** Trades education in middle schools, enhanced Bermuda College technical curriculum with day release.
- ▶ **Automotive:** Better technical training in all high schools, open technical school, reduce wages paid by Government for workers in this area. NTB, College and Industry must work together to provide structured training with either City & Guilds or ASE certification. NTB to ensure that industry vets overseas trainees.
- ▶ **Landscaping:** Employees to be encouraged to take online courses e.g. principles of turf management (University of Georgia). Employees encouraged to take part in continuing education and gardening/landscaping course with Stratford Career Institute.
- ▶ **Carpenter/Master Shop:** Reintroduce 'shop class' in high schools, offer carpentry course (associated with City & Guilds) at Bermuda College with tuition incentive.
- ▶ **Real estate:** Offer affordable or no-cost programmes to employees/potential employees, offer incentives to employers who send employees for job-related training.
- ▶ **Retail:** Offer incentives for employee training, give more recognition for great customer service, offer incentives to young people joining the sector, make certified training and supervisory courses available for affordable rates, promote the retail industry as a viable career choice for students.
- ▶ **Clothing design/alteration:** Offer training in crocheting, knitting, jewellery making.
- ▶ **Advertising:** Overseas experience for employees.
- ▶ **Wholesaler (foods and dry goods):** Provide training in the trades, e.g. air conditioning, refrigeration, building maintenance and mechanics.
- ▶ **Food wholesaler:** Develop workers with good education, honesty, and good work ethic.
- ▶ **Grocery:** Develop core skills and passion to learn about the industry, health care, delicacies. Also, GED certificate should be requirement for employment, a 'zero tolerance for crime' policy should be explained, and standards should be set for both academics and ethics.
- ▶ **Beauty:** Mandatory licensing, tax incentives for hiring Bermudian apprentices, high school day release programme, work ethic training from young age, link-up with overseas schools for Bermudians (with small subsidies), increased programmes at Bermuda College.



National Certification (Designated Trades)

National certification programmes ensure that Bermuda's vocational professionals are working to 'national standards'.

The programme of national certification was created by the National Occupational Certification Act 2004, whereby the Minister with the responsibility for labour is able to designate certain occupations to be compulsory.

The National Training Board (Designation of Occupations) Regulations 2008 required compulsory certification for three occupations — welders, electricians, and automotive service technicians. Individuals in those trades were required to obtain certification by 31 December 2009.

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

The implemented standards for **automotive service occupations** are Automotive Service Excellence (United States), Red Seal (Canada) and City & Guilds (United Kingdom).

For **electricians**, the implemented standards are National Joint Apprenticeship and Training Committee (United States), Red Seal (Canada) and City & Guilds (United Kingdom).

For **welders**, the implemented standards are American Welding Society co-ordinated with the Hobart Institute of Welding (United States), Red Seal (Canada) and City & Guilds (United Kingdom).

National certification is valid for a period of five years, during which time individuals are expected to remain current with changing trends in their professions and obtain any necessary training to ensure eligibility for re-certification.

In addition to national certification guaranteeing that vocational professionals are working to national standards as prescribed by the OAC, employers can use certification in their recruitment process as a means to identify qualified candidates. A nationally certified workforce adds credibility to all sectors and industries.

In 2009 a six-step approach towards achieving national certification was implemented. In order, those

steps are:

- ▶ Registration (including payment of fee \$232 per applicant);
- ▶ Complete industry standard code (if applicable);
- ▶ Prepare a work binder;
- ▶ Customer service training;
- ▶ Challenge exam/practical exam (if applicable); and
- ▶ Industry assessment interview.

Two additional trades, **landscape gardener** and **operating or power engineer**, will be added to the designated category for compulsory certification once Regulations currently in draft form are approved and assented.

The Department of Workforce Development has sent students of **culinary occupations** to the United Kingdom, Canada, and the United States so that they can acquire degrees in these occupations. Funding for degree programmes is underwritten only when it can be proven that the programme is accredited and recognised by a standardised agency. This category has adopted Red Seal (Canada) and City & Guilds (UK) standards. It is possible that other credentials will be recognised on a case-by-case basis, particularly where industry management groups propose specific globally-recognised standards.

In the **construction sector**, the Construction Association of Bermuda, together with industry leaders and the National Training Section of the Department of Workforce Development are preparing to identify industry standards. Included in the primary list of occupations are carpentry, plumbing, masonry, and heating, ventilation and air conditioning.

Early indications are that the Red Seal (Canadian) standard is preferred over all others except where there are specific manufacturer certifications required to ensure customer warranty. Part II of this Plan will provide full details of training and development opportunities for Bermudians in this sector.

Other certifications and standards in Bermuda are guided by already established associations and organisations including: Bermuda Bar Association, Bermuda Hotel Association, Bermuda Hospitality Institute, Bermuda Association of Professional Engineers, Bermuda National Association of Social Workers, Institute of Bermuda Architects, Bermuda Insurance Institute, Bermuda Association of Dentists, Maritime Administration, Institute of Chartered Accountants of Bermuda, and Bermuda Human Resources Association.

Foundational Life ('Soft') Skills

Representatives of all industry sectors spoke of the importance of developing a workforce with the required foundational life ('soft') skills. They considered such skills to be an essential characteristic of a successful employee and productive citizen.

Consequently, we have included the following information in this Plan.

Soft Skill Essentials that Transcend Occupation

The elements of effective communication noted below are the foundation for all soft skills training.

Effective Listening Skills: Listening is the ability to accurately receive messages as a part of the communication process. Listening is essential for effective communication. If you do not listen effectively, messages can be misunderstood; this can cause a breakdown in communication. Listening is important in the work place because it supports excellent customer service and enhances employee productivity. There will be fewer mistakes as a result of poor listening skills. Team work/collaboration is also enhanced.

Productive Verbal Communication: Effective verbal communication is the ability to speak to one or more persons with confidence and clarity. Effective verbal communication in the work place allows the sharing of ideas, thoughts and instructions which enhances the work environment and employee productivity. Verbal communication includes but is not limited to: giving and accepting feedback, managing expectations, and articulating a point of view professionally.

Productive Non-verbal Communication: Non-verbal communication includes facial expressions, tone of voice, gestures, posture, proximity, time management, dress, eye contact, and any other facet that communicates a message without words. Non-verbal signals give additional information and meaning

to the words that are spoken; therefore, it is essential that non-verbal communication in the work place enhances the verbal communication.

Soft Skill Education Suggestions for Pre-school – S4

A variety of soft skills training takes place at the pre, primary, middle, and high school levels. The proceeding information is not intended to replace the good work being done in our schools; it is intended to enhance it.

If not already in place a soft skills curriculum beginning at pre-school and ending at S4 should be put in place. A work place readiness curriculum via City & Guilds is currently in place at the S3 level. It is also true that many teachers promote soft skills within their classrooms.

We recommend the development of a soft skills curriculum complete with age appropriate goals, objectives, content, and evaluation methods be implemented at each level of public education if this is not already in place.

We also recommend that report cards have an assessment for soft skills. Very often, soft skills are mentioned in the comment section of a report card. We recommend, if this is not already in place, that there be a clearly defined area on report cards for soft skills evaluation. We further recommend that the soft skills curriculum and evaluation standards be shared with parents of students so that they may promote these skills at home.

Soft Skills for Specific Jobs

Below are some examples of soft skills training that may be required for specific jobs. Below each title are examples of topics which could be covered in training.

Training	Industry/Careers
<p>Business Writing</p> <ul style="list-style-type: none"> • Business letters • Concise messages • Dos and don'ts of business writing • Effective email writing • Effective memo writing • Grammar review • Professional tone • Report writing 	<ul style="list-style-type: none"> • Most office jobs • Teaching

<p>Customer Service Training</p> <ul style="list-style-type: none"> • Attitude • Greeting • Handling complaints • Managing expectations • Problem solving • Responsiveness • Sales skills 	<ul style="list-style-type: none"> • Architects • Banking • Hotels • Landscapers • Retail stores • Restaurants • Trades jobs (e.g. electrician) • Any job with internal or external customers
<p>Effective Communication Skills</p> <ul style="list-style-type: none"> • Effective listening skills • Effective verbal communication • Effective non-verbal communication • Knowing your audience 	<ul style="list-style-type: none"> • All jobs
<p>Effective Presentation Skills</p> <ul style="list-style-type: none"> • Articulation and tone • Body language • Do's and don'ts of PowerPoint • Gestures and visual aids • Knowing your audience • Effective public speaking tips 	<ul style="list-style-type: none"> • Marketers • Underwriters • Brokers • Relationship Managers (banking) • Teachers • Politicians • Any job that requires presentations
<p>Effective Negotiation Skills</p> <ul style="list-style-type: none"> • Negotiation fundamentals • Communication skills • Overcoming objections • Getting to yes • Establishing win/win 	<ul style="list-style-type: none"> • Sales people (banking, retail, insurance, etc.) • Managers • Lawyers

Soft Skills Career Path Suggestions for Employers

We recommend that organisations continue to place emphasis on soft skills. Below are some tips for organisations that wish to implement training and standards for soft skills.

- ▶ Identify the soft skills required for each job in your company.
 - Tie the soft skills to the organisation's goals/objectives.
- ▶ Identify the topics/seminars required for each soft skill identified.
- ▶ Identify coaching, support, follow-up and evaluation for each soft skill.
- ▶ Share the standards and training requirements with each employee.
- ▶ Exempt employees who display the soft skills from training.
- ▶ Use model employees as coaches for colleagues.

Action Plan

We must prepare and position Bermudians to take advantage of employment opportunities across all sectors of our economy by implementing a wide range of initiatives.

Some initiatives will be appropriate to stimulate job readiness across a variety of sectors of the economy, while others will be industry-specific.

On a time frame basis, we recommend the following steps and initiatives:

Short-Term Action

Government Ministries, Corporate Bodies and Agencies

- ▶ Note budgeted vacant positions within Government. DHR to provide DWD with monthly list of vacancies and corresponding skill requirements. DHR job board and Bermuda Job Board to be used as resources. Measure progress by monthly report, increase in Government positions available to be filled by Bermudians, decrease in unemployment (where budgets allow). Stakeholder/Responsibility: DHR, relevant departmental HR staff, Unions and Associations, DOS.
- ▶ Develop and implement departmental internship/apprenticeship programmes for college/university graduates. Departments to assess opportunities, eligibility and development criteria to be created, talent pool to be tracked. Programme funding, and reinstated DOI departure questionnaire data on students studying abroad to be used as resources. Measure progress by numbers of graduates placed, entry level positions created, internships created, dollar contribution by sector, number of companies applying for payroll tax waiver. Stakeholder/Responsibility: DHR, relevant departmental HR staff, DWD, Unions and Associations.

Hotels and Hospitality

- ▶ Endorse and promote the proposed hotels and hospitality industry development model in Appendix 2. Engage Ministry of Education and Economic Development in discussions regarding programme development and support, engage industry stakeholders for on-site training programmes, support and funding requirements. NTB, DWD, Tourism Authority, Hospitality Institute, private sector, funding to be used as resources. Measure progress by number of schools participating, number of students presented to, number of industry members participating in training, number of students entering industry, number of on-site

certified programmes, number of persons certified. Stakeholder/Responsibility: ME&BD, MTD&T, Tourism Authority, Hospitality Institute, MoF, Bermuda College, DOI, Private Sector, DWD, DOS.

- ▶ Identify new job opportunities arising from the 2012 National Tourism Plan. Engage Tourism Authority and determine new products and services to be offered across the industry, identify stakeholder initiatives in the tourism value-added chain that require talent development. NTB, DWD, Tourism Authority, Hospitality Institute, private sector, funding to be used as resources. Measure progress by determining number of new jobs, products and services, number of initiatives, number of persons certified within industry. Stakeholder/Responsibility: MTD&T, Tourism Authority, Hospitality Institute, DOI, Private Sector, DWD, DOS.

Development and Infrastructure

- ▶ Create and implement industry certification standards by sector. Establish/appoint OAC responsible for industry sector. Resources to include funding, volunteers, mentors. Measure progress by number of Regulations created. Stakeholder/Responsibility: MHA, AG Chambers, NTB, DWD, Industry.
- ▶ Revise industry certification standards based on regular review intervals. OACs to take ownership of the needs of their individual industries. Volunteers as resource. Measure progress by revisions to Regulations to ensure current trends are captured, number of persons recertified. Stakeholder/Responsibility: OAC, Industry.

Sales and Service

- ▶ Facilitate and participate in sales and service career conferences for students, teachers and guidance counsellors. Engage private sector job creators to ensure that job opportunities are identified, communicated and posted on Bermuda Job Board. Resources to include DOI, local venues, Bermuda Job Board, transportation, funding. Measure progress by number of job creators participating, number and identity of opportunities by sector, how many graduates placed, number of postings. Stakeholder/Responsibility: ME&BD, DWD, DOS, Chamber of Commerce, Private Sector.

Financial and Insurance, Hotels and Hospitality, Development and Infrastructure, Sales and Service (All)

- ▶ Identify graduates and industry members who have an academic profile which aligns with opportunity in IB/Hospitality/Relevant Technical Occupations/Sales and Service sector. Position graduates and industry members to be candidates, employability skills training, establish internships, building/creating entry level positions, IB/Hospitality/Development and Infrastructure/Sales and Service sector employers to post opportunities on Bermuda Job Board. Resources to include programme funding, DOI to reinstitute departure questionnaire to enable tracking of data on students studying abroad, DOI policy tracking/oversight, DWD enables employability skills training, Bermuda Job Board, Business Associations. Measure progress by number of graduates and industry members, courses of study, number of placements, number of entry level positions created, number of internships, dollar contribution by sector, number of companies applying for payroll tax waiver, number of postings on Bermuda Job Board. Stakeholder/Responsibility: ME&BD, MoF, Bermuda College, DOI, Private Sector, DWD, DOS (Financial and Insurance); ME&BD, MTD&T, Tourism Authority, Hospitality Institute, MoF, Bermuda College, DOI, Private Sector, DWD, DOS (Hotels and Hospitality); ME&BD, MTD&T, MoF, Bermuda College, MPW, DOI, Private Sector, DWD, DOS (Development and Infrastructure); ME&BD, MoF, Bermuda College, DOI, Private Sector, Chamber of Commerce, DWD, DOS (Sales and Service).
- ▶ Develop communication strategy to increase awareness of opportunities in IB/Hospitality/Relevant Technical Occupations/Sales and Service sector. Prepare communications package for graduates and industry, elevate awareness of Bermuda Job Board. Resources to include DOI, marketing firm, DCI, funding. Measure progress by number of graduates presented to, courses of study, how many graduates placed, number of postings. Stakeholder/Responsibility: ME&BD, MHA/DOI, DWD, Private Sector (Financial and Insurance); ME&BD, MTD&T, Tourism Authority, Hospitality Institute, MHA/DOI, DWD, Private Sector (Hotels and Hospitality); ME&BD, MHA/DOI, DWD, Private Sector (Development and Infrastructure); MHA, DWD, Private Sector, Chamber of Commerce (Sales and Service).

Financial and Insurance, Hotels and Hospitality, Development and Infrastructure (All)

- ▶ Facilitate and participate in IB/Hospitality/Relevant Technical Occupations Roadshow. Engage private sector job creators to ensure job opportunities are identified, communicated and posted on Bermuda Job Board. Resources to include local venues, Bermuda Job Board, transportation, funding. Measure progress by number of job creators participating, number and identity of opportunities by sector, how many graduates placed, number of postings. Stakeholder/Responsibility: ME&BD, MHA/DOI, Private Sector (Financial and Insurance); ME&BD, MTD&T, Tourism Authority, Hospitality Institute, MHA/DOI, Private Sector (Hotels and Hospitality); ME&BD, MHA/DOI, Private Sector (Development and Infrastructure).

National Training Board/Department of Workforce Development

- ▶ Determine number of jobs that can be filled by suitably qualified Bermudians. Detailed analysis of jobs filled by persons on work permits in each sector, gap analysis of current talent pool vs. skill requirements, establish training programmes with stakeholders. Resources to include DOI database, Bermuda Job Board, DOS. Measure progress by number of work permits issued by industry sector. Stakeholder/Responsibility: MHA, NTB, DOI, DWD, Private Sector, DOS.
- ▶ DWD to develop engagement strategy with industry leaders and organisations. Establish annual visits across every sector of industry. Resource is DWD. Measure progress by number of leaders and organisations, number of visits, number of leads/business expansion. Stakeholder/Responsibility: MHA, NTB, DWD, Private Sector.
- ▶ Coordinate with industry for approved certifications by industry sector/occupation.

Medium-Term Action

Government Ministries, Corporate Bodies and Agencies

- ▶ Succession planning. Cabinet and CSE to create and develop criteria for departmental succession planning. Resources to include dedicated project management team, assessment tool, corresponding industry comparative benchmarking data, training and development, reinstated DOI

departure questionnaire data re students studying abroad and Bermudians emigrating abroad. Measure progress by project terms of reference and deliverable dates, clearly identified talent pool for all senior posts, details to be included in 2016/17 department budgets and forward job plans as required. Stakeholder/Responsibility: Governor, CSE, Relevant Boards, DHR, DWD, Unions and Associations.

- ▶ Fill vacant budgeted (work permit holders) positions within Government, Corporate Bodies and Agencies with suitable Bermudians. DOI to provide DWD with monthly list of vacancies as a result of work permit expiries, and corresponding skill requirements. Resources to include DOI electronic database capable of providing monthly reports by industry sector, DHR Jobs Board, Bermuda Job Board. Measure progress by implementation of database, production of monthly reports for public sector, increase in positions filled by Bermudians, decrease in unemployment. Stakeholder/Responsibility: MHA, DOI, DWD, Unions and Associations, DOS.

Development and Infrastructure

- ▶ Improve and implement enforcement through legislation. Amend legislation to include enforcement and penalties. Industry engagement is resource. Measure progress by number of tickets or penalties issued. Stakeholder/Responsibility: MHA, AG Chambers, DWD.

Sales and Service

- ▶ Facilitate and participate in sales and service career conferences for students, teachers and guidance counsellors. Engage private sector job creators to ensure job opportunities are identified, communicated and posted on Bermuda Job Board. Resources to include DOI, local venues, Bermuda Job Board, transportation, funding. Measure progress by number of job creators participating, number and identity of opportunities by sector, how many graduates placed, number of postings. Stakeholder/Responsibility: ME&BD, DWD, DOS, Chamber of Commerce, Private Sector.

Financial and Insurance, Hotels and Hospitality, Development and Infrastructure, Sales and Service (All)

- ▶ Identify students, graduates and industry members who have an academic profile/career which aligns with new opportunities in the IB/Hospitality/Relevant Technical Occupations/

Sales and Service sector. Target schools and guidance counsellors, employability skills training, establish internships, building/creating entry level positions. In Sales and Service area, also establish apprenticeships and develop relevant training programmes. Resources to include programme funding, DOI to reinstitute departure questionnaire to enable tracking of data on students studying abroad, DOI policy tracking/oversight, DWD to enable employability skills training, Bermuda Job Board, Business Associations. Measure progress by status of persons placed in short term, number of persons placed, number of internships created, number of entry level positions created. Success also measured by career advancement and professional development success in the case of technical occupations — and by the number of apprenticeship programmes and the number and subject of training programmes established in the case of Sales & Service. Stakeholder/Responsibility: ME&BD, MoF, DOI, Private Sector, Bermuda College, DWD, DOS (Financial and Insurance); ME&BD, MTD&T, Tourism Authority, MoF, DOI, Hospitality Institute, Private Sector, Bermuda College, DWD, DOS (Hotels and Hospitality); ME&BD, Bermuda College, Private Sector, Chamber of Commerce, DWD, DOS (Sales and Service); ME&BD, MoF, DOI, Private Sector, Bermuda College, DWD, DOS (Development and Infrastructure).

- ▶ Develop communications strategy to maintain awareness of opportunities in IB/Hospitality/Relevant Technical Occupations/Sales and Service sector. Prepare communication package for students, graduates and industry members, elevate awareness of Bermuda Job Board. Resources to include marketing firm, DCI, funding. Measure progress by number of students and graduates identified and presented to, number of industry members identified and presented to, courses of study and areas of expertise, number of placements, number of jobs created and lost by sector, number of postings. Stakeholder/Responsibility: ME &BD, MHA/DOI, Bermuda College, Private Sector (Financial and Insurance); ME&BD, MTD&T, Tourism Authority, MHA/DOI, Hospitality Institute, Bermuda College, Private Sector (Hotels and Hospitality); ME&BD, MHA/DOI, Bermuda College, Private Sector, DOS (Development and Infrastructure); MHA, DWD, Private Sector, Chamber of Commerce (Sales and Service).

Financial and Insurance, Hotels and Hospitality, Development and Infrastructure (All)

- ▶ Facilitate and participate in IB/Hospitality/Relevant Technical Occupations Roadshow. Engage private sector job creators to ensure job opportunities are identified, communicated and posted on Bermuda Job Board. Engage stakeholders in universities and professional bodies to support development programmes. Resources to include overseas venues, funding. Measure progress by number of job creators participating, number and identity of opportunities by sector, number of stakeholders participating by industry sector, how many graduates placed, number of postings. Stakeholder/Responsibility: ME&BD, MHA/DOI, Bermuda College, Private Sector, relevant overseas universities and professional bodies (Financial and Insurance); ME&BD, MTD&T, Tourism Authority, Hospitality Institute, MHA/DOI, Private Sector, Bermuda College, relevant overseas universities and professional bodies (Hotels and Hospitality); ME&BD, MHA/DOI, Private Sector, Bermuda College, relevant overseas universities and professional bodies (Development and Infrastructure).

National Training Board/Department of Workforce Development

- ▶ Determine number of jobs which can be filled by suitably qualified Bermudians. Detailed analysis of jobs filled by persons on work permits in each sector, gap analysis of current talent pool vs. skill requirements, establish training programmes with stakeholders. Resources to include DOI database, Bermuda Job Board, DOS. Measure progress by number of work permits issued by industry sector, percentage of Bermudians employed in each sector. Stakeholder/Responsibility: MHA, NTB, DOI, DWD, Private Sector, DOS.
- ▶ Consider and develop employment and training opportunities for Bermudians in economic sectors not specifically researched in this Plan (e.g. maritime administration, airport operations). Engage private sector job creators to ensure job opportunities are identified, communicated and posted on Bermuda Job Board. Resources to include DOI, Bermuda Job Board, transportation, funding, Marine and Ports. Measure progress by number of job creators participating, number and identity of opportunities by sector, how many graduates placed, number of postings. Stakeholder/Responsibility: MTD&T (maritime administration), ME&BD, DWD, DOS, Private Sector.

- ▶ Review and revise as necessary the National Training Plan (every two years). 2015/16, NTB to reconcile proposed action plans with status of the implementation of such plans. Stakeholder/Responsibility: MHA, NTB, DWD, Private Sector/ Industry Stakeholders.

Long-Term Action

Government Ministries, Corporate Bodies and Agencies

- ▶ Maintain efficiencies. Conduct performance appraisals. Resources to include improved appraisal procedures and performance management. Measure progress by shorter disciplinary timeframes, number of employees disciplined, number of employees under performance review, number of employees in skill and competency development. Stakeholder/Responsibility: CSE, DHR, Unions and Associations, DOS.
- ▶ Improved expenditure accountability. Align budget with desired results. Accounting officers the resource. Measure progress by comparing budget vs. actual, number of supplemental requisitions. Stakeholder/Responsibility: Minister of Finance, Director of Budget, Department Heads.

Hotels and Hospitality

- ▶ Embedded hospitality and industry awareness programmes in all schools (starting at primary level). Manage and update school curricula. Resources to include American Hotel and Lodging Educational Institute, Bermuda Hospitality Institute, UK Institute of Hospitality, funding, volunteer support. Measure progress by number of schools participating and retaining programmes, number of students completing programme annually. Stakeholder/Responsibility: ME&BD, MTD&T, MHA/DOI, Tourism Authority, Bermuda Hospitality Institute, Bermuda College, Private Sector, relevant overseas universities, accounting firms, financial institutions, law firms, professional organisations, DOS.
- ▶ Continued industry certification options for high school graduates. Creation/retention of entry-level employment opportunities to accommodate graduates who obtain certification, employment of graduates upon attainment of certification. Resources to include American Hotel and Lodging Educational Institute, Bermuda Hospitality Institute, UK Institute of Hospitality, funding, volunteer support. Measure progress by number of high school students that commence industry

certification, placement rates, retention rates, career advancement. Stakeholder/Responsibility: ME&BD, MTD&T, MHA/DOI, Tourism Authority, Bermuda Hospitality Institute, Bermuda College, Private Sector, relevant overseas universities, accounting firms, financial institutions, law firms, professional organisations, DOS.

Sales and Service

- ▶ Facilitate and maintain sales and service career conferences for students, teachers and guidance counselors. Engage private sector job creators to ensure job opportunities are identified, communicated and posted on Bermuda Job Board. Resources to include DOI, local venues, Bermuda Job Board, transportation, funding. Measure progress by number of job creators participating, number and identity of opportunities by sector, how many graduates placed, number of postings. Stakeholder/Responsibility: ME&BD, DWD, DOS, Chamber of Commerce, Private Sector.

Financial and Insurance, Hotels and Hospitality, Development and Infrastructure (All)

- ▶ Facilitate and participate in IB/Hospitality/Relevant Technical Occupations Roadshow. Engage private sector job creators to ensure job opportunities are identified, communicated and posted on Bermuda Job Board. Engage stakeholders in universities and professional bodies to support development programmes. Resources to include overseas venues, funding. Measure progress by number of job creators participating, number and identity of opportunities by sector, number of stakeholders participating by industry sector, how many graduates placed, number of postings. Stakeholder/Responsibility: ME&BD, MHA/DOI, Bermuda College, Private Sector, relevant overseas universities, accounting firms, financial institutions, law firms, professional organisations (Financial and Insurance); ME&BD, MTD&T, Tourism Authority, Hospitality Institute, MHA/DOI, Private Sector, Bermuda College, relevant overseas universities, accounting firms, financial institutions, law firms, professional organisations, DOS (Hotels and Hospitality); ME&BD, MHA/DOI, Private Sector, Bermuda College, relevant overseas universities, accounting firms, financial institutions, law firms, professional organisations (Development and Infrastructure).

National Training Board/Department of Workforce Development

- ▶ Determine number of jobs that are filled by overseas providers. Detailed analysis of jobs filled by persons on work permits in each sector, gap analysis of current talent pool vs. skill requirements, establishing training programmes with stakeholders. Resources to include DOI database, Bermuda Job Board, DOS. Measure progress by number of work permits issued by industry sector, increased percentage of Bermudians employed in each sector. Stakeholder/Responsibilities: MHA, NTB, DOI, DWD, Private Sector, DOS.
- ▶ Determine and maintain trends of job creation by industry sector in order to anticipate required talent pool. Engage industry stakeholders.
- ▶ Continue to review and revise as necessary the National Training Plan.

Conclusion

Bermuda's workforce system must prepare workers for higher skilled and in-demand occupations. Our ultimate aim is to continue to encourage businesses to locate and expand here in Bermuda. In that regard, Bermudians must prepare and acquire the necessary qualifications and skills in order to succeed in, and grow with, the businesses in our community.

Additionally, the workforce system must be flexible enough to allow new ways to operate more efficiently and effectively to meet new and innovative challenges and deliver on outcomes during a time when resources are shrinking.

The National Training Plan ("the Plan") is one way for the Government to deliver on its promise to work collectively with employers to leverage sector strategies and to offer solutions wherever possible. In turn, the private sector must assist in identifying skill shortages and industry trends in order to determine programmes to be developed and programmes to be abolished.

The National Training Board ("the Board") over the last year has developed a better understanding of job opportunities that exist in the marketplace in the two main areas of our economy, i.e. international business and tourism. At the same time the Board has acquired an appreciation for sectors of our economy that provide vital support services.

The data collected shows clearly where job opportunities currently exist. The tables illustrating the 20 most populated jobs across sectors found in Appendix One shows the number of filled positions where Bermudians can be developed and trained to pursue both professional and non-professional careers. In some instances these opportunities can be realised fairly quickly since many are subject to work permit renewal and qualified individuals may be available. Many positions however may not be of appeal because of wage and working arrangements or out of reach because of qualification or job related experience requirements.

Nonetheless, the data is vital and supports the recommendations that have been made by the Committees. Bermudians who want to take advantage of positions that are available now and in the foreseeable future can do so by ensuring in the first instance that they secure professional and technical qualifications that are recognised and meet national standards.

Many organisations offer apprenticeships and entry-level positions that support how Bermudians can gain industry related experience. More can be done in this

area and in Part II the Board will consider how this can be expanded over the industry sectors. This is a major challenge for new entrants and the management of expectations relating to wages and development is a vital piece in successfully building Bermuda's talent pool over time.

The formative years of every Bermudian provides the foundation for academic and technical training and career development. The Board cannot over emphasise the importance of primary, middle and senior school education as it is the enabler of choices to pursue one's aspirations whether it be with an employer, the Bermuda College, a technical school or university. The ability to access apprenticeship programmes or entry-level positions is traditionally more possible with academic and technical training.

All Bermudians must be encouraged to follow traditional tracks however, it is also recognised that there will be exceptions. Some industries offer positions to individuals who have the right attitude and interests to work in these sectors, i.e. hospitality, sales and service, development and infrastructure. This career path may be somewhat harder, but very rewarding.

The Board has seen standards and qualifications proposed in most of the industry sectors and recommends that some of these be adopted as the national standard. If agreed, this list of standards and qualifications will establish preferred training and development programmes that may be offered in Bermuda, will provide direction and confidence to Bermudians who pursue training both on- and off-Island — and will assist in assessing or comparing qualifications obtained by non-Bermudians in other jurisdictions.

Recommendations coming out of the Committees are strikingly similar across all sectors. The suggested action plans are also similar. It would appear, therefore, that there is real opportunity for greater collaboration of effort and resources across all stakeholder groups. Part II of the report will consider these opportunities in greater detail.

The Plan does anticipate several Ministries and Associations being jointly involved during implementation. Information gathering and sharing will dramatically impact communication and timely delivery of programmes in both the public and private sectors. Costs will also be better managed as a consequence and participation levels enhanced.

Acceptance of the Plan is key. The Board invites and welcomes comment and ideas from all stakeholders

and is encouraged by the support it has received thus far. Unfortunately input was not received from all sectors but we are confident that Part I of the Plan has captured the essence of opportunities that exist in the market place and training and development requirements.

Part II will focus on development and training across sectors, what is available in Bermuda, certifications and qualifications and some critical pathways to position as many Bermudians as it is possible to take advantage of positions across all economic sectors.

The National Training Board is determined to deliver a market-driven training plan that takes into consideration Bermuda's dynamic competitive position and comparative advantages to build Bermudian human resource capacity that is world class in response to the long-term requirements of international business, tourism, and related economic sectors.

Some of the desired outcomes following the ratification of this Plan should include:

- ▶ greater accountability;
- ▶ improved budget transparency;
- ▶ collaborative implementation;
- ▶ improved communication strategy;
- ▶ expanded roles for key stakeholders;
- ▶ alignment with education and economic development initiatives; and
- ▶ the ability to respond quickly to a market development or need.



Appendix I – 20 Most Populated Positions

Economic Sector: Financial and Insurance				
The 20 most populated positions	of which filled by:			
	Total Number of Positions Filled	Long Term Job Holders (a)	Short to Medium Term Job Holders (b)	
			Positions filled	% of total
Finance (Ins. Banking Accounting) - Manager	426	206	220	52
Underwriter	376	209	167	44
Finance (Ins. Banking Accounting) - Sub-Manager	346	233	113	33
Finance clerk	330	329	1	0
Other professional technical and related N.E.C.	328	293	35	11
Executive secretary/Personal assistant	322	318	4	1
Insurance/Reinsurance processor	313	308	5	2
Accountant I	275	99	176	64
Senior Clerk	247	240	7	3
Managers nec	191	108	83	43
Accountant III	184	94	90	49
Accountant II	168	87	81	48
Actuary	139	24	115	83
Sub-Managers nec	135	98	37	27
Director and chief executive	120	38	82	68
Bank teller	116	109	7	6
Investment officer	112	72	40	36
Finance (Ins. Banking Accounting) - Gen. Manager	105	50	55	52
Computer programmer / analyst	94	63	31	33
Junior clerk/Typist	83	83	0	0
(a) Long term job holders: Bermudians + Spouses of Bermudians + Permanent residents				
(b) Short to medium term job holders: Work permit holders				

Source: Department of Statistics' employment tabulations

Economic Sector: Hotels and Hospitality

The 20 most populated positions	of which filled by:			
	Total Number of Positions Filled	Long Term Job Holders (a)	Short to Medium Term Job Holders (b)	
			Positions filled	% of total
Waiter/Waitress general	572	259	313	54
Chef de partie/Cook	532	104	428	80
Chambermaid and/or Night maid	319	311	8	3
Motor-car driver (includes taxi and chauffeur-driven car)	262	262	0	0
Barperson/Bartender/Bar steward	247	243	4	2
Other service worker N.E.C.	211	207	4	2
Kitchen assistant	201	162	39	19
Waiter/Chef de Rang	181	42	139	77
Motor bus and limousine driver	167	167	0	0
Cashier	138	134	4	3
Cleaner/Houseperson	138	132	6	4
Heavy-truck driver	110	108	2	2
Commis de cuisine/Assistant cook	108	41	67	62
Hotel receptionist/Cashier	104	98	6	6
Managers N.E.C.	98	78	20	20
Airline passenger agent	92	91	1	1
Security officer	87	85	2	2
Food and beverage (catering) – manager	82	60	22	27
Electronics and telecommunications engineering technician	77	72	5	6
Sous chef/Second chef	77	14	63	82
(a) Long term job holders: Bermudians + spouses of Bermudians + permanent residents				
(b) Short- to medium-term job holders: Work permit holders				

Source: Department of Statistics' employment tabulations

Economic Sector: Development and Infrastructure

The 20 most populated positions	of which filled by:			
	Total Number of Positions Filled	Long Term Job Holders (a)	Short to Medium Term Job Holders (b)	
			Positions filled	% of total
Mason	340	173	167	49
Landscape gardener	306	128	178	58
Carpenter and joiner	197	133	64	32
Semi-skilled construction labourer	185	174	11	6
Electrician (general)	162	142	20	12
Supervisor foreman (construction)	143	121	22	15
Building construction labourer	127	111	16	13
Painter (general)	124	122	2	2
Plumber (general)	110	93	17	15
Refrigeration and air conditioning plant installer/mechanic	110	74	36	33
Heavy-truck driver	83	83	0	0
Commercial fisherperson/Charter fisherperson	81	81	0	0
Managers N.E.C.	79	66	13	16
Machinery fitter and assembler mechanic N.E.C.	70	59	11	16
Engineering (Incl. maintenance) – manager	56	47	9	16
General administration / Personnel – manager	52	52	0	0
Production / Operations – manager	45	39	6	13
Clerk (Warehouse/Storeroom)	43	41	2	5
General administration / Personnel – general manager	40	39	1	3
Gardener (general)	36	19	17	47

(a) Long-term job holders: Bermudians + spouses of Bermudians + permanent residents
(b) Short- to medium-term job holders: Work permit holders

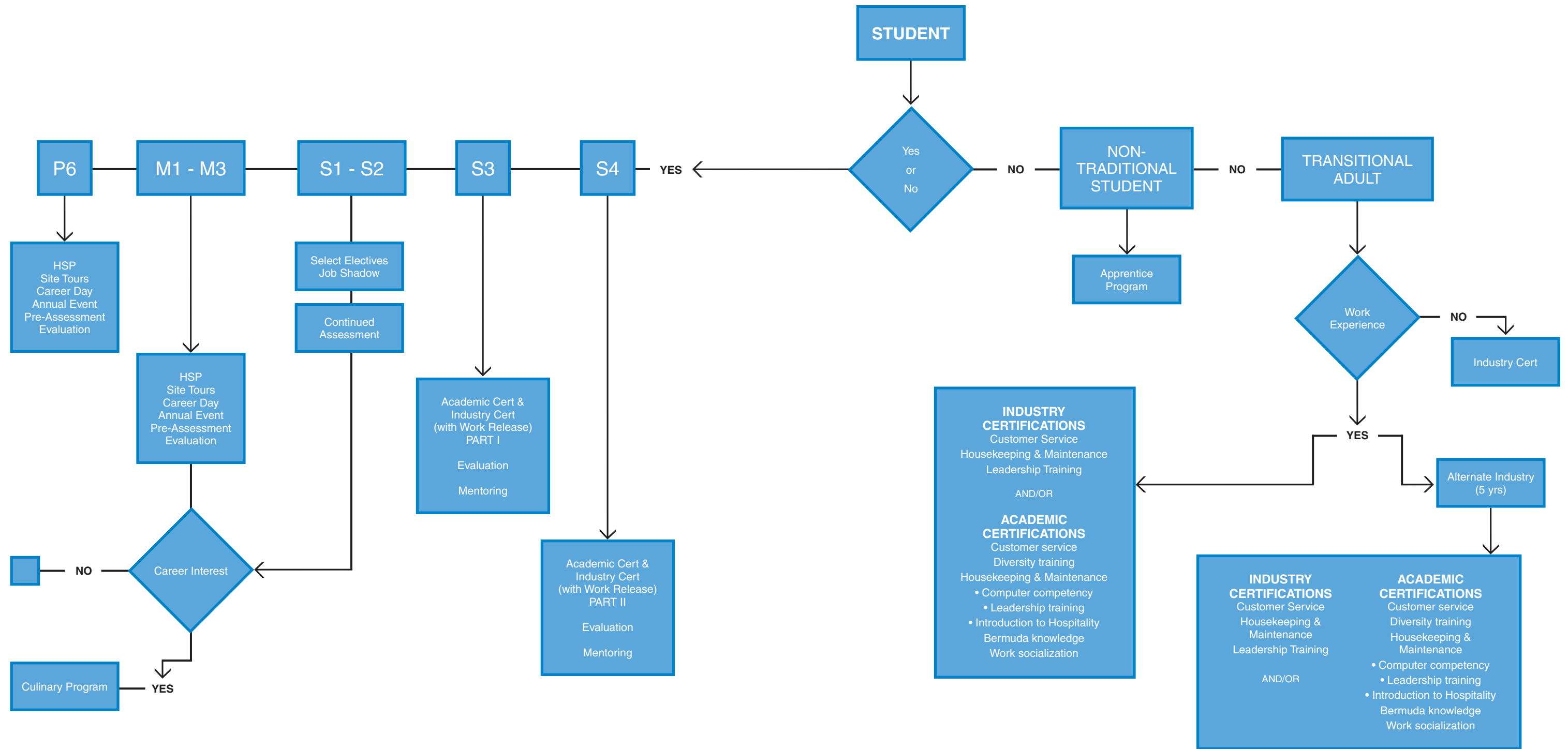
Source: Department of Statistics' employment tabulations

Economic Sector: Sales and Services

The 20 most populated positions	of which filled by:			
	Total Number of Positions Filled	Long Term Job Holders (a)	Short to Medium Term Job Holders (b)	
			Positions filled	% of total
Sales clerk Retail trade	469	463	6	1
Cleaner/Houseperson	387	318	69	18
Cashier	374	373	1	0
Security officer	348	336	12	3
Accountant I	281	78	203	72
Marketing and sales – manager	238	205	33	14
Managers N.E.C.	232	177	55	24
Sales assistant and other sales personnel N.E.C.	230	221	9	4
Technical salesperson	215	189	26	12
Lawyer	212	157	55	26
Clerk (Warehouse/Storeroom)	179	177	2	1
General administration / Personnel – general manager	178	170	8	4
Executive secretary/Personal assistant	167	146	21	13
Senior Clerk	155	151	4	3
Heavy-truck driver	143	141	2	1
Accountant II	141	56	85	60
General administration/Personnel – manager	137	130	7	5
Real estate salesperson/House agent	121	119	2	2
Finance (Insurance, Banking, Accounting) – manager	119	57	62	52
Legal clerk	118	103	15	13
(a) Long-term job holders: Bermudians + Spouses of Bermudians + permanent residents				
(b) Short- to medium-term job holders: Work permit holders				

Source: Department of Statistics' employment tabulations

Appendix 2 – Hotels and Hospitality Development Model



Appendix 3 – Certification Process

The Process for National Certification

The structure and function for the National Certification Scheme are set in the National Certification Occupation Act 2004 and promulgated through a series of occupation regulations set out by trade. The overall structure is that the National Training Board (National Training Board Act 1997) is responsible for overseeing the process. Occupational Advisory Committees for designated occupations are constituted and intended to be representative of the wider industry. The Standards and Enforcement and Training and Assessment Officers from the Department of Workforce Development provide the secretarial and technical support to these Committees.

Once a person has completed the process for National Certification, the respective Occupational Advisory Committee makes a recommendation to the National Training Board for the granting of National Certification. The Board will either accept or refuse the recommendation and then ratify its decision. Those that are recommended for approval will be forwarded to the Minister and then properly gazetted in the Official Gazette.

A Simplified Process for the Awarding of a National Certificate: Formal Learning

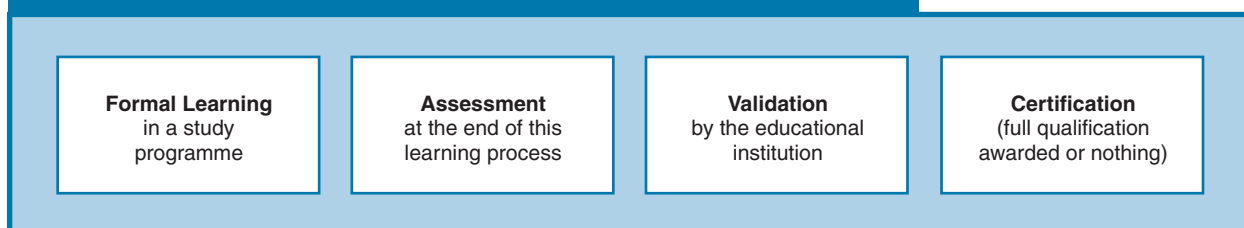
Certification is a formal procedure by which an accredited or authorised person or agency assesses and verifies (and attests in writing by issuing a certificate) the attributes, characteristics, quality,

qualification, or status of individuals or organisations, goods or services, procedures or processes, or events or situations, in accordance with established requirements or standards.

In order to be awarded a certificate, an individual must demonstrate competence against a learning outcome-based qualification standard. These learning outcomes can be used to define levels of qualifications, qualification descriptors, assessment criteria and the expected outcomes of modules and programmes.

Traditionally, assessment has been executed against the requirements of, and expected performance in formal learning and training. National Certification for a person presenting in this manner is a straightforward process.

FIGURE 3.1 THE QUALIFICATIONS PROCESS: INPUT-BASED APPROACH



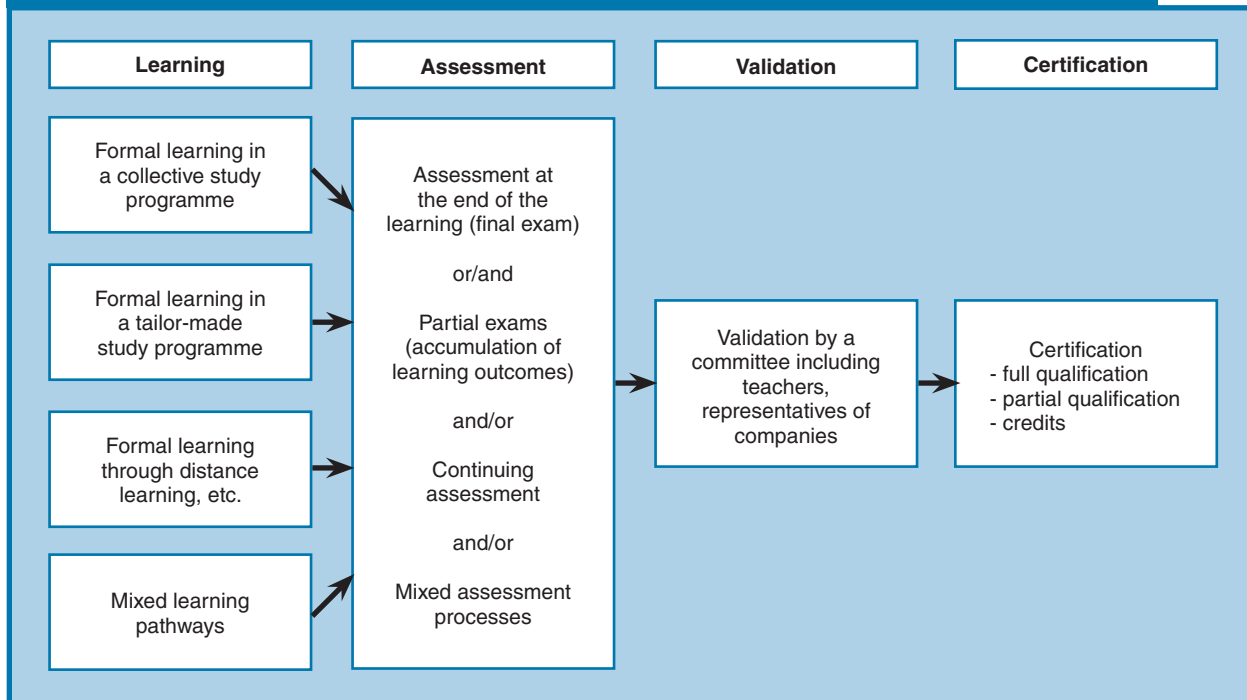
Department of Workforce Development Approach to National Certification: Formal and Non-Formal Learning

Where a person presents with some formal learning supported by informal and/or non-formal learning, they must sit before an Industry Assessment Panel (IAP) for an interview. Elements of the RPL (Recognition of

Prior Learning) process are used to assess learning outcomes other than by formal learning. IAP members are versed in RPL practice and the use of the RPL processes that enable them to make assessment of learning that is not based on formal learning (DWD Hybrid). The Industry Assessment Panel interview coupled with a comprehensive Portfolio of a person's learning forms the initial assessment.

Assessment of Formal, Informal and Non-formal Learning

FIGURE 3.2 THE QUALIFICATIONS PROCESS: APPROACH BASED ON FORMAL LEARNING OUTCOMES



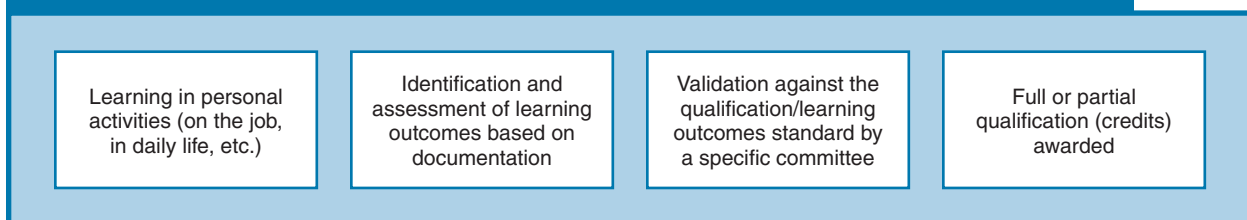
Department of Workforce Development RPL Approach to National Certification: Informal and Non-formal Learning

Where a person presents with no formal learning they must prepare a comprehensive portfolio that encompasses all of their learning. Department of Workforce Development staff can provide individual guidance to people in this regard. Elements of the RPL (Recognition of Prior Learning) process are used to assess learning outcomes other than by formal learning. Once complete, the portfolio will be reviewed by technical staff at the Department before

arrangements are made with the candidate to sit before an Industry Assessment Panel (IAP) for an interview. IAP members are versed in RPL practice and will use RPL processes, including demonstrations, observations, simulations, site visits and online assessments to assess candidates' learning.

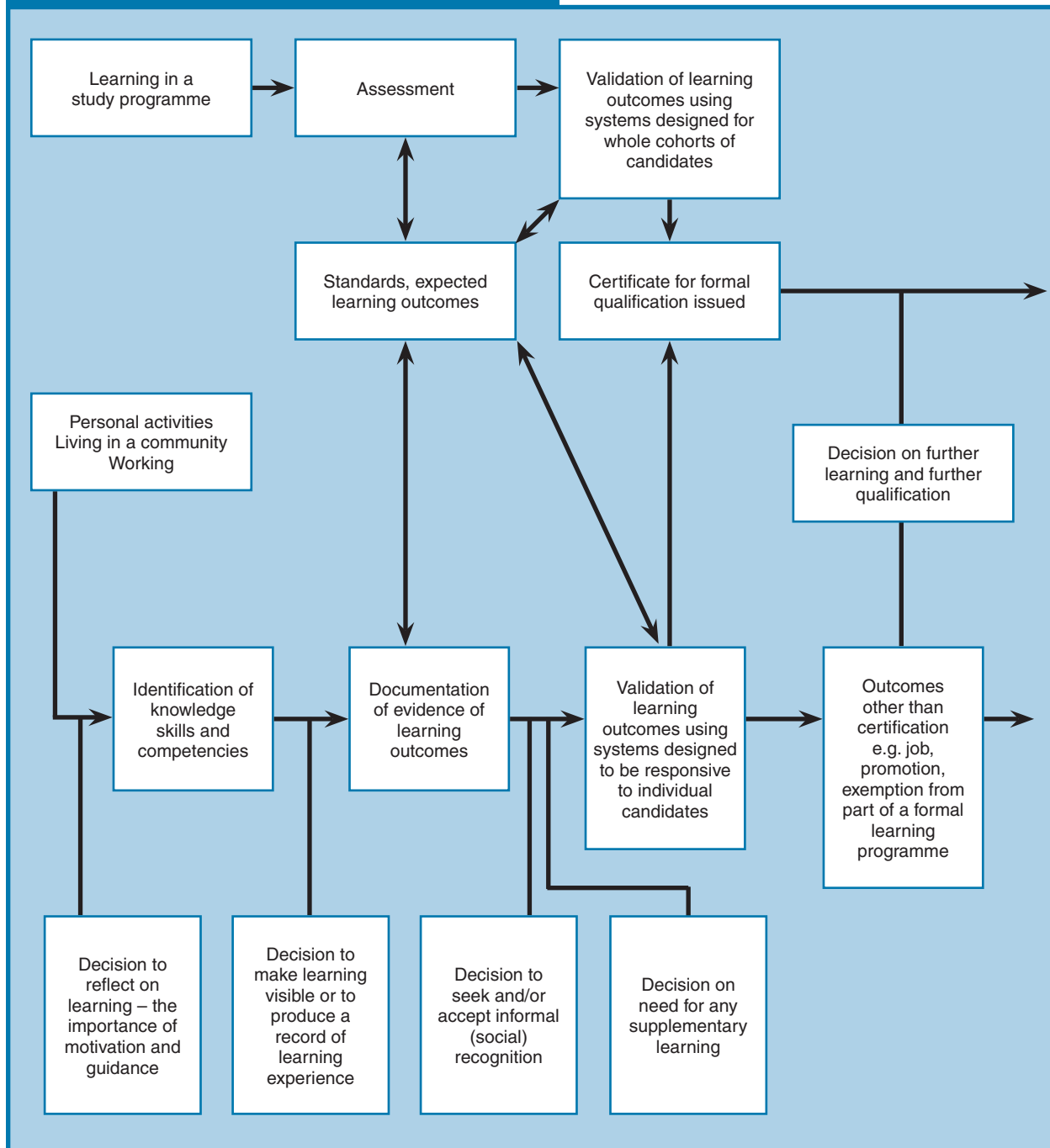
Assessment of Formal, Informal and Non-formal Learning

FIGURE 3.3 THE QUALIFICATIONS PROCESS: APPROACH BASED ON INFORMAL LEARNING OUTCOMES



Department of Workforce Development Comprehensive Approach to National Certification

FIGURE 3.4 ROUTES FROM LEARNING TO CERTIFICATION



Appendix 4 – Acknowledgments and Thanks

We are most grateful to the following persons who provided input into the Plan:

Hotels and Hospitality

Hotel Executives

- ▶ Bushara Bushara, General Manager, Newstead Belmont Hills
- ▶ Nagma Walker, General Manager, The Reefs
- ▶ JP Martens, General Manager, Grotto Bay Hotel
- ▶ Muriel Richardson, General Manager, Rosedon Hotel and BHI Chair
- ▶ Allan Trew, Hotel Manager, Fairmont Hamilton Princess and BHI Board Member

Hotel HR

- ▶ Vince Angelo, General Manager, Coco Reefs
- ▶ Kellianne Smith, Human Resources Director, Fairmont Hamilton Princess
- ▶ Lynda Lambert, Human Resources Manager, Cambridge Beaches
- ▶ Nelda Simons, Regional Human Resources Director, Fairmont Southampton

Food and Beverage

- ▶ Dale Butler, MEF Group
- ▶ Jay Correia, The Swizzle Inn Group
- ▶ Sara Masters, The Flying Chef Catering Company
- ▶ Phil Barnett, Island Restaurant Group
- ▶ Holger Eiselt, The Buzz Group
- ▶ Thomas Mayer, The Buzz Group
- ▶ Marico Thomas, The Four Star Group
- ▶ Pam Quarterly, Bermuda Restaurants Ltd.
- ▶ Dennie O'Connor, F&B Director, Grotto Bay and BHI Board Member

Education

- ▶ Senator the Hon. Nalton Brangman
- ▶ Warren Jones, Permanent Secretary, MOED
- ▶ MOED: Dr. Radell Tankard, Dr. Lou Matthews
- ▶ Tawana Flood, Director of PACE, Bermuda College
- ▶ Dr. Trescot Wilson, Dean of Business Administration and Hospitality, Bermuda College

Additional Industries/Stakeholders

- ▶ John Harvey, Executive Director, Bermuda Hotel Association
- ▶ Ronnie Burgess, BIU Divisional Office and BHI Board Member
- ▶ David Dodwell, Chairman, Bermuda Tourism Authority
- ▶ Cheryl Hayward-Chew, President Meyer Group of Companies, CEO Polaris Inc. and BHI Board Member
- ▶ Shelly Weir, Vice-President, American Hotel and Lodging Educational Institute

Finance

Banks: Committee members from the banking sector (Lauretta Stoneham, Dr. Dawnelle Walker, William Graham-Welton) as well as Richard Moseley (HSBC Bermuda) and Brendan McDonagh (Butterfield Bank)

Insurance Companies: Committee members from the insurance sector (Lisa Robinson, Dr. Dawnelle Walker, Richard Winchell) as well as ABIR and BII

Accounting: Committee members from the accounting sector (Annarita Marion) as well as Institute of Chartered Accountants

Ronnie Viera, Chamber of Commerce and the Technology Leadership Forum (TLF)

Development and Infrastructure

Bermuda College; Works and Engineering; BCM McAlpine; BELCO; Kaissa; BAC; AirPro; Construction Association of Bermuda (general feedback); Dunkley's Dairy; Fairmont Southampton; Health and Safety; Fine Woodworking.

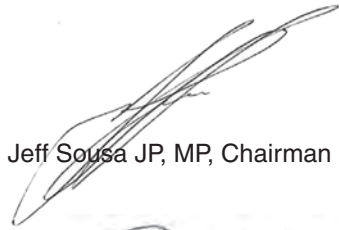
Sales and Service

Stella Winstanley, Corporate Secretary and Assistant to Messrs. J.B. & S.M. Butterfield, Butterfield & Vallis

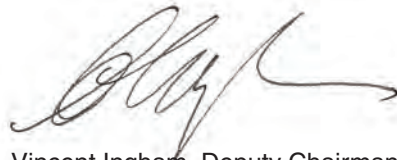
Peter N. Hebbard, Vice President and General Manager, AAC Saatchi & Saatchi

Ronnie Maughan, TESS Ltd. – English Sports Shop, etc.

Signatures of the Board Members



Jeff Sousa JP, MP, Chairman



Vincent Ingham, Deputy Chairman



Patrick D. Caton



Mark Cave



Richard Davidge



Karla Lacey



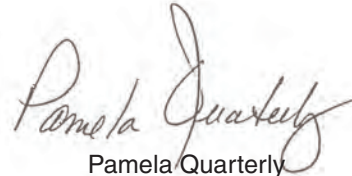
Leila Madeiros



Annarita Marion



Jay O'Connor



Pamela Quarterly



Lisa Robinson



Simon Tully



Dr. Dawnelle Walker



William Graham-Welton

Christopher Allington*
Lourmeeka Orgill*
Collin Simmons*

Lauretta Stoneham*
Tona Symonds*
Richard Winchell*

*Signature unavailable at time of release.

