

# ANNUAL REPORT | 2015

Employers Consultative Association  
of Trinidad and Tobago



**Driving Sustainability  
Through Innovation**





[www.ecatt.org](http://www.ecatt.org)

**“The Voice of the Employer”**



# NOTICE OF 56TH ANNUAL GENERAL MEETING

Notice is hereby given that the 56th Annual General Meeting (AGM) of the Employers Consultative Association (ECA) will be held as follows:

**THURSDAY JUNE 30TH, 2016 | 2:30PM**

**ECA/ESC CONFERENCE & TRAINING FACILITY**

**#17 Samaroo Road, Aranguez Roundabout North, Aranguez**

Senator Rambharat is admitted to practice law in Trinidad and Tobago and Canada.

He is a specialist in corporate governance, regulated financial institutions, code of conduct issues and business ethics. His work as a lawyer, lecturer and writer on these subjects is well established. Senator Rambharat has worked for global multinationals in oil and gas and financial services in the areas of corporate governance, regulatory compliance and procurement.

Over the last 20 years Senator Rambharat has been a University lecturer and was a key person in the implementation of the local OSH legislation and a significant contributor to debates on law reform.

In recent years Senator Rambharat became a must-read newspaper columnist on matters of public interest in Trinidad and Tobago.

Senator Rambharat was a former Chairman of the ECA.



FEATURE ADDRESS BY:

**Senator The Honourable  
Clarence Rambharat**

Minister of Agriculture, Land and Fisheries

## PROFITABILITY 2.0

Exploring Opportunities for  
Sustainability and Wealth in your  
Organisation

As employers, you want to run businesses that are profitable but given the harsh economic realities, we anticipate challenges over the coming years.

This is therefore an ideal time to discuss and explore alternative opportunities available, which can lead to sustainable enterprises and increased wealth

For reservations, please call:

**Annette Joseph**  
**675-9388 ext. 222**  
**[ajoseph@ecatt.org](mailto:ajoseph@ecatt.org)**

- AGM AGENDA:**
- Reading of the Notice convening the 56th AGM
  - Chairman's Report
  - Minutes of 55th AGM
  - Chief Executive Officer's Report
  - Auditor's Report
  - Financial Statements
  - Appointment of the Auditor for 2016
  - Election of Directors
  - Other Business
  - Vote of Thanks



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## *Our Vision*

To be the Premier Employers' Representative

## *Our Mission*

To advance Employers' interest for the creation of optimum sustainable value for all stakeholders

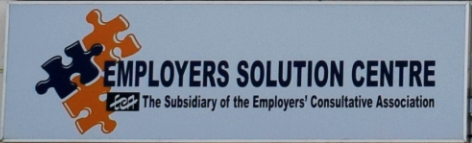
## *Our Mandate*

To provide Employers with quality representation at the organisational, national and international levels in order to ensure the strength and success of the Employer community for the socio-economic well-being of the nation

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Employers Consultative Association  
of Trinidad and Tobago



**EMPLOYERS SOLUTION CENTRE**

The Subsidiary of the Employers' Consultative Association



## Driving Sustainable Growth through Innovation

*“One of the challenges facing our society is the need to find the balance between achieving excellence and responding creatively to the rapidly changing circumstances in which we find ourselves. While it is often possible to continue to be productive using processes and procedures that have been considered effective in the past, inevitably the changing environment reveals that these methods have outlived their usefulness”* (Chief Justice of Trinidad and Tobago, The Honourable Mr. Justice Ivor Archie, ORTT, 2014).

These are very apt words spoken by the Chief Justice, Ivor Archie which remains very relevant to our current reality.

It is no secret that our country is facing economic hardship and uncertainty due to various factors, chief of which is the significant decline in the ability of our country to earn energy dollars and valuable foreign exchange. We have seen in the last quarter of 2015 and first quarter of 2016 the continued decline in oil prices, scarcity of foreign exchange leading to the weakening in the country's reserves, business closures and an increase in unemployment in the public and private sectors.

The reality of this situation is that companies and individuals can no longer operate in the same manner that they did in the recent past if they are to survive these challenging economic times. In response to this,

most may choose to concentrate solely on tackling the recession through the implementation of appropriate measures and programmes.

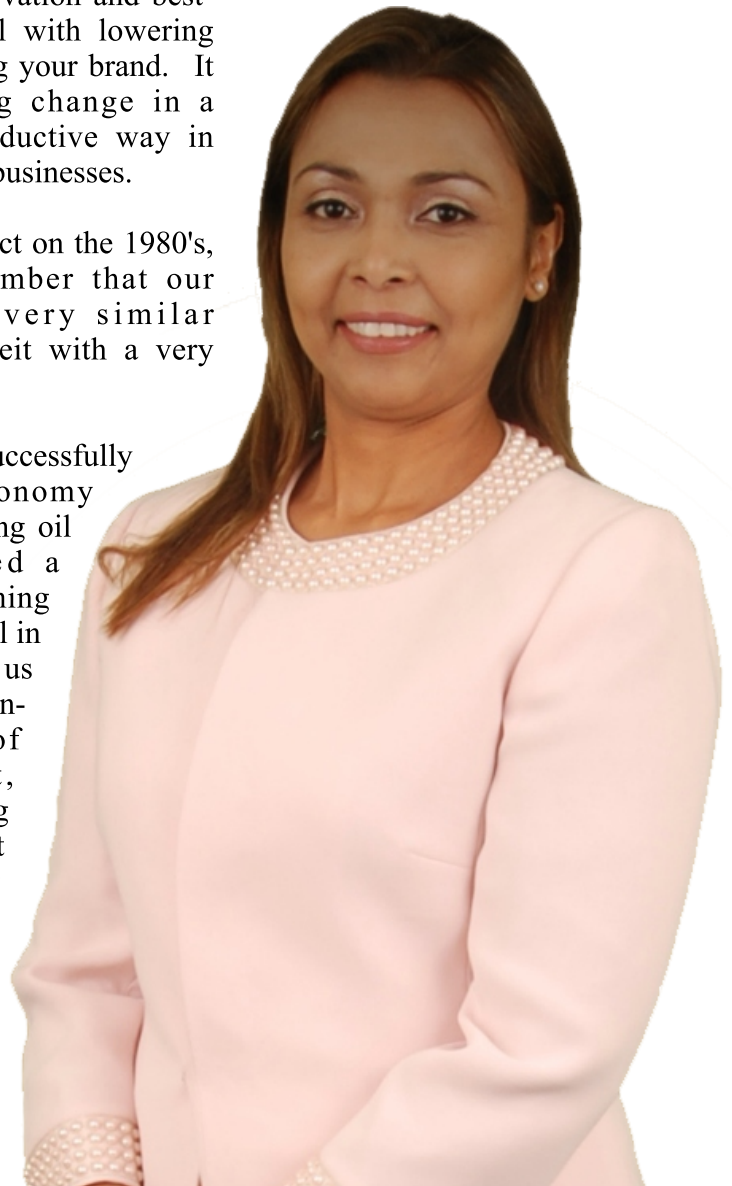
In doing so however, one risks allowing sustainability and long-term growth and development to end up on the back burner, thereby endangering the future of our nation and its people. Instead, we believe that the current economic downturn means driving innovation and best-practice in parallel with lowering cost and developing your brand. It means embracing change in a reflective and productive way in order to sustain our businesses.

If one were to reflect on the 1980's, you would remember that our country faced very similar circumstances, albeit with a very different response.

Having failed to successfully diversify the economy during a decade-long oil boom, we faced a situation of declining revenue due to a fall in oil prices leaving us with a \$684-million-dollar balance of payment deficit, declining government revenue and rising unemployment, which in 1986 topped out at 17%. In response to this, the country adopted a cadre of IMF-style austerity

measures which included devaluation of the TT-dollar, increases in food prices, decreases in public sector wages and allowances and a reduction in available social programmes and incentives.

These were indeed challenging times for the country and more so for its citizens. However, our nation banded together, and did what was necessary to weather the storm that was at hand. We may have suffered, but we endured,



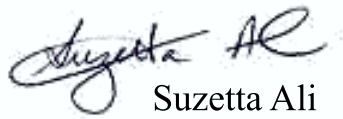
persevered and emerged successfully on the other side. It is our belief that we can do this again but it will take a united effort by all stakeholders and the adoption of emergent strategies to make us and our businesses more responsive and flexible to changes in our environment.

We maintain that there is no one solution to fix the problems we face, nor will the road be an easy one. As employers, the ECA maintains that a significant tool in overcoming the current challenges is our human resource, which can be significantly improved through continuous education and training. The significance of retaining and grooming a pool of quality staff members is always the key to boosting productivity and business profitability.

Therefore, we encourage our members to step up their staff training to ensure that correct

procedures are followed, best-practice standards are maintained, systems are efficient, customers are happy and your business is successful. In this regard, the ECA remains committed to providing the suite of services you require for the holistic development and well-being of your business and its people, in retraining and retooling of your workforce. In so doing, we create sustainable enterprises and a productive nation that can weather this and any other storm that may develop in the future.

I thank you for your continued loyalty to the ECA and encourage you to utilise our suite of services available to help you on the journey towards sustainable growth and success.

  
Suzetta Ali  
Chairman of the Board



2015 Champion Employer Awards Ceremony





**Joycelyn Francois-Opadeyi**  
CEO/Secretary

Dear Members,

It has been exactly one year since I assumed responsibility for the management of the Employers Consultative Association (ECA) and its subsidiary, the Employers Solution Centre (ESC). As you are aware, Mrs. Linda Besson, the former Executive Director, retired from the organisation on June 30th 2015, after serving loyally for 20 years at the helm of the organisation.

Though retired from the ECA, Mrs. Besson continues to selflessly share her knowledge and expertise with the Caribbean region, in her continued capacity as Secretary of the regional Employers' body, the Caribbean Employers' Confederation (CEC), a position she has held for about eighteen (18) years. For the role that she has played in directing the ECA /ESC over the past twenty (20) years, I wish to thank Mrs. Besson and pray that God continues to richly bless her in her retirement.

2015 was identified as a watershed year for the ECA. From the start of the year, the organisation found itself

challenged to attain the budgeted levels of income and by mid-year the deficit was pronounced. During the 2nd half of the year, the organisation focused on a more proactive approach to boost income levels while focusing on reducing expenditure, with the overall result being an operational loss. Additionally, despite valiant efforts to reduce the organisation's receivables portfolio, by the end of 2015, a painful decision had to be taken to write-off severely aged accounts which were deemed uncollectable. Since then, tighter and more stringent policies have been put in place to manage the cash flow more efficiently in order to ensure the sustainability of the organisation.

The Re-branding of the ECA which was scheduled for the first quarter of 2015 was estimated to cost in excess of \$900,000. Given the reduced revenues being earned by the organisation, the impending national elections, and the overall declining economic conditions, a decision was taken to place this project on hold. In the meantime, the organisation continued to work on improving internal systems, establishing policies and procedure in anticipation of organisational re-branding at a future time.

## **Overcoming Obstacles through Perseverance**

As oil prices continued to plummet on the world market, it was also clear that the ECA's members were being affected by declining revenues as some of them faced business closure and general financial difficulties. In spite of the trying circumstances, we continue to stand committed to our membership and remain willing to assist in navigating our very challenging labour arena. Now more than ever, we are strengthening our resolve for the success of your business. The ECA has sought to implement other membership initiatives to enhance growth as well as retain its current membership and we welcome your input about new services which will support and enhance your business.

The ECA's Strategic Plan is being revised and it will set out new goals and reinforce existing strategic objectives of the Association. The entire staff was involved in the preliminary stages of the planning process of the strategic direction of the organisation, offering new hope and vigour for the many opportunities and potential for the ECA.

### **Governance**

Eleven (11) Board of Directors meetings were convened in 2015 to conduct the business of governance of the organisation. During the period, a

Code of Conduct was instituted and signed by all Directors. This was significant as it demonstrated ECA's compliance with best practice.

The ECA continued to demonstrate its commitment to capacity building and local and regional business networking by participating in numerous forums:

- EU funded Caribbean Employers' Confederation (CEC) forum hosted by the CEC - Barbados | June 22nd - 24th 2015;
- Forum on Social Dialogue hosted by UNATT – The Normandie Hotel, Port of Spain | July 25th 2015;
- CEC/CCL Bi-Partite meeting held in Port of Spain on October 2nd 2015 and in Grenada from November 3rd - 5th 2015.

### **Membership Focus**

By the end of the review period the ECA membership stood at 700+ and continues to grow. The membership comprises small, medium and large businesses from various sectors. In 2015, we welcomed fifty-four (54) new members into the ECA family.

During the period, the ECA hosted a series of members' focus sessions through breakfast meetings and sensitisation sessions. Some key areas of focus included:

- The Business Implications of Falling Oil Prices;
- Repeal and Replacement of the Workmen's Compensation Act for the Employee Injury Act; and
- Amendment to the Industrial

Relations Act (IRA).

During these sessions we sought, not only to educate our members, but to articulate the views and perspectives from our members to the Ministry of Labour and Small and Micro Enterprise Development and Parliament. We have committed to hosting more sessions for our membership on matters of interest to Employers in 2016.

As many of you may recall, the proposed amendments to the IRA was brought to Parliament without consultation, to which the ECA vocally expressed its grave concerns about the proposed changes and their implications for Employers. This became irrelevant after Parliament was dissolved before dealing with the concerns raised. With a new Government in place, and the ongoing conversation of the amendments to the IRA, the ECA will continue to monitor and incessantly seek to consult our members' views on any proposed changes.

### **Radio Series**

The ECA hosted its Radio Series from June to November, 2015 on topical issues as it relates to Industrial Relations and Human Resources, some of which included: Absenteeism; Termination; Company Policies etc.

This series could not have been possible without the support of our sponsors: First Citizens; Trinidad

and Tobago National Petroleum Marketing Company Limited; The Management Resource Limited and Francis Lau Construction. We encourage our members to contact us and use this opportunity for relatively low-priced marketing by sponsorship of these programmes.

### **Publications**

The ECA produced its Voice Magazine on the theme: “Diversify or Die”, an issue which sought to explore the way forward for national and business development. Submissions of articles from some of our members were included in this publication. This issue was sponsored by the Telecommunications Authority of Trinidad and Tobago (TATT). Yet another sponsorship opportunity is presented for you by the production of this quarterly magazine.

The ECA proudly added to its collection of publications a new book titled, “Exploring Absenteeism in the Workplace”. The book allows the reader to identify, measure and manage Absenteeism in the workplace. It also includes sample policies and summaries of Industrial Court judgments pertaining to Absenteeism. Additionally, we continue to produce our Week in Review, IR Quarterly and Summary of Judgments that outlines key industrial relations activities for our membership, which can be accessed on our website.

## Membership Month

During the month of August 2015, the ECA hosted a series of activities for its members as part of its unwavering commitment and appreciation to its membership. Approximately 350 persons participated in these activities. Some of these activities included:

- Two Days Live Consultancy;
- Semi-Inclusive Cooler Anniversary Boat Cruise;
- Free training session on Networking for Success;
- Sensitisation Session on Managing the Difficult Employee;
- New Members' Orientation;
- Tobago Membership Day.

## And the 2014 Champion Employer of the Year is...

As communicated in our last Annual Report, the ECA had re-launched its Champion Employer Award in 2014 with an effort to review and re-evaluate its process. On June 25th 2015, Scotiabank was crowned the 2014 Champion Employer of the Year at the fifth edition of the ECA's Champion Employer Awards and Gala Dinner at the HYATT Regency Hotel. Scotiabank topped a formidable list of participants which included Republic Bank Limited and Unit Trust Corporation, who came in second and third place respectively. DHL Express won the competition's first ever award for Excellence in Industrial Relations. Special thanks must be given to our sponsors for this event, First Citizens, Atlantic LNG and Petrotrin.

Applications for the bid for the 2015 Champion Employer were disseminated and the awards and gala dinner is expected to be held in September 2016. The Champion Employer Award seeks to award outstanding employers by recognising their holistic approach to business excellence. The application process serves as a form of self-assessment for companies as an audit is conducted in five key areas:

Employment Creation; Human Resource Management; Industrial Relations; Occupational Safety and Health and Corporate Social Responsibility.

## Conference

On October 29th and 30th the ECA and its subsidiary, the ESC, held an absenteeism conference themed, "Culture Shock: Exploring New Strategies Towards a Reduction of Absenteeism in the Workplace". The Two Day Conference saw various presenters from the Industrial Relations and Human Resources field as well as feature guest speaker Dr. Keith Nurse, World Trade Organisation Chair at the University of the West Indies.







Absenteeism Conference | October 2015

The aim of the Conference was to provide participants with an understanding of Absenteeism from a cultural perspective, a forum where solutions can be found to deal with high levels of unscheduled absenteeism in the workplace, to showcase real life success stories of organisations that effectively manage absenteeism and to bring together key stakeholders that can further advance these discussions to engender change. As the recognised majority employer organisation, the ECA felt that it was our responsibility to address this critical issue, not only on behalf of our members but also to positively impact the issue of productivity that has consistently plagued Trinidad and Tobago.

The feedback from the participants revealed that the Conference was well received and appreciated. It is our hope that what was learnt and shared, companies were able to implement the necessary policies, monitor, and track as well as calculate the impact of such absences and effectively engage employees in their organisations to improve this issue of absenteeism.

The event would not have been a success without the hard work of the Training and Development Team, which was the brain-child of this

initiative; the support of the Public Relations and Communications Team for creating the awareness; and as a whole, the ECA/ESC team. Again, I wish to take this opportunity to thank our sponsors for this event:

- The National Insurance Board of Trinidad and Tobago;
- Forward Industries Limited;
- Westshore Medical Private Hospital;
- Accreditation Council of Trinidad and Tobago;
- Hilton Trinidad and Conference Centre
- Caribbean Airlines;
- Superpharm;
- Association of Chartered Certified Accountants;

for their support in the overall objective of this initiative

### **Advocacy and Representation**

As the Voice of Employers, the ECA's main thrust is advocacy and therefore, it provides representation for its members on a number of State Boards at the national level as follows:

- The National Insurance Board;
- The National Insurance Investment Committee;

- The Board of the Accreditation Council of Trinidad and Tobago;
- The Registration Recognition and Certification Board;
- The Cabinet-Appointed National Aids Coordinating Committee;
- The 144 Convention Tripartite Committee;
- Occupational Safety and Health Board.

At the Regional and International levels, the Organisation was represented at:

- The Caribbean Employers' Confederation (CEC);
- The International Organisation of Employers (IOE);
- The International Labour Organization (ILO);
- International Labour and Employment Relations Association (ILERA) formerly the International Industrial Relations Association (IIRA).

### **The Employers Solution Centre**

The year under review was a challenging one for the ESC. Though dipping slightly below the previous year's performance, Training and Development Solution Centre led the results of the Business units. The Human Resource Solutions unit



remained steady at the same level of business as the previous year, while the Industrial Relations Unit increased their level of business by 17%.

Despite this, the overall operations of the business units culminated in an overall loss position. We are confident that this will turn around in 2016.

Special Acknowledgements must be given to the following persons:

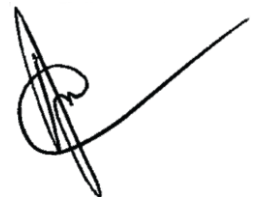
- The Ministers of Labour and Small and Micro Enterprise Development – The Honourable, Errol McLeod and Senator The Honourable Jennifer Baptiste-Primus;
- The Ministers of Finance and the Economy – Senator The Honourable, Larry Howai and The Honourable Colm Imbert;
- The President of the Industrial Court of Trinidad and Tobago – Her Honour Ms. Deborah Thomas-Felix and Judges of the Industrial Court;
- The President of the National Trade Union Centre – Senator James Lambert;
- Director of the ILO Sub-regional Office for the Caribbean – Dr. Giovanni di Cola and Ms. Claudia Coenjaerts;

- The Senior Specialist for Employers' Activities, ILO Sub-regional Office for the Caribbean – Ms. Anne Knowles;
- The Director of the Bureau for Employers Activities, ILO, Geneva – Mr. Guy Ryder;
- The Secretary General of the International Organisation of Employers, Geneva – Mr. Brent Wilton and Ms. Linda Kromjong;
- The President of the Caribbean Employers' Confederation – Mr. Wayne Chen;
- The President of the America Chamber of Commerce – Mr. Hugh Howard;
- The President of the Trinidad and Tobago Chamber – Mr. Moonilal Lalchan;
- The President of the Trinidad and Tobago Manufacturers' Association – Mr. Nicholas Lok Jack;
- The President of the Energy Chamber of Industry and Commerce – Dr. Thackwray Driver;

- The Media – Electronic, Print and Radio.

I take this opportunity to thank you for your continuous and invaluable support. The ECA looks forward to building closer ties with you our membership, as we continue to build this prestigious organisation.

Finally, I wish to thank the Chairman and the Board of Directors for both the ECA and ESC for their unwavering support and their enlightened vision that they have provided individually and collectively during my transition. I look forward to a more favourable year and as always serving you with pleasure.



Joycelyn Francois-Opadeyi  
Chief Executive Officer

*2014 Champion Employer of the Year*  
**Scotiabank Trinidad Limited**



The Employers Consultative Association (ECA) was established in 1960 to assist and support Employers in industrial relations matters and to give employers an association that would speak on their behalf on matters of similar interest.

The ECA has built a strong reputation for handling all issues concerning Employers in Trinidad and Tobago. Over the years, the ECA has developed a pivotal role in tripartism, facilitating smooth labour relations by representing employers at the national, regional and international levels and assisting in national development, formulating policies and shaping legislation.

The ECA is the only officially recognized Employers' Organisation in Trinidad and Tobago that deals with Industrial Relations and Labour Issues. The Ministry of Labour and Small and Micro Enterprise development and Trade Unions in particular are two bodies with which the ECA works closely since the association's expertise and experience in the area of industrial relations are recognized by these groups. It's our vision to be the Premier Employers Representative.

As the premier Employers organisation in Trinidad and Tobago, the ECA offers the following benefits to its membership:



### Publications

FREE: Industrial Relations Quarterly, Week in Review, Bulletins. Plus preferred rates on all library publications regarding wages and salaries, collective agreements, workplace policies and labour laws, etc.



### Advocacy and Representation

The ECA speaks on your behalf. You are also represented on several state boards and regional bodies (e.g. NIBTT, Registration Recognition and Certification Board etc.)



### Specialised Consultations

Through the Employers' Solution Centre, access Human Resource and Talent Management, Industrial Relations, Payroll Processing and Legal solutions at preferred rates



### Exclusive E-Content

Access to our membership portal and exclusive e-content including topical industrial court judgments, business templates, sample policies and past lecture presentations



### FREE Telephone Advisory

Need to make a quick decision? Call or write us to access our free advisory services



### Professional Training Solutions

Concessionary Rates on Training Sessions hosted by our Training & Development Solutions Centre



### Industrial Court Judgments

FREE monthly summaries of Industrial Court Judgments



### FREE Sensitisation Sessions

Access to selected FREE sensitisation sessions on topical issues hosted by the ECA



## ECA Board of Directors



**Suzetta Ali**  
Chairman of the Board



**Neil Derrick**  
Vice Chairman



**Joycelyn Francois-Opadeyi**  
Chief Executive Officer/Secretary



**Ruben McSween**  
Director



**Keston Nancoo**  
Director



**Dexter Charles**  
Director



**Giselle Estrada**  
Director



**Farzan Ali**  
Director



**Lennon Ballah-Lashley**  
Director



**Gwendoline McLaren**  
Director



**Imran Khan**  
Director



**Narendra Kirpalani**  
Director



**Russell George**  
Director



**Joy Ramlogan**  
Director



**Grace Maharaj**  
Director

The ECA's Board of Directors is constituted by professionals from its member organisations. They also serve on several sub-committees which focus on specific areas integral to the ECA's overall mandate and operation: These include: 1. Membership 2. Industrial Relations 3. Human Resources 4. OSH 5. Finance & Administration



**Misty Dorman-Hosein**  
Director



**Umesh Rampersad**  
Director

**The Employers Solution Centre (ESC) was established in January 2008 and is the business arm of the ECA. The highly qualified staff of the ESC is ready and willing to find solutions for clients especially in the areas of Industrial Relations, Training and Development and Human Resource Management.**

### **Industrial Relations Solution Centre...Equal Justice for Employers**

Geared towards resolving workplace conflict among Employers and Workers, this centre helps clients identify problems, clarify perspectives and concerns while reaching durable and mutually satisfactory agreements. It also encourages the right to justice for Employers by providing high quality dispute resolution and the Industrial Relations Services Solutions Centre is geared towards resolving workplace based conflict among employers and workers throughout Trinidad and Tobago through the promotion of the principles and practices of good industrial relations.

The IR Solutions Centre offers the following services:

- Mediation
- Industrial Relations Audit
- Ombudsman Services
- Representation at the Industrial Court and Ministry of Labour
- Retainer
- Collective Bargaining

- Representations at meetings with Trade Unions

### **Human Resource Solutions ...Taking Care of Your Most Valuable Asset**

This Centre offers complete consultancy in all areas of human resource management and practice, provides an in-house presence for those companies that may have a need for it and optimizes organisational performance through Human Resource Management strategies. The ESC offers people management solutions, advice and representation to Employers. This also includes an in-house presence for those who may have a need for it.

Our Human Resource (HR) services include:

- Producing, editing and advising on Employee Handbooks and Company Policies
- Advising on Employee Recognition templates
- Developing Job Evaluation Techniques
- Providing Job Descriptions
- Assisting with Recruitment (from job descriptions to interviews)
- Assisting with developing any HR process
- Completing HR Audits

### **Training Solutions ... Training to Ensure Business Profitability**

Training encompasses everything that is expected for the enhancement

of organizational development, competencies, competitiveness and profitability. To ensure that total performance be improved, organisations need to have trained and experienced employees.

The Training and Development Solution Centre conducts national training every month on topics of workplace interest. The Employers Academy is conducted bi-annually and offers certificate courses in Industrial Relations Management, Labour Law and Advanced Labour Law. In-house training is also offered to companies that would prefer to train their staff on-site. Throughout the year the following programmes are offered:

- Business Etiquette and Protocol
- Misconduct in the workplace
- Safety for Supervisors
- Delivering Service Excellence
- Labour Laws
- Planning and Organizing
- Business Writing
- Performance Management
- Customer Service
- Accident/Incident Investigation and Reporting
- Effective Supervision
- Achieving High Performance in the workplace
- The Art of Delegation
- Effective Selling Techniques
- Time Management
- Effective Presentations
- Interpersonal and Conflict Management

The Employers Academy of Trinidad and Tobago's three main programmes



**Glenn Maharaj**  
Chairman of the Board



**Neil Derrick**  
Vice Chairman



**Joycelyn Francois-Opadeyi**  
Chief Executive Officer/Secretary



**Martin de Gannes**  
Director



**Imran Khan**  
Director



**Ruben McSween**  
Director





## Enduring and Unstinting Commitment

The ECA and its subsidiary the ESC bade farewell to Mrs. Linda Besson on June 30th 2015, after serving the organization for nearly two decades. Having joined the ECA in 1995, Mrs. Besson, through a shared vision and belief, was able to grow and expand the ECA from seventy-two (72) members to nearly seven hundred and fifty (750) members.

Under Mrs. Besson's stewardship a number of initiatives were realised which included the Chairman's Dinner, Champion Employer of the Year Award, Charity Event and the

Academy of Industrial Relations. Mrs. Besson also spearheaded the launch of the ECA's subsidiary the Employers Solutions Centre, which provides the services of the ECA.

She described her tenure at the ECA as “twenty years of joy, twenty years of struggle and therefore I am in a good place. I am happy and have great pleasure in passing the baton on and just trust and hope my successor will take the ECA to where it should be.” Mrs. Besson also said, “The ECA has its own unique needs and requirements and demands and 'yes' people need to know us as they know

the chambers, the TTMA and the other business organisations. Because our field is labour, we tend to be pushed to the second tier and not the first. We would like to see business organisations like ours function at the top and not at the bottom.”

In a luncheon held by the Board of Directors, Executive Management Team and Staff, best wishes were attributed to Mrs. Besson for her dedication and unwavering commitment to the organisation and its members.





## Musical Tribute to Mrs. Linda Besson

*(Sung Extempo  
Style by Mrs.  
Opadeyi)*

Well, my blessed Team, you already know  
But I want to tell you in Kaiso  
Today we say farewell to our dear icon  
A lady, a gem and jewel, Mrs Besson  
She truly is a leader par excellence  
And for that you know we can sing and  
dance  
As we raise and toast the work you have  
done  
Today we salute ALL your contribution!

She gave her time and energy all the way  
To ensure that she nurtured the ECA  
With Annette and Dianna Allum Poon  
The 3 Musketeers is the name they were  
known  
They took the ECA from a little seed  
With dey sweat and tears, gave it all that it  
need  
To grow it from a seed of seventy members  
Now is close to seven hundred players

For 20 years she laboured in the vineyard  
Plowing, watering, weeding - boy life was  
hard!  
Local, Regional and international  
Employers Stakeholders know her - oh so  
well

And now as she moves on to a greater thing  
Wealth of experience and her name will ring  
As she gives precious time in the region  
And Work to strengthen the Confederation

Mrs Besson -thanks for the legacy  
Which in 2 months it was so clear to see  
I thank God for unique Opportunity  
To work alongside you as understudy  
Your patience is a virtue for all to see  
I really admire your humility  
Willingness to share your knowledge and  
skill  
Is sadly not a trait that lives with us still

So as I take the baton from you today  
My little Kaiso is just to say  
I will do my best to always ensure  
The foundation and pillars could become  
more  
Together with the staff we now give our word  
The Companies mission, we will undergird  
With sadness in our hearts, we want you to  
know  
We will truly miss you, ev'n as you go!



## **TRAINING AND DEVELOPMENT SOLUTION CENTRE**

The Training & Development Solutions Centre continues to focus on increasing the competitiveness of businesses by improving the quality, skills and competency of employees to attain service excellence, increase performance and productivity. For the period under review, a total of seventy-eight (78) training programmes were conducted with one thousand six hundred and fifty-seven (1657) persons being trained. Targeted revenue was achieved for most months through the successful execution of the Academy of Industrial Relations courses, the Landmark Court Judgement seminar, the Administrative Professionals Retreat, the Tobago IR Boot Camp, the Conference and OSH project. However, revenue was not attained for some months generally considered slow periods due to the Christmas and Carnival seasons. This year training was severely affected by the falling oil prices that created a level of uncertainty and instability in the country.

### **In-House Training**

Our clients' demanded programmes which were different from those requested in previous years. Some of these included Emotional Intelligence, Conflict Management, Frustrating the Employment Contract, Record Management, Professional Skills for the Workplace and How to Manage Virtual Teams. We welcomed five (5) new clients for this service and it is our intention to continue working with these organisations on other projects.

### **National Training**

Industrial Relations-related programmes continued to attract the highest number of participants, whilst, other well subscribed courses were those that fell under the purview of Human Resource Management such as, Designing KPI's, Upgrading your Workplace Policy and Alternatives to Salary Increases. One-day and two-day sessions were the most effective. However, Saturday programmes were also introduced so that customers could have a greater opportunity to attend the ESC's courses.

### **The Academy of Industrial Relations**

The Academy continued to perform consistently over the year. Three cycles were held in 2015; March-May, July-September and October-December.

## **HUMAN RESOURCE SOLUTION CENTRE**

The Human Resource Solution Centre (HRSC) continued to provide need-based, quality HR Solutions to its clients through an avaricious desire and commitment to produce cutting-edge and theoretically sound products. The unit conducted several Job Evaluations for small and large companies. Some notable projects also included Policy and Procedure Review and Development of Human Resources Policies and Job Satisfaction Surveys. Additionally, during the period the unit serviced five (5) retainers for both small and medium companies within the manufacturing, construction and energy sectors as well as sanitation

services. The HRSC continued to provide support to the Training and Development unit through the facilitation of In-house and National Training programmes as well as working closely with the Industrial Relations Unit to produce the **ECA Utility Kit**.

## **INDUSTRIAL RELATIONS SOLUTION CENTRE (IRSC)**

The IRSC is unique in its range of services provided, particularly to free phone advice offered to employers. This is one of the greatest advantages that the ECA continues to offer to its membership through its IR Solution Centre. In 2015, the ECA received three thousand five hundred and fifteen (3,515) calls for phone advice, most of which were on Absenteeism and Time & Attendance.

This Unit conducted thirty-five (35) conciliations at the Ministry of Labour and thirty (30) conciliations at the Industrial Court, offering premium assistance in working out settlements for employers, advantageous to the Employer/Employee relationship and most importantly for the company's bottom line. The IRSC also provided economic benefit to clients by providing solutions to difficult industrial relations problems. Additionally, the IRSC represented clients at five (5) trials and assisted in four (4) collective bargaining agreements. The IRSC also serviced three (3) retainers for medium to large companies as well as prepared twelve (12) employment contracts and hosted five (5) sensitisation sessions. Overall, the IRSC continued to assist employers in becoming more proactive in managing the employer/employee relationship.



# **2015 FINANCIALS**

**EMPLOYERS' CONSULTATIVE ASSOCIATION  
OF TRINIDAD AND TOBAGO  
AND ITS SUBSIDIARY**

**FINANCIAL STATEMENTS**

**31 DECEMBER 2015**



EMPLOYERS' CONSULTATIVE ASSOCIATION  
OF TRINIDAD AND TOBAGO  
AND ITS SUBSIDIARY

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