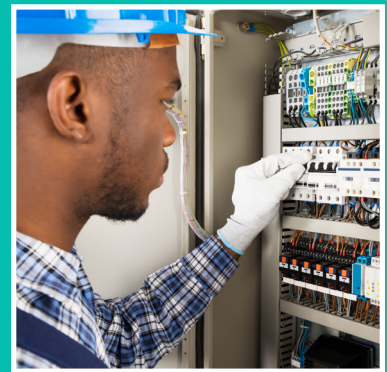




GOVERNMENT OF BERMUDA
Department of Workforce Development

National Training Board Report

2019 – 2023





Message from The Hon. Jason P. Hayward

The Department of Workforce Development is committed to its mission “To develop a resilient workforce, to provide a sustainable and stable community”. The Department supports this mission through the promotion of training and development as well as workforce employment readiness opportunities. The Department encourages Bermudians to become professionally competitive in today’s marketplace. Over the last four years through many challenges, the team at the Department of Workforce Development has worked passionately to create educational training opportunities that allow Bermudians to gain the technical and readiness skills needed for employment in Bermuda.

An important milestone in the last year was the development of Bermuda’s National Youth Employment Strategy as there is a need to support our young people as they embark on their career journey and create pathways for entry into the workforce.

The Department continues to raise the standard of Bermuda’s workforce through National Certification for the trades, apprenticeships and employment readiness programmes. This year, the Ministry of Economy and Labour has established a Workforce Development Advisory Board that will carry out the critical leadership function of the Workforce Development Plan. The Ministry has amended the National Training Board Act 1997 (the Act) to narrow the scope of the National Training Board, so that it may provide attention specifically to skilled trades, the administration of national certifications and the promotion of apprenticeship programmes. The new Workforce Development Advisory Board will also lead the efforts to engage a diverse range of employers and entities in Bermuda.

I heartily commend the Department of Workforce Development and the National Training Board for their outstanding efforts through the past three challenging years. Our community will be proud of the quality standard that will come from a more qualified Bermudian workforce and the economic opportunities it will bear.

Sincerely,

The Hon. Jason P. Hayward

Minister of Economy & Labour

2019/2020 National Training Board Members

Chairman - Dawnelle Walker

Deputy Chairman – Llewellyn Trott

Allan Douglas

Craig Laws

Derek Emery

Zayna Osseyran

James Pace

Mark Steede

Colin Simmons

Arrim Perinchief

Tarik Bean-Darrell

Coral Wells

Margaret Reeves Lottimore

Jamillah Lodge

Kendra-Lee Pearman

Richelene Woolridge

Jache Adams

Ex-Officio - Director of Workforce Development

Ex-Officio – Danette Ming

Ex-Officio – Radell Tankard

Ex-Officio - Nasir Wade

Ex-Officio – Tina Tucker

Ex-Officio – Donnell Wilson



Message from Director Malika Cartwright

From 2019 – 2023 the Department of Workforce Development has proven to not only be resilient but agile. We remain committed in our mission “*To develop a resilient workforce, to provide a sustainable and stable community.*”

Over the last four years, we have cultivated community partnerships and created new programmes that have supported Bermudians on their journey to become gainfully employed. We continue to implement a number of key initiatives including the National Re-Employment Strategy and the Youth Employment Strategy.

Our National Certification programme continues to grow as employers now have a measurable standard by which to gauge skill sets and tradespersons have valued credentials which speak to their qualifications in their fields.

The Department continues to go above and beyond to assist and support persons as they pursue their tertiary education both abroad and here at home. Over the last four years, the Department has funded over 200 persons with scholarships in areas that are most needed in the workforce.

Our apprentices and sponsored trainees have also had success in spite of the pandemic which paused their work experience.

As the Director, I am grateful to those that came before me and the hard work and dedication of the men and women at the Department of Workforce Development. Post pandemic: the work environment, our clients, stakeholders and the way we do business has changed and continues to change. Through these challenges, the team remains committed to our clients and stakeholders. Bermuda is fortunate to have such a dedicated team that is agile and can pivot quickly to meet the needs of the community.

I am excited for the new initiatives and opportunities the Department will afford the community.

Sincerely,

Malika Cartwright

Director, *the Department of Workforce Development*

2019 / 2020

The number of persons sponsored for local and overseas training during Financial Year 2019/2020 was two hundred and twenty-four (224).

The training programmes were comprised of:

- Welding Inspector Training, Canadian Welding Bureau (CWB);
- Safety and Instructor Certification Training Programme (ICTP) Construction Association of Bermuda (CAOB), National Center for Construction Education and Research (NCCER);
- Learn to Earn Restaurant Training Initiative;
- Horticulture for Landscape Gardeners, Bermuda College;
- Bartending Certification Programme, Bermuda College;
- Retail Management Certification Programme, Bermuda College;
- Bridge Watch Maritime Cadet Programme, Holland College;
- FinTech Computer Coding Boot Camp;
- Power Engineering, Tyne's Bay Waste to Energy Facility; and
- Successful Academic and Vocational Education Programme (SAVE), Bermuda Government, Court Services.

The Department continues to provide training and professional development to ensure that Bermudians have a pathway to National Certification. The total number of individuals certified at the 2019/2020 budget year was **two hundred and three (203)**.

The number of individuals certified includes:

- **42** Electricians;
- **27** Welders;
- **31** Automotive Service Technicians; and
- **103** Landscape Gardeners.



2019 / 2020

The Training section of the Department of Workforce Development awards scholarships based on local workforce needs, particularly in the areas underrepresented by Bermudians. In the fiscal year 2019/2020 there were a total of fifty (50) students for overseas studies.

The Department saw an increase in individuals seeking sponsorship for the General Education Diploma (GED). Due to the increase of requests fifteen (15) students were funded for the GED program.

Training

Eight (8) companies were awarded approval for training schemes in the 2019/2020 fiscal year. The tax exemption provides relief to employers who are committed to training Bermudians. The companies which received approval were:

- Otis Elevator Bermuda Limited – three (3) trainees;
- Marshall Diel & Meyers Limited – one (1) pupilage;
- Canterbury Law Limited – two (2) pupilages;
- Elevate Executive Selection Bermuda Limited – one (1) trainee;
- Arthur Morris, Christensen & Company – two (2) pupilages;
- BESCO – two (2) trainees;
- Walkers Bermuda – Taylors Law firm – one (1) pupilage; and
- Meritus Trust Company Limited – four (4) trainees.



Apprentices

- 7 Culinary Arts
- 10 BELCO
- 8 Masonry

The Department in partnership with the Construction Association of Bermuda (CAOB) provided NCCER Safety and Health Training programmes at a reduced cost. This partnership allowed for persons to participate in on-demand safety training to increase their prospects of employment in the construction industry. Thirty-six (36) clients completed the NCCER Safety and Health training. This training is a pre-requisite requirement for individuals to obtain employment on major development projects.

SAVE

The department funded training programmes for seven (7) ‘at risk’ individuals. The Successful Academic and Vocational Education Programme (SAVE) is a collaborative partnership with the following stakeholders:

- Court Services;
- Bermuda College;
- MIRRORS;
- Department of Financial Assistance;
- Bermuda Housing Corporation (BHC); and
- Department of Corrections.

SAVE coordinates services and resources for “at risk” individuals to increase access to academic and vocational training. Apprenticeships, on-the-job training, internships and professional development are avenues utilized to help participants to achieve self-sufficiency and sustainable employment.

The Career Development Section of the Department worked diligently to provide career development services for unemployed persons. Career Development Services included:

- Career and skill assessment;
- Resume critique and development;
- Employability skills training;
- Job Search assistance; and
- Career guidance.

There were **one hundred and fourteen (114)** reported hires from **three hundred and fifty-eight (358)** referrals.

The Career Development Section continues to utilize the Bermuda Job Board as a job search and referral tool to assist clients. Registration sessions and introductory computer courses are offered regularly. Each session is designed to help persons with limited computer literacy skills to build confidence with technology and apply for jobs online to increase their prospects of employment.

The facilitation of employability skills workshops is the cornerstone of the Department’s work. These workshops equip job seekers with the tools necessary for employment success. Four hundred and twenty-one (421) persons participated in training such as interview skills, resume development, introduction to computers, navigating online job platforms and marketing yourself for success.



The Department engaged in several public-private partnerships to respond to the hospitality industry workforce needs. In December 2019, the Hamilton Princess Hotel & Beach Club Career Fair was hosted to identify and attract talent for the tourism season.

The *Learn to Earn* Restaurant Training initiative and campaign was launched in November 2019. The public-private training and development program aims to attract Bermudian jobseekers to restaurant careers and includes the following partners:

- The Bermuda Tourism Authority (BTA);
- Bermuda College;
- Tomasz Tabor Memorial Fund;
- Harbourside Holdings (Flanagan's Irish Pub, Divots, The Loft, Snug Café, Outback Sports Bar);
- Island Restaurant Group (Barracuda Grill, Brew, Hog Penny Pub, Pickled Onion, Frog & Onion);
- Take Five (Devil's Isle, Village Pantry, Buzz Cafés); and
- Yellowfin (Astwood Arms, Bistro J, Café TEN, Pearl, Port of Call, Yours Truly).

This initiative was launched in direct response to the Price Waterhouse Cooper (PWC) study on Bermuda's hospitality talent needs for the current development projects. The Department has been involved at the onset and has provided the following support for the *Learn to Earn* initiative:



- Created the Hospitality Survey on the Bermuda Job Board to determine interest in hospitality training and careers. The Department manages this database listing;
- Funding the theory component of the training which leads to American Hotel & Lodging Educational Institute (AHLEI) certifications and industry specific training for certification as baristas, food handlers, and wine servers;
- Participates in information sessions to provide an overview of the initiative and the Department's commitment to developing talent;
- Assessing (i.e. basic skills, customer service mindset, work personality profile) and vetting applicants;
- Providing facility for information sessions and applicant interviews; and
- Providing administrative support for information sessions and the initiative.

*Due to the on-set of the Covid-19 pandemic, participants in this program were not able to complete their on-the job training.



The Summer Employment Program (SEP) assists Bermudian College and university students in the development of their career goals by connecting work experiences to their academic learning. Work assignments are professional in nature and based on entry-level job descriptions. Interns are placed within the Government, private and non-profit sectors where they develop leadership and decision-making skills, time management, conflict resolution and career and work competency standards. There were eighty-seven (87) participants in this program.

The Summer Internship Program (SIP) for high school students runs for the month of July and provides participants an opportunity to work shadow professionals in their chosen area of interest. As a result of the programme, SIP participants are better equipped to make more informed choices about their future career path. There were eighty-seven (87) participants from public, private and home schools.



In early 2020, the world changed both personally and professionally. The team at the Department of Workforce Development, had to pivot for a time to support persons that found themselves unemployed during this time. During that time, the Department was responsible for the for the implementation of the Unemployment Benefit and the Re-Employment Re-integration Strategic Plan. The Department was charged with administering the Unemployment Benefit utilizing the Public treasury (Administration for Payments) Act 1969 which established the Unemployment Insurance Fund 2002. A team that is based in human services showed their agility by now stepping into the realm of finance to ensure persons were still able to provide for their families during that challenging time.

During the six (6) month period March – August 2020, the training and career development sections of the Department shifted their focus to assist applicants to register online and in-person to become eligible to receive the Government’s financial benefit during their time of financial hardship. At the end of August 2020, over ten thousand (10,000) residents received unemployment benefits administered by staff of the Department of Workforce Development along with a team of eighty-nine (89) employees recruited from across various government departments. As a result of this unprecedented crisis, normal programmes and services were temporarily suspended.

Notwithstanding these challenges, the department was still able to launch important initiatives that supported the community at a time when it was needed most.

The number of persons sponsored for local and overseas training during Financial Year 2020/2021 was one hundred and fifty (150).

Local training programs included:

- **Nursing;**
- **General Education Diploma (GED);**
- **Safety and Instructor Certification Programme (ICTP);**
- **Learn to Earn Restaurant Training Initiative;**
- **Hospitality Management;**
- **Culinary Arts;**
- **Horticulture for Landscape Gardeners;**
- **Bartending Certification Programme;**
- **Wood Work Technology;**
- **Electrical Wiring;**
- **Hair Dressing;**
- **Business Degree;**
- **Associate of Science;**
- **Elevator Technician;**
- **Heating, Ventilation and Air Conditioning (HVAC);**
- **Power engineering; and**
- **Successful Academic and Vocational Education Programme (SAVE).**



Overseas Training programmes included:

- **Building Systems & Engineering Technicians;**
- **Cyber Security Networking;**
- **Nursing;**
- **Microbiology;**
- **Medicine;**
- **Actuarial Science;**
- **Accounting and Economics;**
- **Electrical Engineering;**
- **Pharmacy;**
- **Computer Networking;**
- **Trichology;**
- **Marine Engineering;**
- **Tourism and Travel Management;**
- **Surgery and Medicine;**
- **Bio-Medical Science;**
- **Information Technology;**
- **Dental Hygiene;**
- **Environmental Science;**
- **Hospitality Business Management;**
- **International Business;**
- **Computer Engineering;**
- **Power Engineering;**
- **Business Administration;**
- **Radiology Technician; and**
- **Ventrinary Technology.**

Personal Employment Plans (PEP) were implemented as a joint initiative between the Department of Financial Assistance and the Department of Workforce Development, designed to help financial assistance recipients secure employment.

The Department was instrumental in the launch of the National Re-Employment Strategy which is divided into three phases. This strategy is aimed at reducing unemployment. Phase One included the following education, training and employment services to help individuals secure employment:



- Administered various face-to-face, on-the-job, online, virtual learning, webinars, internships, apprenticeships and trainee programmes in which over seven hundred and fifty (750) persons participated;
- Secured part-time or full-time employment for eighty (80) individuals as a result of these training initiatives; and
- Facilitated employment opportunities for seven hundred and fifty-seven (757) unemployed Bermudians through the Department of Workforce Development's Bermuda Job Board referral process

2020 / 2021

The team successfully launched and implemented the Graduate Training Program for two cohorts, providing paid internships and career readiness training to 15 graduates in the first cohort and 10 in the second. This programme assists young Bermudians in gaining the work experience often needed to enter the workforce successfully.

We recognize the importance of education and are committed to ensuring Bermuda's young people complete their respective courses of study. Although persons had to defer their education due to the pandemic, the department was still able to provide a total of \$350,000 in Scholarships to support forty-three (43) Bermudians to attend local educational programmes and overseas tertiary education.

Our young people need on the job experiences to be prepared for the workplace. The Department of Workforce Development continued the University/College Summer Employment Programme with seventy-five (75) participants and the Summer Internship Programme with fifty-two (52) students.



2021 / 2022


The COVID-19 regulations, though necessary for public health, resulted in long-term unintended consequences for Bermuda's economy, tourism industry and workforce. This significantly impacted planned programmes for the Department of Workforce Development 2021/22 Financial Year.

Scholarships

The Department awards scholarships based on local workforce needs, particularly in areas underrepresented by Bermudians. During the period 2021/2022 the Department provided three hundred-fifty thousand dollars (\$350,000) in funding for a total of **thirty-four (34)** students for overseas studies. Due to the COVID-19 pandemic and the inability of some students to return overseas, some continue their studies online and others deferred their education until 2022/23. This demonstrates the importance of education and this Government's commitment to ensuring Bermuda's young people complete their respective courses of study.

The Apprenticeship and Trainee programme successfully expanded its apprenticeship, training, and internship programmes through engaging targeted industry partners and hosting numerous focus group consultation meetings. As a result, additional opportunities were provided for Bermudians to participate in full and part-time employment and training for apprentices, by specifically promoting employer incentives for formalizing apprenticeship and trainee opportunities. Steady progress continues to be made, in formalizing apprenticeship and training schemes with both the Government and private sector. This fiscal year the training section expanded training opportunities to include a total of **fifteen (15)** formalized Apprenticeship and Training Schemes.





In spite of the challenges with the onset of COVID-19 and the need to shift operationally, the Department deliberately engaged in several public-private partnerships to respond to workforce needs. As a result, the Department took a collaborative approach to create opportunity for employers to connect with potential employees to address Bermuda's workforce needs. Ministry and Department teams met directly with businesses, employers, local recruiters and potential employees to explore new options to provide training and professional development opportunities that lead directly to employment. As a result, measurable gain was made through various modalities of face-to-face, on-the-job training, online virtual learning webinars, internships, apprenticeships and trainee programmes in which over **eight hundred (800)** Bermudians participated.

The SAVE Programme continued with twelve (12) "at risk" individuals.

During this Financial Year, the Department has been intentional about addressing youth unemployment. Youth, under age **twenty-six (26)** have historically seen the highest unemployment levels according to sequential *Bermuda Job Market: Employment Briefs*. COVID-19 has compounded the challenges this age group faces when trying to enter Bermuda's workforce. Therefore, the department launched a pilot Graduate Trainee Programme in early 2021. A total of **twenty-five (25)** recent college graduates were selected for the opportunity over two cohorts.

This year, although the pandemic presented unique challenges, the Summer Employment Programme (SEP) commenced in June 2021 with a total of **seventy-five (75)** students being placed in internships. The Programme ran from June through August. Each intern completed up to **ten (10)** weeks and received a maximum **six thousand dollar (\$6,000)** stipend for work performed.

The Summer Internship Programme (SIP) for high school students runs for the month of July and provides participants with an introduction to the workforce and career exposure. As a result of the programme, SIP participants are better equipped to make more informed choices about their future career path. This year there were a total of **fifty-two (52)** participants from the public, private and home schools. The Programme continues to have a deliberate emphasis on work readiness and developing talent for Bermuda's workforce.

The Department facilitated employability skills sessions for private and public schools. Although there was not a physical presence in the schools this fiscal year, the team facilitated several virtual sessions for the Berkeley Institute S4 students.

The emphasis was on career readiness, utilizing the Bermuda Job Board and sharing information on the summer employment programmes. Supporting career awareness and work readiness in the schools is a worthwhile partnership, one that we hope will bear fruit for many years to come.

2022 / 2023

During the period 2022/2023 the Youth Employment Strategy Report, which aims to address unemployment by facilitating greater opportunities and educational pathways for all young Bermudians between 18 – 26 years old, was released. The Strategy has nine (9) goals and details strategic objectives to accomplish the goals set. The nine goals are:

- Increase local training opportunities and promote pathways to securing employment
- Expand career support services for young people from high school through to early employment
- Support and promote Science, Technology, Engineering and Mathematics (S.T.E.A.M) related education and training
- Expand apprenticeships and internship opportunities
- Improve public access to relevant labour market information and career opportunities
- Support and promote youth entrepreneurship
- Promote support for vulnerable youth
- Revise policies to improve social protections for young people
- Facilitate the repatriation of young Bermudians

During the period the Department in consultation with the National Training Board scholarship committee, provided funding for a total of **thirty-four (34)** students for overseas studies. This year proved to be even more challenging, recognizing the fact that while many of the candidates were well deserving, the challenge was that this year compared to 2021/2022, the request for overseas scholarship funding was oversubscribed by nearly **150 %** up from **ten (10)** new recipients in 2021/22, to **twenty-three (23)** for the year 2022/23.



Apprenticeship Trainee Awards were granted to fifty-two (52) Bermudians who received training and development in education, technical and vocational areas. In addition, the Department of Workforce Development worked closely with hoteliers on training and recruitment initiatives. The hotels registered twenty-six (26) Bermudians for Management Trainee Programmes in alignment with the Hotel Concessions Act 2000. In partnership with the Department of Workforce Development, Bermuda Tourism Authority [BTA] and the Bermuda Hotel Association [BHA] hosted the Hospitality Recruitment Drive. This event had 130 attendees and showcased a variety of career opportunities in the hospitality/hotel industry for the 2023 season. Industry representatives from hotels, guest properties, education institutions, retail, restaurants and other hospitality related organisations were on hand to share relevant information about their career offerings. This event was directly aligned with the Government's National Re-employment and Youth Employment Strategies.

A third cohort of the Graduate Training Programme was facilitated, which commenced in November 2022. This program provided a 10-week paid internship opportunity for 15 recent college and university graduates.

Continued the Summer Employment Programme with 81 participants and the High School Jobs programme with 52 participants.

In conclusion, this National Training Board Report underscores the pivotal role that comprehensive training programs play in advancing Bermuda's workforce and fostering development. Through a meticulous analysis of training initiatives across diverse sectors, it becomes evident that investing in the continuous development of our human capital not only enhances individual skill sets but also contributes significantly to the overall economic and social fabric of our nation. This report highlights the need for ongoing collaboration among stakeholders, innovative training methodologies, and strategic investment in emerging fields to ensure that our workforce remains adaptive, competitive, and poised for success in the evolving landscape of the 21st century. We will continue to shape the future training policies and programs that will lay the foundation for a skilled, empowered, and resilient Bermudian workforce.



