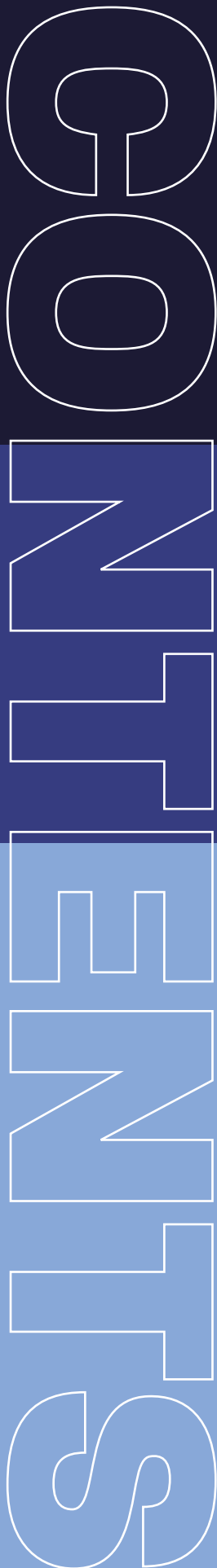




# 2025

**CORPORATE PLAN**

**TRINIDAD AND TOBAGO CIVIL AVIATION AUTHORITY  
2020-2023 CORPORATE PLAN**



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# CHAIRMAN'S FOREWORD



The Trinidad and Tobago Civil Aviation Authority (TTCAA) and by extension the Government of the Republic of Trinidad and Tobago are fully committed to working in close cooperation with like-minded States to advocate and encourage sustainable development of Civil Air Transportation while ensuring, encouraging and maintaining the concept of “No Country Left Behind”. Coincidence or foresight, the theme for TTCAA’s 2019 Annual Report was labelled “Redefining the Future”, an immensely powerful statement. COVID -19, a pandemic, having raised its head during the end of 2019 is redefining our future and redefining the world.

The Corporate Plan for the period 2020 – 2023 outlines the aims and objectives of the TTCAA and aligns its corporate direction to the overarching International Civil Aviation Organization (ICAO) objectives as guided by the fifteen (15) year Global Air Navigation Plan (GANP), and the Global Aviation Safety Plan (GASP).

As a contracting state of the ICAO, Trinidad and Tobago is required to properly discharge its obligations under the various Conventions, including the adoption of the Standards and Recommended Practices (SARPs) contained in the Annexes to the ICAO Convention on International Civil Aviation.

The TTCAA’s strategies focus on the incorporation and implementation of continuous safety improvement initiatives within its air navigation services and regulatory oversight functions. To this end, the TTCAA has committed resources geared to research and development; the use of modern technology; including air navigation equipment, instruments and the training and development of its human capital.

Through the continuous collaboration with stakeholders including the Government of the Republic of Trinidad and Tobago (GORTT), the TTCAA would continue to strive for excellence and to ensure the highest level of safety, security and effectiveness in Trinidad and Tobago and the region.

**Captain Thomas E. Lawrence**  
**CHAIRMAN**

# DIRECTOR GENERAL'S FOREWORD

The theme for the Authority's 2019 to 2020 annual report was redefining the future, and with the onset of the COVID-19 pandemic in 2020, this metaphor has turned out to be quite appropriate as we are all now forced to do things differently and will have to evolve new ways of living and working as this disease will be with us for the foreseeable future. The 2017 to 2020 corporate plan and the 2019 to 2020 annual report telegraphed the need for the TCAA to accelerate its digital transformation, a situation made even more important today.

This three year corporate plan is being drafted in a time of great uncertainty for the continuity of world aviation, as the world aviation market has seen an almost eighty (80%) decline in passenger transport activity with concomitant failures of airline, air navigation service providers, and the knock on effect to other support sectors of the aviation industry.

The need for strategies that will transform the way we do business is at hand and the TCAA shall do what is necessary to ensure that it makes a strong contribution to the local and international aviation industry.

The forecast for the next three years suggests that any return to the level of activity seen prior to the start of the pandemic will be slow and will take a great deal of effort to get back to those levels of efficiency. When the Authority envisioned redefining the future, paramount to that thrust was investments in modern equipment and training of our personnel and this continues to be our focus.



As we continue, our development objectives remain that of the development of the information technology infrastructure, recruitment and training and the continuous development of our staff, and the delivery to our stakeholders the level of service that they demand and expect.

**Francis Regis**  
*DIRECTOR GENERAL*

## Acknowledgments

We gratefully acknowledge the very substantial contributions of our external stakeholders and their willingness in accepting our invitation to participate in the development of this plan notwithstanding the demands and constraints imposed by the current COVID-19 pandemic. We are also grateful to the staff of all levels, within the Trinidad and Tobago Civil Aviation Authority (TTCAA), our internal stakeholders, who participated and contributed invaluable to the content of this Corporate Plan.

We also specially acknowledge the work of the dedicated staff of the Corporate Planning Department who worked diligently to ensure that the content of the meetings were efficiently and accurately captured, analysed and reproduced for consideration. Thanks also to the members of the Strategic Planning Committee, without whose hard work and commitment the completion of this Corporate Plan will still be a target to be achieved.

And of course, thanks to God who gives all wisdom and through whom all things are possible.

**THE CONTEXT**

# SECTIONS

# INTRODUCTION

The Trinidad and Tobago Civil Aviation Authority (TTCAA) has a statutory obligation under Part V, Sections 15 and 16 of CIVIL AVIATION ACT Chap 49:03, to prepare a three (3) year Corporate Plan, in respect of its programs and goals.

Trinidad and Tobago, as a contracting state of the International Civil Aviation Organisation (ICAO), is also required to properly discharge its obligations under the various Conventions, including the adoption of the Standards and Recommended Practices (SARPs) contained in the Annexes to the ICAO Convention on International Civil Aviation.

This Corporate Plan has been developed in fulfilment of these obligations and covers the three-year period October 01, 2020 to September 30, 2023.

## A STRATEGIC PLAN

A Strategic Plan is not a forecast or a prediction, but rather, it is a roadmap that provides the guidance to an organization on how to attain its Vision and fulfil its Mission with maximum efficiency and impact.

The Plan is dynamic in nature and is meant to allow for a measure of flexibility, recognizing that the operating environment, budgets and other priorities can change with time. It is envisaged therefore that the plan be periodically reviewed and updated to meet new emerging trends and priorities as the prevailing conditions may dictate.

## THE TTCAA CORPORATE PLAN

This Plan has been developed giving consideration to the expectations of our internal and external stakeholders, the resources we will have at our disposal, the constraints of our operating environment, the levels of service we are required to deliver and how best we can work to achieve our key objectives over the three (3) year planning period.

For this 2020 – 2023 planning period, ten (10) strategic objectives have been crafted to move the TTCAA closer to the achievement of its Vision. Associated with each objective are the key performance measures that will be indicative of the attainment of the objective and the strategies, those specific actions, which will be implemented in order to achieve the strategic objective.

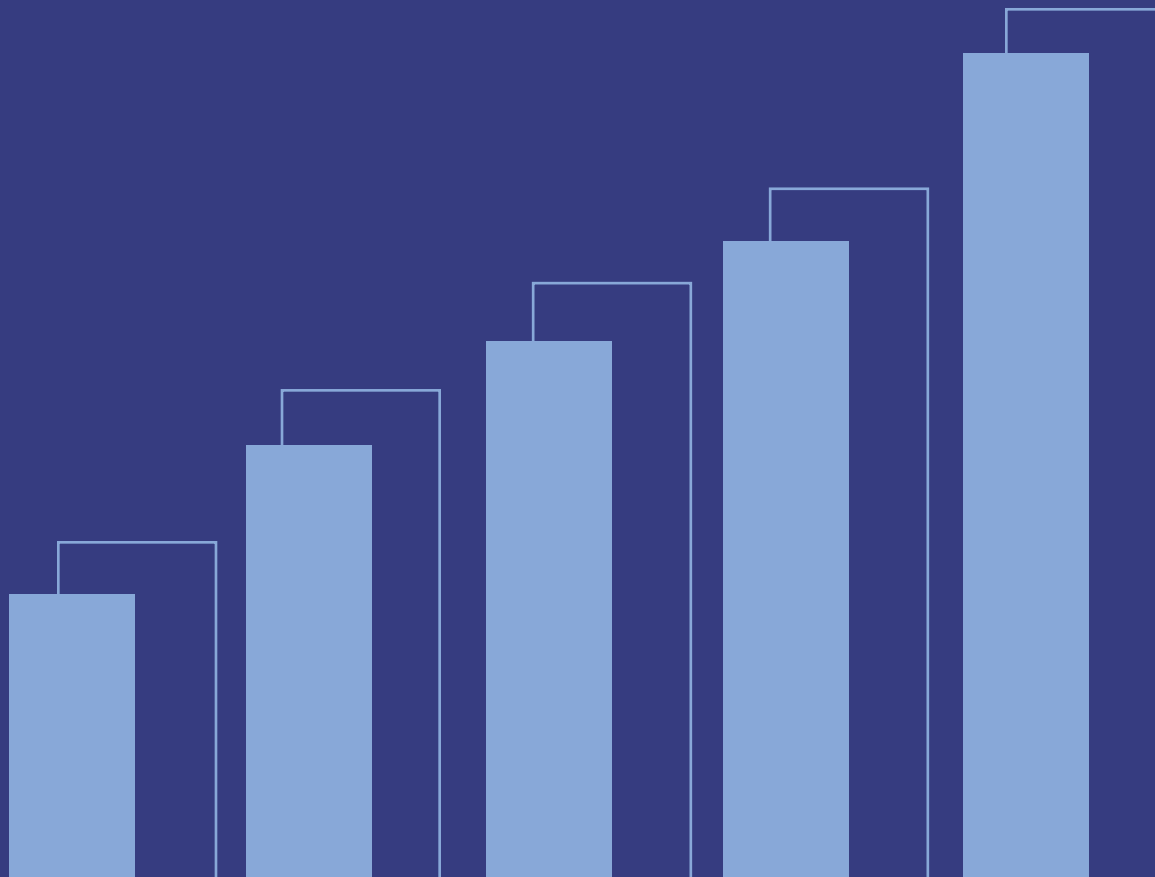


# PERFORMANCE REVIEW

The Corporate Plan for the last planning period, 2017 – 2020, articulated the following Strategic Priorities and Areas of Focus:

- I. **Regulatory**  
Enhancing the regulatory oversight of the civil aviation sector within Trinidad and Tobago.
- II. **Air Navigation Services**  
Ensuring continuous improvements in safety, capacity and efficiency of the air navigation services operations within the Piarco Flight Information Region.
- III. **Corporate Services**  
Strengthening the support services and being a cohesive, results – driven organization.
- IV. **Civil Aviation Training Centre**  
Providing training in air navigation services and other specialized programs.

The highlights of the achievements in these areas during the period are summarized below.



## Regulatory Services

- ✓ Successfully concluded an International Civil Aviation Organization (ICAO) Validation Audit. The results of the audit proved that the TTTCAA continues to demonstrate the requisite knowledge, experience and capabilities to meet the international standards set by the civil aviation governing body.
- ✓ The regulatory framework was strengthened by the development of Trinidad and Tobago Civil Aviation Regulation (TTCAR) [No. 19] to address Unmanned Aircraft Systems (UAS).
- ✓ To mitigate against aviation security threats, and in keeping with international best practices, Regulation 57 of the TTCAR [No. 8] Aviation Security became effective.
- ✓ Timely submission to ICAO with respect to the acceptance of changes to the Annexes. ICAO Electronic Filing of Differences (EFOD) was updated and the latest compliances of the Annexes and all electronic differences were filed online.
- ✓ Reviewed and evaluated the regulatory framework with emphasis on the Civil Aviation Act No. 11 of 2001, Trinidad and Tobago Civil Aviation Regulations (TTCARs) and ICAO's Standards and Recommended Practices (SARPs).
- ✓ Actions plans were developed to monitor gaps based on amendments of the ICAO Annexes and through the ICAO audit process.
- ✓ Amendments to the TTCARs were submitted to the Ministry and the Chief Parliamentary Counsel for review.
- ✓ The Safety Regulation Division continued to implement effective

enforcement programs to secure compliance with aviation safety standards and deter non-compliance.

- ✓ Maintained the conduct of aviation security inspection and surveillance activities in accordance with surveillance plans. These Plans were reviewed periodically to ensure relevance to the operational environment.

## Air Navigation Services

- ✓ Performance Based Navigation (PBN) - Coordinated and finalized four (4) new Area Navigation (RNAV) routes between airports in North America and Brazil as agreed in an ICAO regional meeting. Air Traffic Services staff received theoretical and simulator training as part of the implementation process.
- ✓ Trinidad and Tobago was the first State in the region to successfully be "logged" into the Federal Aviation Administration (FAA) System Wide Information Management (SWIM) network having met all the stringent security and reliability protocols. The TTTCAA's Air Traffic Flow Management (ATFM) system was successfully integrated into the FAA's SWIM network to exchange Air Traffic Flow Management data. This implementation provided the platform for future growth into the area of Increased Interoperability, Efficiency and Capacity through Ground-Ground Integration.
- ✓ The Automatic Message Handling System (AMHS) Upgrade - Trinidad and Tobago successfully completed transition from Aeronautical Fixed Telecommunication Network (AFTN) to AMHS with the FAA.

- ✓ The Aeronautical Message Handling System (AMHS) was upgraded.
- ✓ Transitioned from Aeronautical Information Publications (AIP) amendments distribution via CD ROM to online via the TTCAA website.
- ✓ Trinidad and Tobago partnered with the FAA for the International Interoperability Harmonization and Validation (IIH&V) project in conjunction with international partners and aviation stakeholders.
- ✓ A Quality Management System (QMS) was established to provide assurance over stringent data quality requirements in tandem with the developments in global air navigation sector. The Aeronautical and Information Management (AIM) Department successfully attained certification of the management system to the International Organization for Standardization (ISO) 9001:2008 Quality Assurance Standard.
- ✓ In line with the ICAO's Aviation Systems Block Upgrade (ASBU) methodology, (Improved Operations through Enhanced En-Route Trajectories: Block 0 Module - FRT0), the Air Navigation Service Provider (ANSP) in conjunction with airlines conducted flexible routing trials which resulted in fuel savings for the airlines and reduction in carbon emissions.
- ✓ The Communication Navigation Surveillance / Air Traffic Management (CNS/ATM) System is being upgraded to enhance the level of safety and proficiency within the Piarco Flight Information Region (FIR). The upgrade will include replacement of the existing hardware and software including the displays, printers, recording system and aviation billing automation.
- ✓ A Hazard report form was developed for the mandatory and voluntary report of hazards.
- ✓ A draft Safety Management System (SMS) Manual and Safety Policy was developed.
- ✓ Air Navigation Services (ANS) Safety personnel participated in ICAO Safety Management training to gain the necessary knowledge and skills required to develop a Safety Management System.
- ✓ Airspace Procedure and design professionals were trained in the amendments to the ICAO regulations for flight procedure design.
- ✓ The initial designs of the proposed Standard Instrument Departures (SIDs) and Standard Instrument Approach Procedures (STARs) were finalized in 2019. These procedures were aimed at reducing pilot/controller workload, improving both the safety and efficiency of the Approach Control Service provided at both airports as well as reducing the impact on the environment due to aviation operations.
- ✓ Implementation of Automatic Dependent Surveillance - Broadcast (ADS-B) within the continental airspace and Wide Area Multi-lateration (WAM) in the South Sector of the Piarco Flight Information Region (FIR) currently in progress. The implementation of ADS-B/WAM will provide a second source of surveillance in keeping with the surveillance concept for the Piarco FIR which recommends at least two (2) sources of surveillance within the same coverage area.
- ✓ The upgrade the Eastern Caribbean (ECAR) Aeronautical Fixed Services (AFS) Network is currently in progress.

## Corporate Services

- ✓ Provided essential business support to the other Divisions.
- ✓ Undertook a comprehensive business process review aimed at continuous process improvements and business conduct enhancement.
- ✓ All statutory planning and budgeting obligations were completed in accordance with the Civil Aviation Act.
- ✓ Reviewed the human resources approaches, with emphasis on performance management, organizational realignment, suitability and a review of the current cache of human resources policies and procedures.
- ✓ Programs that focused on the automation of human resource processes were implemented.
- ✓ Using modern maintenance industry best practices an asset integrity exercise which involved a review of the building systems was conducted.
- ✓ Executed a review of the Information Technology (IT) network infrastructure to ensure the maximum security.
- ✓ Conducted a review of the processes of the Air Transport and Economic Regulations Department to place greater focus on consumer protection and the automation of processes.
- ✓ Conducted an Air Navigation Services Rates Review.
- ✓ Analyzed and tested all information technology systems and infrastructure to improve operational efficiency. Primary and back up internet services were upgraded. Email system was migrated to a new server.

- ✓ Corporate Services Policies and procedures were reviewed and updated.
- ✓ Commenced initiatives for the establishment of an Enterprise Risk Management Framework.

## Civil Aviation Training Centre

- ✓ Provided Air Traffic Control (ATC) and Aeronautical Information Services (AIS) training to several Caribbean countries.
- ✓ Developed customized training programs for external Air Navigation Service Providers (ANSPs).
- ✓ Negotiated and executed a contract with Air Navigation Services Aruba (ANSA) for ab-initio training, on the job training and certification of its operational Air Traffic Control (ATC) staff.
- ✓ Assisted in the assessment and validation of the Civil Aviation Safety Authority of Suriname (CASAS) ATC training programs.
- ✓ Introduced an online platform designed to provide educators, administrators and learners with a single robust, secure and integrated system to create personalized learning environments.
- ✓ Improved international affiliations and associations and successfully negotiated the delivery of International Air Transport Association (IATA) and the University of Geneva's Advanced Diploma in Aviation Studies in Trinidad and Tobago.

# SITUATIONAL ANALYSIS

An assessment of the TTCAA's operating environment was undertaken as part of the planning process. The assessment involved an examination of the internal environment utilising a Strengths, Weakness, Opportunities and Threats (SWOT) analysis and an examination of the external environment focusing on the Political, Economic, Social, Technological, Legal and Environmental (PESTLE) factors that can directly affect the operations of the TTCAA.

The TTCAA considered the prevailing trends in the aviation industry and undertook an assessment of the risk factors likely to affect aviation safety, plans and projects proposed by the TTCAA. An assessment of the impact of the COVID-19 pandemic was also considered in the conduct of the situational analysis.

The table below summarizes the key factors that impact the internal environment of the TTCAA.

## INTERNAL ENVIRONMENT

STRENGTHS	WEAKNESS	OPPORTUNITY	THREATS
Strong Regulatory framework and safety awareness culture.	System (QMS).	Establishment of a formal Enterprise Risk Management Framework .	Changes in national policies and directives.
Jurisdiction of the Piarco (FIR) Flight Information Region.	Inadequate contingency planning.	Implementation of a Corporate Social Responsibility policy to boost corporate image .	Loss of revenue streams.
Modern, state of the art facilities.	Outdated organizational Polices and Procedures.	Improve internal and external stakeholder engagement.	Inadequate contingency systems and procedures for business continuity in the event of an interruption of services due to the occurrence of a disaster/ pandemic.
Regional and International reputation.	Ineffective organizational communication.	Leverage the highly trained cadre of aviation professionals to promote aviation activities.	Lack of integrity in all systems and infrastructure may lead to a loss or downgrade of certification.
Geographical location.	Low employee engagement.	Optimize the use of new and emerging technologies.	Staff attrition due to competitive employment options.
Competent, highly trained cadre of aviation professionals.	Bureaucratic procurement process.	Explore and innovate revenue generation strategies.	Competition from other Air Navigation Services Providers.
Interdepartmental synergies.	Functions constrained by the Civil Aviation Act.	Develop a business model for the Civil Aviation Training Centre.	Declining operational efficiency and effectiveness due to obsolete equipment and technology.
	Lack of optimization of new and emerging technology.	Explore succession planning strategies.	
	Aging equipment .		

The table below summarizes the key factors that impact the external environment of the TCAA.

PESTLE FACTORS	DESCRIPTION
<b>Political</b>	Changes of International Policies (International Civil Aviation Organization (ICAO) and International Air Transport Association (IATA).
	Global Directives (World Health Organization (WHO), ICAO
	Government sanctions
	Changes in Government policies and directives
<b>Economic</b>	International Obligations (ICAO) - Changes/amendments to ICAO SARPs.
	Global economic downturn
	Changes in international exchanges rates
	Government taxes
	Reduction in Government subvention
	Reduction in revenue derived from aviation activities
	Unusually high inflation rates and increases
	Amendments to rates and charges
	Fluctuations and instability in oil prices
	National Operator Fleet Expansion - Resource management impacted, not limited to retraining and staff deployment.
<b>Social</b>	Loss of passenger confidence
	Loss of airline confidence
	Resolution of terms and conditions
	Increase in crime/poverty
	Staff wellbeing
	Impact of the millennial on the human resource factor
	Social Media influence
	Limited competent aviation professionals
	Globalization on the labour market
	International Obligations (ICAO) - Changes/amendments to ICAO SARPs.

EXTERNAL ENVIRONMENT

<b>Technological</b>	Utilization of new and emerging technology
	Effective implementation of new and emerging technology
	The requirement to meet regional agreements with respect to technological changes.
	Harmonization of air traffic management systems
	Upgrade of IT infrastructure
	Software solutions to enhance TTCAA administrative operations
	Integration of Unmanned Aircraft Systems (UAS)
	Information Management Systems
	Utilization of technology to improve efficiency
	Cyber Security (Annex 17)
	International Obligations
	Obligation of contracting states to adopt standards and ensure measures are developed to protect critical information and communications technology systems .
	National
Industry adoption of national requirements and oversight of implemented measures by industry. Oversight and monitoring may be impacted .	
<b>Legal</b>	Changes / implementation of new laws and Government policies.
	Amendment of the TTCAA ACT
	Changes to International Conventions, policies and obligations.
	Government restrictions on the Piarco FIR
	Litigation by Operators
	Just Culture
	Aviation Law
	Chapter 11 / Bankruptcy (Airline / Air Operators)
<b>Environment</b>	Imposition of International conventions, policies and obligations
	Changes in National policies
	Environmental - Green Initiatives
	Climate Change



## Analysis of Risk Factors

Risk is inherent in all systems, processes and functions. The implementation of risk mitigation strategies is therefore crucial to ensuring that the TTCAA fulfils its mission to “Ensure a Safe, Secure and Sustainable Air Transportation System”.

In the aviation industry the stakes are high because human life is involved. Inadequate regulatory oversight, surveillance, system failure or miscommunication can result in catastrophic events. The TTCAA is committed to improving aviation safety through the communication and collaboration with our local, regional and international civil aviation stakeholders.

It is imperative therefore that the TTCAA maintains a robust Safety Management System (SMS) that focuses on continuously assessing and improving the organizational structures, policies, procedures and accountabilities related to the safety of our operations.

Management of the human resource asset is one of the most critical aspects of ensuring the highest level of safety of our aviation systems and in that regard the TTCAA invests substantially in the training and development of our aviation professionals.

The maintenance of a safe global air traffic management system enabled by reliable aeronautical information is critically important. The Aeronautical and Information Management System, maintains a certified Quality Management System (QMS) which ensures compliance with the ICAO SARPS. The standard is heavily focused on risk and requires a systematic approach to assessing risk in the provision of accurate aeronautical information.

The provision of an effective air navigation service requires a synergy between the systems and processes to ensure that they function optimally to manage any potential risk factors identified. At the TTCAA the safety management processes has evolved to the extent that documentation pertinent to the certification of the Air Navigation Services have been developed, greater focused has been placed on the implementation of a hazard identification database and the support mechanism to accurately capture risk related data and information. The TTCAA continues to share, exchange data and information and build and strengthen relationships with the local and international aviation community as a means of contributing to the reduction of aviation related incidents, accidents and the enhancement of safety within the global aviation industry.

From a corporate risk management perspective, the TTCAA has embarked on an Enterprise Risk Management (ERM) Program. The program will provide a framework for the effective management of risks throughout the organization that will:

- I. Protect and enhance stakeholder value by managing uncertainties that may prevent the TTCAA from achieving its objectives.
- II. Enhance the effectiveness of Corporate Governance through improved risk awareness, better decision-making and crisis avoidance.
- III. Enhance strategic success.
- IV. Provide assurance that all levels of employees and management are focusing their efforts on the most important issues facing the TTCAA, and leveraging their knowledge of risks.

- V. Establish an effective business continuity and disaster recovery plan.

The classifications of risks that will intrinsically impact aviation safety include:

- I. **Strategic Risks** - related to strategic objectives and initiatives, loss of strategic competitive advantage.
- II. **Governance Risks** - related to directing and controlling the organization and setting the tone at the top.
- III. **Compliance Risks** - arising from non-compliance with legislation, regulations, conventions, agreements, contractual obligations etc. ;
- IV. **Operational Risks** - from aviation stakeholder operations and changes in elements related to operations.
- V. **Financial Risks** - from volatility in foreign currencies; interest rates; liquidity risk; financial obligations; financial operations and accounting risks; procurement.
- VI. **Hazard Risks** - that are derived from natural and man-made disasters. .

The TTCAA, in providing regulatory oversight, air navigation services and aviation training in accordance with International Civil Aviation Standards, must employ risk management strategies and continuously critically review the components of its operations that can adversely impact the ability of the TTCAA to realize its objectives. For the period 2020 to 2023, greater emphasis will be placed on implementing the necessary strategies to mitigate the extent of the impact of these risks in the

provision of essential aviation services within the local aviation sector and the Piarco Flight Information Region.

## Trends in Aviation

The aviation sector has experienced continuous rapid growth through recent years. Although the COVID-19 pandemic has affected short to medium projections it will be critical for States to keep up with innovations in technology and approaches to sustain and respond to the return of this growth. Pre COVID-19 estimates suggest that the demand for air transport would have increased by an average of 4.3% per annum over the next 20 years. The revised figures are left to be seen with the industry's response to the pandemic and/or the removal of this threat.

A return to this growth path is projected for the year 2036, and the air transport industry is estimated to contribute approximately 15.5 million in direct jobs and \$1.5 trillion of GDP to the world economy. Once the impact of global tourism is taken into account, these numbers could rise to 97.8 million jobs and \$5.7 trillion in GDP.

Despite challenges like COVID-19 that may present itself and result in a negative impact on the future growth rate of air traffic, the industry also has to respond to emerging technologies, innovative ways of doing business and the changing human role which are presenting not only additional challenges but also opportunities that require urgent transformation of the global air navigation system so that aviation can continue on its developmental path.

Aviation has entered a new era of technological advancements and the required response for the future is not an extrapolation of the past, but to strategically face the challenges ahead.

In aviation's fast and ever-changing landscape, achieving sustainable growth of international air transport strongly relies on a high-performing and seamless global air navigation system. Bringing the aviation community together to achieve an agile, safe, secure, sustainable, high-performing and interoperable global air navigation system is of paramount importance.

The International Civil Aviation Organization (ICAO) has also recognized that passengers can benefit from a competitive air transport sector, which offers more choice in fare-service trade-offs and which may encourage carriers to improve their offerings, passengers, including those with disabilities, can also benefit from consumer protection regimes. ICAO also identified the following as emerging trends in aviation for air transport:

- I. Liberalization of market access through more liberal bilateral and multilateral air services agreements to remove/reduce the barriers to market access. This would lead to greater economic opportunity. Also, liberalization of air cargo services with capacity and operational flexibility.
- II. Liberalization of air carrier ownership and control which will allow for airlines of one party to be "majority owned and effectively controlled" by nationals of another party to the Convention and the development of a Convention on Foreign Investment in Airlines and broad international consensus on the relaxation of nationality-based airline ownership and control restrictions.
- III. Consumer protection/ air passenger rights
- IV. Reduction of Aviation Emissions
- V. Development of competition laws and policies that apply to air transport.

## The COVID-19 Impact

This Corporate Plan has been developed in full consideration of the impact of COVID-19 on the operational environment of the TTCAA.

On March 11, 2020 the World Health Organization (WHO) declared the COVID-19 virus a global pandemic. By July 20, 2020, ICAO reported that the COVID-19 virus has spread worldwide and has affected all industries, sectors and aspects of operations with devastating economic and financial losses and significant uncertainties. The latest estimates indicate that the possible economic impact of COVID-19 on the aviation sector is as follows:

- I. Air passenger traffic: An overall reduction of air passengers ranging from 50% to 60% in 2020 compared to 2019. [Source - ICAO].
- II. Airports: An estimated loss of over 50% of passenger traffic and 57% or over USD 97 billion airport revenues in 2020. [Source - Airports Council International (ACI)].
- III. Airlines: A 54.7% decline of revenue passenger kilometres in 2020 compared to 2019. [Source - International Air Transport Association (IATA)].
- IV. Tourism: A decline in international tourism receipts of between USD 910 to 1,170 billion in 2020, compared to the USD 1.5 trillion generated in 2019, with 100% of worldwide destinations having travel restrictions. [Source - UN World Tourism Organization (UNWTO)].

- V. Trade: A fall of global merchandise trade volume by between 13% and 32% in 2020 compared to 2019. [Source - World Trade Organization (WTO)].
- VI. Global economy: A projected -4.9% to -5.2% contraction in world GDP in 2020, far worse than during the 2008-09 financial crisis. [Source - International Monetary Fund (IMF) and the World Bank].

While the strategic objectives and supporting strategies for this planning period have therefore been determined in the context of these present realities, the TTCAA remains committed to its mandate of ensuring the highest level of safety within the Piarco Flight Information Region (FIR) and the local civil aviation industry. The TTCAA is confident in its ability to implement strategies that will ensure achievement of our strategic objectives and the sustainability of our business operations despite the obvious challenges.



SAFER  
SKIES

# HUMAN RESOURCE & INDUSTRIAL RELATIONS

The Human Resource Management function within the TTCAA is cognizant of its key role of providing leadership in the areas of organizational effectiveness, innovative human resource solutions, employee recruitment, development, retention, and enrichment; performance management; employee welfare and engagement; succession planning; and employee services, employee relations and industrial relations.

The Human Resources Department holds an important stake in creating an exemplary corporate culture which ultimately contributes to the TTCAA achieving its strategic objectives. In the absence of a Recognized Majority Union the TTCAA is sensitive to ensure that individual and collective relationships between the organization and its employees are managed appropriately with mutual respect and within a clear framework of formal policies and procedures which are compliant with applicable laws.

The TTCAA's approach to managing employee relations and industrial relations has been to create a positive work environment by being preemptive and proactive, that is to say avoiding conflict situations in preference to having to managing conflict. As a strategy we have sought to incorporate employee relations and industrial relations requirements and best practices with the routine policies, procedures and practices. We carefully identify, assess and manage risks in an open, consistent and transparent manner.

As a consequence of the COVID-19 pandemic, a review of all HR policies and procedures is being undertaken to ensure they remain effective and applicable in the context of the "new normal". The TTCAA has been proactive in that regard and has taken the opportunity to innovate solutions for conducting its business in the future.

In this Corporate Plan the human resource and industrial relations strategies are listed in support of many of the strategic objectives given the wide ranging impact of the human resources on the TTCAA's success. Significantly however, notwithstanding the universality of the application of the human resource strategies, Strategic Objective No. 8 is dedicated to addressing exclusively the key strategic human resource considerations of the TTCAA.



STRATEGIC INITIATIVES

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VISION

**TO BE A GLOBAL LEADER IN THE SUSTAINABLE DEVELOPMENT OF CIVIL AVIATION.**



MISSION

**THE PROVISION OF A REGULATORY FRAMEWORK TO FACILITATE A SAFE, SECURE AND EFFECTIVE AVIATION INDUSTRY AND AIR NAVIGATION SERVICES WITHIN THE PIARCO FLIGHT INFORMATION REGION (FIR).**



**CORE  
VALUES:**

**HONESTY  
INTEGRITY  
RESPECT  
EQUITY**



**GUIDING  
PRINCIPLES:**

**SAFETY  
PERFORMANCE  
PROFESSIONALISM  
TEAMWORK  
ACCOUNTABILITY  
QUALITY  
DIVERSITY**



# STRATEGIC OBJECTIVE NO. 01

**TO MAINTAIN  
A STRONG  
SAFETY AND  
SECURITY  
OVERSIGHT  
SYSTEM.**

## **Strategic Intent:**

Recognizing that a strong safety and security oversight system is indispensable to engendering confidence and minimizing risks to the stakeholders of the aviation industry, we will work to maintain a strong safety and security oversight system in accordance with our mandate under the Civil Aviation Act Chap 49:03.

## **Key Performance Measures:**

- I. % implementation of established State Safety Oversight Plan
- II. % implementation of established State Security Oversight Plan
- III. % implementation of established State Safety Program
- IV. % achieved in ICAO Audit
- V. Maintain category 1 status on FAA Audits
- VI. No. of legislative amendments completed in accordance with ICAO Standards
- VII. % implementation of the TTCAA Surveillance Plan



## 01. Strengthen the regulatory structure, policies and procedures.

The TTCAA in accordance with the Civil Aviation Act is required to maintain a standard of safety and efficiency in the civil aviation system that is at least equal to the standard of safety prescribed by the Chicago Convention and any other aviation convention, agreement or understanding to which Trinidad and Tobago is a party; the regulations made thereof must be kept current with the standards of the Convention for safety and security.

## 02. Recruit and retain adequate and competent human resource.

To ensure compliance with the Act and the regulations made thereof, a competent Inspectorate shall be maintained. Significant experience and knowledge is mandatory. Remuneration must be competitive with the industry for which regulatory oversight has to be provided.

## 03. Provide for the continuous training and development of aviation experts.

Specific training for the Inspectorate is required. This training comprises of both initial and recurrent training. The period of time it takes to develop an inspector ranges from eighteen (18) months to thirty (30) months depending on the discipline.

## 04. Provision of adequate tools, technical guidance and safety and security critical information.

Inspectors shall be provided with the relevant equipment to conduct their duties taking into consideration the advantages of suitable technology. A documented system that provides guidance through which the inspectors may conduct their functions is maintained. The dissemination of information critical to the safety and

security of the aviation industry must be maintained and improved where possible.

## 05. Ensure maintenance of the license structure.

This entails documented processes for the certification of applicants for aviation documents and ensuring that Inspectors use such documented processes for the certification of airmen and operators. Appropriate technology is to be utilised where available.

## 06. Provide adequate surveillance of the industry.

This entails documented processes for continuous surveillance, inspection and audits of holders of aviation documents and ensuring that inspectors use such documented processes for continuous surveillance, inspection and audits of holders of aviation documents. It also requires the maintenance of a surveillance plan for the surveillance of holders of aviation documents to ensure that they meet the current requirements for the aviation documents held.

## 07. Ensure resolution of safety and security issues to ensure compliance by the industry.

This requires the maintenance of documented processes for taking appropriate enforcement actions to resolve identified safety and security issues and ensuring that Inspectors use such documented processes for taking appropriate enforcement actions.

## 08. Improve stakeholder facilitation, engagement and customer service.

Consultation with stakeholders is important in the aviation industry to provide guidance and obtain feedback on the activities of the TTCAA. Regulatory changes, new directives, investigative findings and new processes may require such engagement.

**09. Periodically review safety regulations charges in accordance with the TTCAA Act.**

The Civil Aviation Act Sections seven (7) and seventeen (17) provides for the charging and collection of fees by the TTCAA in respect of - the performance of its functions or the exercise of its powers. This strategy advocates for the development and maintenance of a system for the periodic review of these fees.





# 02

**STRATEGIC OBJECTIVE NO.**

## **TO CONTINUE THE PROVISION OF EFFECTIVE AIR NAVIGATION SERVICES WITHIN THE PIARCO FIR.**

### **Strategic Intent:**

We will continue to deliver on the critical requirement of efficient, safe and reliable air navigation services within our area of jurisdiction to all the stakeholders who rely on our services.

### **Key Performance Measures:**

- I. No. of incidents related to the provision of ANS
- II. % reduction in the number of incidents related to the provision of ANS
- III. % Implementation of approved projects.
- IV. % Development of ANS SMS
- V. % Development of ANS QMS
- VI. % Increase in environmental initiatives
- VII. % Achievement of ANS Certification
- VIII. Maintenance of ANS Certification

**01. Recruit and retain adequate and competent human resource.**

In order to effectively discharge its obligations and as a condition for ANS Certification, the ANSP is required to retain an adequate number of competent staff to carry out its functions. As such, critical emphasis has to be placed on human resource planning, recruitment, competency and developmental training, compensation and staff retention.

**02. Provide systems and infrastructure necessary for the provision of ANS and provide for the optimum use of enhanced technologies.**

Adequate infrastructure and systems, inclusive of persons and equipment are required to support the ICAO global ATM Operational Concept. To be in line with this concept there is the requirement for the implementation of an integrated, harmonized and globally interoperable ATM system for all users during all phases of flight, that meets agreed levels of safety, provides for optimum economic operations, is environmentally sustainable and meets security requirements.

**03. Ensure the future air traffic management systems provide for the optimum use of enhanced technologies.**

Improvements in the handling and transfer of information derived from future developments and investments in CNS/ATM systems will be of tremendous benefit to air operators as they are able to leverage data linking techniques; extended surveillance of aircraft and improvements in navigational accuracy through global navigation satellite systems

**04. Acquire and maintain ANS certification.**

The TTTCAA ANSP is required to hold an Air Navigation Service Provider Certificate issued by the TTTCAA Safety Regulation Division (SRD) in order to provide Air Navigation Services in Trinidad and Tobago and the Piarco Flight Information Region in accordance with the requirements of the TTTCAR [No.15]. The TTTCAA ANSP is required to first obtain ANS Certification and ensure that the required resources, systems and procedures are in place to maintain this Certification.

**05. Maintain strategic objectives in accordance with the ICAO Global Air Navigation Plan (Aviation System Block Upgrades), Regional and National Air Navigation Plans**

The success of global air navigation system transformation relies on each ANSP's ability to systematically improve their air navigation system, while ensuring interoperability of systems. Continuous improvements will ensure that the system adapts to global, regional and local opportunities and challenges in a timely and orderly manner.

The TTTCAA ANSP aligns its strategic objectives along ICAO's Global Air Navigation Plan (GANP), Regional and National plans with the aim of developing an interoperable air navigation system, harmonization of procedures, as well as a proactive, integrated and common approach to emerging challenges and opportunities stemming from aviation and technological trends.

## 06. Periodically review air navigation charges in accordance with ICAO document guidance.

In accordance with ICAO's guidance materials, States are encouraged to incorporate the four (4) key charging principles of non-discrimination, cost-relatedness, transparency and consultation with users into their national legislation, regulation or policies, as well as into their future air services agreements, in order to ensure compliance by airport operators and ANSPs.

The review of air navigation charges is critical to the TCAA ANSP as additional resources will be required to deal with the problem of airport and airspace congestion, and to implement satellite-based communications, navigation and surveillance (CNS) and air traffic management (ATM) systems, based on the ICAO Global ATM Operational Concept, as well as other multinational facilities and services.

## 07. Advocate for harmonization of systems with other ANSPs.

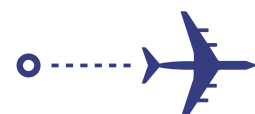
Work along with ICAO for the development of a technical and institutional framework for the safe, orderly transition to a new Global ATM system transitioning sovereign boundaries to facilitate interoperability of different technologies; accommodate different procedures, and provide harmonization leading to seamlessness across regions.

## 08. Improve stakeholder facilitation, engagement and customer service.

The engagement of airspace users or their representative organizations concerning capacity development and investment plans is critical to ensuring that proposed developments meet their current and future capacity requirements, and that users are aware of the potential financial and other implications.

Airspace users, particularly aircraft operators, will be engaged to obtain advance planning data on a five (5) to ten (10) year forecast basis. Such data would include future types, characteristics and numbers of aircraft expected to be used, the anticipated growth of aircraft movements, passengers and cargo to be handled.

Improved customer service will be facilitated through open dialogue, official meetings and customer feedback platforms.



# 03

**STRATEGIC OBJECTIVE NO.**



**TO FACILITATE  
THE ECONOMIC  
DEVELOPMENT  
OF THE AIR  
TRANSPORT  
INDUSTRY.**

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**Strategic Intent:**

We will contribute actively to the economic development of the global air transport industry, consistent with the key pillars of the Chicago Convention and the Strategic Objectives of ICAO for international civil aviation, understanding the importance and reliance placed on aviation by several countries for economic sustainability.

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**Key Performance Measures:**

- I. % implementation of approved State air transport policies and procedures
- II. On-time completion of annual economic analysis of the aviation industry
- III. On-time completion of annual air transport statistics
- IV. % regulatory adherence by air operators through regulatory oversight
- V. On-time completion of annual economic oversight of the Air Navigation Service Provider (ANSP)

### 01. Assist in the development and implementation of the strategic objectives of the National Transportation Plan in relation to aviation matters.

As the State oversight agency for all civil aviation matters, the TTCAA is responsible for contributing to the development and the implementation of a National Transportation Plan. Once the National Transportation Plan is completed, the TTCAA will be required to contribute to the implementation of this plan in relation to aviation matters.

### 02. Support the development of the local aviation industry.

Through the collective functioning of all of its Divisions, the TTCAA, in collaboration with the relevant stakeholders, will support the development of the local aviation industry through regulatory and policy updates and facilitation.

### 03. Facilitate cost effectiveness of Airports, Airlines and ANSPs to increase consumer benefits and choices.

The TTCAA is required to provide economic regulatory oversight of airlines, airports and ANSPs in accordance with ICAO guidelines and regulatory requirements. This redounds ultimately to the benefit of consumers by ensuring that fair competition practices are complied with.

### 04. Support air connectivity through the liberalization of air transportation.

Air transport is the driver for sustainable economic vitality of States especially

Small Island Development States (SID). It allows freer access and movement by air operators which would normally not be able to enjoy route rights into and out of a State. This leads to greater competition and opportunity for passenger movement which means greater economic activity and benefit. This strategy is in line with the State and global trend towards liberalization of air transport.

### 05. Improve the efficiency of the economic regulatory and oversight system of air operators.

The strategy addresses the economic regulatory processes for the authorization of the air operators which involves the review, processing and issuance of commercial air operator permits and licences to authorize commercial operations into and out of Trinidad and Tobago. This strategy also includes the oversight of all air operator activities and the authorizations issued in Trinidad and Tobago in accordance with the regulations.

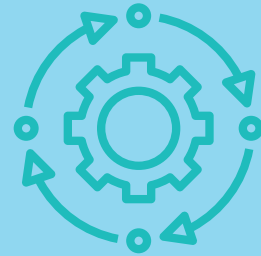
### 06. Maintain effective partnerships with aviation stakeholders for the collection and supply of relevant data.

Statistical data and data analysis are key planning and development tools for effective decision making. The TTCAA collects data from Airlines, Airports and ANSPs which is compiled and submitted to ICAO to produce reports to enhance management decision making within the aviation industry.

# 04

**STRATEGIC OBJECTIVE NO.**

## **TO IMPROVE AND MAINTAIN THE INTEGRITY OF ALL SYSTEMS AND INFRASTRUCTURE.**



### **Strategic Intent:**

We will take the necessary action to ensure that the systems and infrastructure that we utilize to execute our functions are maintained at a level that ensures that there is confidence in the integrity of their operation and output.

### **Key Performance Measures: Reliability KPIs**

- I. % Planned maintenance completed
- II. % Preventive maintenance completed
- III. % Scheduled compliance
- IV. % Expectancy - Mean time between failure
- V. % Unscheduled downtime
- VI. % Maintenance overtime
- VII. On-time annual review of maintenance manuals and policies.

### **Security KPIs**

- VIII. % reduction in plant and cyber security incidents

### **Quality Management KPIs**

- IX. On-time implementation of a quality management approach

### **Risk Management KPIs**

- X. Hold annual risk workshop to develop risk register into main categories of Technical, Management, Commercial and External.
- XI. On-time annual risk analysis
- XII. % implementation of risk responses.



### 01. Ensure appropriate security controls

The TTCAA shall identify vulnerabilities at all levels of the organization; establish and maintain adequate security controls to mitigate the risks of attacks against systems and infrastructure.

### 02. Provide continuous training to develop the skills and competencies of employees

All employees of the TTCAA shall receive the necessary training in order to ensure that no systems are compromised through any internal acts or omissions.

### 03. Ensure / implement up to date policies and procedures

The policies and procedures of the TTCAA must be effective, realistic and flexible to cater specifically to the evolving objectives of the organization.

### 04. Develop a Quality Management System

The TTCAA shall seek to maintain integrity of systems and infrastructure by developing a culture founded on quality and high standards through the systematic implementation of a quality management system.

### 05. Ensure adequate arrangements for a comprehensive maintenance program

The TTCAA shall establish a comprehensive maintenance program that is proactive, caters for preventative and scheduled routine works and for effecting repairs and replacements in order to eliminate failures and to minimise down-time.

### 06. Employ risk management strategies

The TTCAA shall utilize enterprise risk management strategies to identify potential risks and promote a common understanding of how each employees will manage such risk in their daily functions.





# 05

**STRATEGIC OBJECTIVE NO.**

**TO POSITION  
THE CIVIL  
AVIATION  
TRAINING  
CENTRE (CATC)  
AS A STRATEGIC  
BUSINESS UNIT.**



**Strategic Intent:**

We will transform the CATC to a profitable entity of the TCAA while expanding its value to the aviation industry and maintaining its positioning as a regional training centre of excellence.



**Key Performance Measures:**

- I. On-time completion and adoption of a CATC Business Plan
- II. Achievement of financial viability
- III. % Increase in customer satisfaction levels
- IV. On-time implementation of a marketing and promotion program
- V. % increase in enrollment levels

## 01. Conduct a comprehensive business review of CATC.

An in-depth strategic analysis into the CATC is prescribed to develop the framework for a successful enterprise which leverages the available internal capabilities of the CATC against the external factors. This analysis should yield a business model that will clearly define the desired products, strategies, internal processes, intended markets and profit making capabilities of the CATC.

## 02. Implement marketing and promotion program

This activity is anticipated to be a significant element of the CATC Business Model. This is the process by which the CATC will determine the most effective ways to market its products to both its existing clientele and new markets.

## 03. Ensure financial sustainability

The new CATC Business model will define the financial strategies required by the business unit to continue its operation in a manner that ensures that there is a positive return on investment (ROI) on all project portfolios. It warrants a business plan for each project that clearly identifies resources, budget, risk mitigation and ROIs.

## 04. Improve customer satisfaction

Customer satisfaction is a key consideration to expanding customer base. This will be driven by the provision of high quality, desirable products at competitive prices. To aid in the achievement of these objectives in support of customer satisfaction, the CATC would need to consider the employment of a quality management system.

## 05. Optimize physical and technological infrastructure

Customer comfort and ease in the conduct of business are two critical requirements

to attract and retain clients. In a fast-paced, technologically advanced society, customers are in search of training that can be provided through an on-line facility. In situations where this is not possible, customers are desirous of attending facilities that cater to their convenience, technological and aesthetic needs. The CATC must take this into consideration in its business model.

## 06. Expand strategic partnerships and alliances

It is important for the CATC as an educational facility, to strategically align itself with nationally and globally recognized educational organizations and institutions. This will position the CATC to benefit from developments in the industry and to be identified as a potential partner. This adds to the value proposition offered by the CATC and will increase its marketability.

## 07. Develop innovative, industry relevant portfolio of programs

In the aviation industry there are always new technology, processes and regulations being developed. In order to remain viable and competitive in this very dynamic industry the CATC must ensure that its program portfolio remains current and targets the evolving needs of its customers.

## 08. Achieve and maintain accreditations and affiliations.

Accreditation ensures that education provided by the CATC meets acceptable levels of quality defined by the Accreditor. Accreditation from recognized institutions will improve the marketability of the CATC as it will improve the value of the products on offer and also increases the product portfolio. Accreditation from national entities may also be beneficial to the CATC as potential students may acquire government funding, thus increasing customer base.



# 06

**STRATEGIC OBJECTIVE NO.**

**TO EXHIBIT  
EXEMPLARY  
CORPORATE  
SOCIAL  
RESPONSIBILITY.**

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**Strategic Intent:**

We will distinguish the TTCAA as a good corporate citizen among other corporate entities by making it recognizable as an organization that promotes and supports local and global initiatives that benefit individuals, communities, nations and the world at large.

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**Key Performance Measures:**

- I. Implementation of a public aviation education program
- II. % compliance with environmental legislation and ICAO industry standards
- III. No. of community based projects completed
- IV. No. of employee focused activities / projects completed

### 01. **Ensure and demonstrate compliance with environmental standards, laws and regulations**

In the performance of its functions the TTCAA has an obligation to comply with all national environmental standards, laws and regulations and specifically the requirements laid out in Part III of the Civil Aviation Act Chap 49:03. This strategy was adopted to ensure compliance with those obligations.

### 02. **Support the achievement of ICAO's environmental goals**

The TTCAA has an obligation to comply with the mandates of ICAO in regards to environmental change as set out in the Global Air Navigation Plan. The Global Air Navigation Plan outlines a performance improvement and technology roadmap towards shorter routes and less emissions-intensive takeoffs and landings, through performance-based navigation (PBN) and the ICAO Aviation System Block Upgrades (ASBUs) and through Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), which aims to address any annual increase in total CO2 emissions from international civil aviation above 2020 levels and contribute to the industry's commitment to carbon neutral growth from 2020.

### 03. **Advocate for the development of environmental initiatives.**

The TTCAA as an aspiring global leader in the aviation industry acknowledges its responsibility to advocate for the implementation of environmental initiatives that will aid in the sustainable growth of the aviation sector.

### 04. **Collaborate with stakeholders to designate areas for recreational aviation activities.**

The TTCAA proposes the development of a physical aviation area for recreational

activities as a strategy to developing the aviation industry. The strategy envisages a collaboration with aviation industry stakeholders to develop a designated area to encourage the pursuit of aviation leisure activities, such as flying model aircraft or drones.

### 05. **Collaborate with stakeholders to designate an area for commercial Research and Development**

This initiative is also geared towards supporting the development of the aviation industry. It seeks a collaboration with aviation industry stakeholders to establish an area where industry stakeholders can conduct commercial research and development in the aviation industry in Trinidad and Tobago.

### 06. **Educate the public on the aviation industry**

In support of the objective for the development of civil aviation in Trinidad and Tobago this strategy seeks to educate the public about the importance of the aviation sector and the role it plays in the economy. It is also intended to assist with developing the next generation of aviation professionals, as it has been recognized by the international aviation community that there will be a shortage of skilled aviation professionals in the near future.

### 07. **Facilitate effective communication and dialogue with all stakeholders**

It is the intention of the TTCAA to build relationships with its external stakeholders, to create meaningful alliances and collaboration, which can lead to better understanding between parties towards more efficient resolution of issues.

### 08. **Ensure effective engagement with our communities.**

The TTCAA is committed to promote relationships with external stakeholders

# STRATEGIES

in the national community. The TCAA as benefactor, can be recognized as a good corporate citizen as it engages in activities and projects that can be beneficial to the community while meaningful partnerships and collaboration emerge.

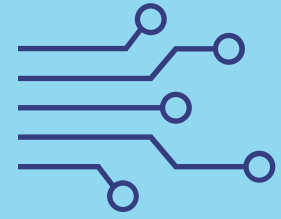
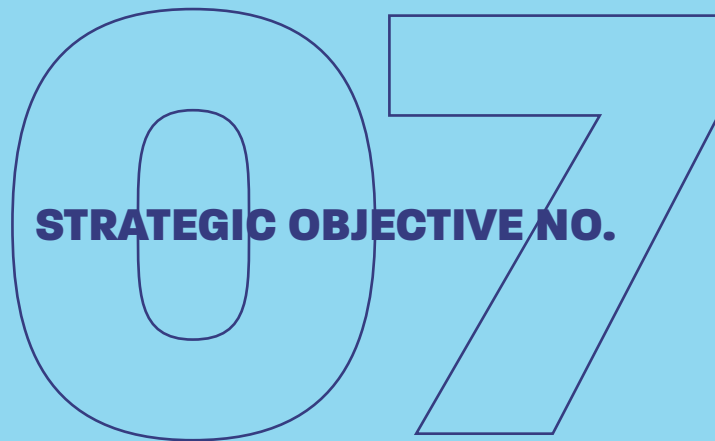
## 09. Ensure commitment to human rights and transparency

The TCAA's core values of Honesty, Integrity, Respect and Equity, must be reflected in the way in which it treats with people and manages its operations with transparency and accountability.

## 10. Implement initiatives to support employee welfare

In recognition of the employee being ranked amongst the most important stakeholders of the TCAA this strategy is intended to underscore the TCAA's commitment to a productive, cohesive relationship with its employees. This strategy advocates for the implementation of initiatives that support the welfare and wellbeing of all employees.





## TO EFFECTIVELY UTILIZE ADVANCED TECHNOLOGY.



### Strategic Intent:

We will actively identify and deploy the technology that best suits our operational requirements and facilitates excellence in operational efficiency and effectiveness.



### Key Performance Measures:

I. % increase of utilization of intranet by staff

II. % increase of data backup frequency

III. On-time completion of annual audits

IV. % implementation of audit outcomes

V. % increase in efficacy of internal training

VI. % increase in internal customer satisfaction

# STRATEGIES

## 01. Review and assess the impact of new and emerging technologies

The aviation industry is a very dynamic one where new and emerging technology play a vital role in enhancing the regulatory oversight and ensuring the continuous improvement in safety, capacity and efficiency of operations. Of necessity therefore, the TTCAA must maintain a program of continuously assessing the applicability of new and emerging technologies as a means of ensuring efficiency and effectiveness and maintaining a competitive advantage in its operations.

## 02. Ensure effective implementation of new and emerging technology.

The TTCAA is committed to exploiting technology as an essential tool as it seeks to support the achievement of all its overarching strategic objectives. The TTCAA will therefore seek to ensure the effective implementation of new technology by applying rigorous criteria for the selection of such technology, investing adequately in training, developing policies and procedures and conducting risk assessments to eliminate any factors that may mitigate against the effective implementation of new technology.





## STRATEGIC OBJECTIVE NO.

**TO ENSURE  
THE HUMAN  
RESOURCE  
CAPACITY IS  
MAINTAINED AT  
THE HIGHEST  
STANDARD.**



### Strategic Intent:

We will maintain a cadre of highly motivated, competent and professional employees, performing at a level of excellence.

### Key Performance Measures:

- I. % performance appraisal scores above 80%
- II. % reduction of attrition due to resignation
- III. On-time completion of targeted policies and procedures
- IV. Assignment of corporate communications functions
- V. % increase in employee satisfaction levels
- VI. % increase in closure rate of Employee Relations and Industrial Relations issues
- VII. % Maintenance of licenses and certifications
- VIII. On-time completion of organizational structure review

**01. Implement up-to-date policies and procedures.**

Efficiency in the conduct of business is very reliant on well communicated, clearly understood, up-to-date policies and procedures. Policies and procedures are the tools that managers and supervisors will utilize to inform their actions and direct their resources as they work to deliver on their strategic objectives. Up-to-date policies and procedures are especially valuable in a dynamic and evolving work environment where uncertainty and ambiguity can pose major challenges to the workforce.

**02. Provide relevant training and development programs.**

The maintenance of a competent workforce is contingent upon training and development of the employees. Given the very technical and specialist nature of many of the jobs at the TCAA and the need for employees to maintain their certification and remain on the cutting edge of their professions training and development is a crucial strategic initiative in maintaining the human resource capacity at TCAA.

**03. Ensure competitive compensation packages.**

While compensation is merely one aspect of employee satisfaction, competitive remuneration is essential to attracting and retaining the industry's top talent. Employees perform better and feel better about their employer when they feel they are being treated fairly. A consideration in their fair treatment is their compensation. Competitive compensation is also a consideration in employee commitment and engagement and is a factor in determining whether an employee will leave the company and to what extent they are prepared to sacrifice for the company.

**04. Ensure a process to periodically review and optimize the organizational structure.**

A well-structured organization is an essential pre-requisite to a well performing organization. Given the dynamic nature of business, it is necessary for organizations to be flexible and adaptable to creating the structures that best fit the business requirements.

It is therefore necessary to review organizational structures and workflows periodically to ensure adequate coverage of business functions and optimal use of resources. This exercise would facilitate continuous improvement in business operations as the organization adjusts to changing stakeholder needs and leverage the benefits to be derived from new and emerging equipment and technology.

**05. Ensure effective leadership, management and supervision.**

Managers and supervisors must exhibit the leadership in mobilizing and bringing out the best in their employees as they work collectively towards the achievement of the strategic goals of the organization. Employees must be directed, motivated and supported to do their best in the performance of their duties.

**06. Ensure effective organizational communication**

A fundamental pillar in nurturing employee morale and ensuring the overall success of organizational initiatives is adequate and effective consultation and communication with all stakeholders. Effective communication facilitates greater collaboration, engagement and enhances overall employee satisfaction.

**07. Nurture an exemplary corporate culture.**

While an employee helps define the culture of an organization his actions are also heavily influenced by that same culture. Culture guides employee decisions on their technical needs and plans, and how employees interact with others. Good culture creates an internal coherence in actions which supports the achievement of overall corporate objectives employees tend to embrace the corporate culture and identify with their employer when they are made to feel important and their values are consistent with those of their employer.



**STRATEGIES**



# 09

**STRATEGIC OBJECTIVE NO.**



**TO ENSURE  
FINANCIAL  
SUSTAINABILITY.**



**Strategic Intent:**

We will ensure that the TTCAA has the capacity to generate revenues in response to demand, meets its obligations as they become due, and maintain productive business operations at a steady or growing rate while providing maximum value to our stakeholders. We will work in a manner that ensures the overall financial well-being of the organization, now and in the future.



**Key Performance Measures:**

- I. % Increase in revenue
- II. % Increase in revenue from non-traditional sources
- III. % Increase in liquidity
- IV. On-time completion of audited financial statements
- V. On-time review of policies and procedures
- VI. No. of policies/procedures implemented
- VII. % cost saving
- VIII. No. of non-compliance incidents

**01. Critically review expenditure levels.**

The TTCAA will examine its expenditures and determine measures to maximize the benefits of economies of scale. We will work to eliminate non-essential expenditure and will negotiate best value for essential expenditure.

**02. Implement feasible cost effective strategies.**

The TTCAA will explore all options to reduce cost and increase value. Cost benefit analyses will be utilised as an integral part of the decision making process before incurring any major expenditure.

**03. Increase process efficiency and effectiveness.**

The TTCAA will explore its technological options in order to automate business processes as a means towards increasing efficiency. Employees will be provided with continuous professional development specific to their area of responsibility to increase their competence.

**04. Ensure timely financial reporting**

The TTCAA is committed to ensuring that the necessary financial reports are available within the agreed deadlines to facilitate the Board and the Executive Management in making crucial decisions.

**05. Increase and innovate revenue generation strategies.**

The TTCAA will continuously review its operations with the objective of enhancing its traditional sources of revenue and identifying new revenue generating opportunities in accordance with the Civil Aviation Act. Attention will also be paid to stimulating increased revenue in areas of the business that are challenged with cost recovery for the services they provide.

**06. Establishment of a centralized procurement function.**

The TTCAA will seek to deliver best value and leverage cost efficiencies by rationalising all its procurement activities into a centralised procurement function that will operate consistently, efficiently and transparently in accordance with a procurement policy that is in line with applicable procurement regulations and best practices.

**07. Effectively manage liquidity position.**

The liquidity position is paramount to ensuring that the financial obligations of the TTCAA can be met when they become due. The TTCAA will strive to manage its accounts receivable within the stipulated credit period in order to improve its overall liquidity position.

**08. Secure and manage funds to support investments in infrastructure and development of new sustainable activities.**

The TTCAA will perform annual reviews of its financial policies and procedures and identify relevant internal controls. This will ensure the integrity of financial and accounting information, promote accountability and mitigate against the potential for fraud and financial misappropriation. TTCAA will manage its funds in a manner that ensures adequacy of funds for financing strategic investments in projects and activities.

**09. Continuously update short and long term financial forecasts.**

The TTCAA is committed to generating up-to-date projections based on past performance, current trends and changes to the business environment to give the organisation the best opportunity for effective short and long term financial planning.

# STRATEGIES

## 10. Periodically review and update the financial strategy and undertake annual assessment of financial sustainability

The TCAA will assess its financial position and identify any gaps between the current and the projected performance. The necessary course of action will be applied to ensure continuous alignment with the financial sustainability plan.

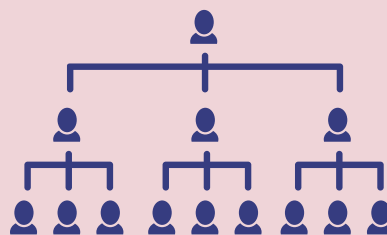
## 11. Ensure compliance with the TCAA Act and financial regulations.

The TCAA will work to ensure that it meets its reporting obligations as outlined in the Civil Aviation Act Chap 49:03 to provide financial statements in accordance with GAAP and the annual report to the Minister of Finance within three months after the financial year end. Additionally, estimates of expenditure will also be submitted for approval six months before the commencement of the financial year.



# 10

**STRATEGIC OBJECTIVE NO.**



## **TO STRENGTHEN THE CORPORATE GOVERNANCE STRUCTURE.**

### **Strategic Intent:**

We will ensure that the Authority is governed with adequate formal policies, procedures, guidelines and internal controls which will operate to minimize risks, promote transparency, integrity and accountability, and encourage conduct that meets the standards of an exemplary organization.

### **Key Performance Measures:**

- I. Establishment and implementation of an Enterprise Risk Management system
- II. % implementation of corrective action plans
- III. Completion of audits
- IV. Implementation of comprehensive orientation program for Board members
- V. % decrease in number of non-compliance issues

# STRATEGIES

## 01. Develop and implement a comprehensive and innovative governance risk and compliance program

The Governance, Compliance and Risk Management Program will aim to ensure that the TTCAA reliably achieves its objectives, address uncertainty and conducts its business processes with the highest level of integrity. The program will consider the tone at the top, corporate culture, risk assessments, and audit and monitoring.

## 02. Develop an effective orientation program for Board members.

The management of the TTCAA will provide an effective orientation to ensure that the Board is au courant with the functions and responsibilities of the organization in accordance with the Civil Aviation Act, International Civil Aviation Standards and Recommended Practices and Conventions. The Board and Committee Charters in conjunction with the orientation program would be utilised as an induction tool for all new Board Members.

## 03. Design and implement effective internal audit programs.

The TTCAA is committed to building an effective, proactive audit framework and maintain audit programs in line with best practices while also monitoring adherence to the policies and principles requiring compliance.

## 04. Effective dissemination and implementation of corporate decisions.

Understanding the value of the timely access to critical information, the TTCAA will ensure an effective method of disseminating corporate communication. This will be critical to management decision making and project implementation and to keeping staff well informed of Management decisions.

## 05. Ensure compliance with policies, procedures and guidelines.

The TTCAA is committed to adherence to its core values and in that regard will establish a corporate code of ethics and business conduct policy to guide the professional behaviour of the Management and Staff of the TTCAA. Approved policies, procedures and guidelines will be periodically reviewed and audited to ensure compliance.

## 06. Maintain an environment that facilitates an effective Board / Management interface.

The synergy derived from a symbiotic Board / Management relationship delivers tremendous value to the operation of any entity. Cognizant of this reality, the TTCAA will implement measures to ensure that the Board and Management interface is effective and highly facilitative of the achievement of the strategic objectives of the TTCAA.

## 07. Periodically assess governance effectiveness.

To ensure continual improvement in our governance framework, the TTCAA is committed to periodically reviewing our program and implement best practices in governance.





THE WAY FORWARD

# SECTION 3

## NEXT STEPS

Over the next three (3) years the TTCAA will continue to improve as an organization. As we work to position the TTCAA to “Be a Global Leader in the Sustainable Development of Civil Aviation” we will continuously review and update our structure, systems, procedures and methods of work while adopting technological options and employing innovative solutions. Further, we will continue to drive performance improvements and embed change across the organization.

We will set about to immediately deliver on this Corporate Plan by focusing everyone in the organization on the key priorities and on producing the outcomes we desire and have planned for.

We will anticipate and deal with our constraints in a proactive manner and will work to manage our resources in an efficient and cost effective manner.

## IMPLEMENTATION

The success of this Plan is contingent on its implementation. This requires the full commitment and participation of the Board, Management and staff of the TTCAA. Managers and supervisors at all levels will be held responsible for the implementation of the Plan and for improvement at the TTCAA. This Plan will quite expectedly inform our Operational Plan and constitute the work program for all employees at all levels within the TTCAA. An Operational Plan will outline the approach to operationalizing the strategies to achieve the strategic objectives.



# MONITORING AND EVALUATION



The continuous monitoring and evaluation of the results and the effectiveness of the plan will be important and integral to a successful implementation program and to the achievement of sustainable results.

The monitoring will involve the periodic collection and analysis of information to assess progress in the attainment of the strategic objectives. The evaluation is the objective measurement of the results achieved with the Plan and how it has impacted the organisation.

Through a robust monitoring and evaluation program the TTCAA will:

- I. Assess the realization of the performance targets set within the Plan.
- II. Challenge the assumptions on which the Plan was based and determine whether these assumptions are still relevant.
- III. Assess the current environment to determine whether the current processes are effective for the achievement of the objectives.
- IV. Consider the impact of changes in the local, regional and international aviation sector on the operational environment of the TTCAA.
- V. Examine new opportunities that may arise and whether these are worth pursuing.
- VI. Periodically assess the viability of the programs and projects that emanate from the Plan.
- VII. Schedule feedback sessions with both Internal and External Stakeholders.

The progress and performance of the Plan will be subjected to an annual review and will be oversighted by the Board of the TTCAA. The Annual Report while providing a complete overview of the performance of the TTCAA for the past fiscal year will also include the achievement of the organisation in relation to this three (3) year Corporate Plan.

Government's National Performance Framework evaluation template (See Appendix: 3) will be utilised to ensure alignment with relevant Government policy and for ease of compliance with national reporting requirements.



# SECTION 4

**APPENDICES**

# APPENDIX 1

## LIST OF DEPARTMENTS OF THE TTCAA

### DIRECTOR GENERAL'S OFFICE:

Corporate Secretary Legal Officer  
Internal Audit Department  
Quality and Investigations

### AIR NAVIGATION SERVICES (ANS) DIVISION:

Air Traffic Services and ANS Safety  
Communication, Navigation  
and Surveillance  
Aeronautical Information Management  
ANS Planning and Development

### SAFETY REGULATION DIVISION:

Licensing  
Flight Standards  
Regulations and Compliance  
Aviation Security and Facilitation

### CORPORATE SERVICES DIVISION:

Finance and Accounting  
Corporate Planning  
Human Resources  
Air Transport and Economic Regulations  
Information Technology  
Civil Aviation Training Centre  
Property Maintenance and Engineering

# APPENDIX 2

## LIST OF EXTERNAL STAKEHOLDERS

### INTERNATIONAL AGENCIES

International Civil Aviation Organization (ICAO)  
International Air Transport Association (IATA)

### REGIONAL AGENCIES

Civil Air Navigation Services Organization (CANSO)  
Caribbean Aviation Safety and Security  
Oversight System (CASSOS)  
Civil Aviation Authority Barbados  
Civil Aviation Authority Guyana  
Eastern Caribbean Civil Aviation Authority (ECCAA)  
Civil Aviation Authority Suriname  
Jamaica Civil Aviation Authority  
Eastern Caribbean Civil Aviation Authority

### AIR OPERATORS

Caribbean Airlines Limited (CAL)  
National Helicopters Services Limited (NHSL)  
Bristow Caribbean Limited  
PHI Americas Limited  
Briko Air Services

### GOVERNMENT AGENCIES

Chaguaramas Development Corporation (CDA)  
Telecommunication Services of  
Trinidad and Tobago (TSTT)  
Telecommunication Authority of  
Trinidad and Tobago (TATT)  
Ministry of Works and Transport (MOWT)  
Office of Disaster Preparedness  
Management (ODPM)  
Airports Authority of Trinidad and Tobago (AATT)  
Ministry of Finance  
Ministry of National Security  
Trinidad and Tobago Meteorological  
Services (TTMS)

# APPENDIX 3

## MONITORING & EVALUATION TEMPLATE

### NATIONAL PERFORMANCE REPORTING TEMPLATE

As at \_\_\_\_\_

Ministry/Agency/Department \_\_\_\_\_

THEMATIC AREA \_\_\_\_\_

NATIONAL OUTCOME							
Indicator	Indicator Data Source	Baseline (Including data source)	Target To 2023	2021 (Current Value)	2022	2023	Additional Information (Explanations/ Comments)
1.							
2.							
3.							

NATIONAL OUTPUT									
Indicator	Indicator Data Source	Baseline (Including data source)	Target To 2023	2021 (Current Value)	2022	2023	Additional Information (Explanations/ Comments)	Project Information	
								Projects	Comments
1.									
2.									
3.									





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Safer Skies