CORPORATE PLAN

2024-2027

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CHAIRMAN'S FOREWORD

Thomas E Lawrence
Chairman

The Trinidad and Tobago Civil Aviation Authority (TTCAA) is one of the "hidden" high-end organisations in Trinidad and Tobago. It is embedded neatly south of the Northern Range and Piarco International Airport, on gentle undulating topography exposing its majestic posture, while quietly it embraces a discipline within its walls where complex duties and responsibilities provide services, which are detailed in the Corporate Plan and obligations of the TTCAA.

The Corporate Plan for 2024 – 2027, as required under Section 15 and 16 of Act No. 11 of 2001, depicts the aims and objectives of the TTCAA.

The TTCAA's corporate direction is aligned with that of the International Civil Aviation Organization (ICAO) objectives as guided by the (15) year Global Air Navigation Plan, the Global Aviation Safety Plan and the Global Aviation Security Plan.

The Corporate Plan as a high-level statement seeks to articulate how the Authority intends to achieve its mission and vision of ensuring the highest level of safety, security and effectiveness in the Trinidad and Tobago Aviation Industry. The Civil Aviation Act mandates that the Corporate Plan outlines the programmes and goals of the Authority and must include:

(a) The Authority's operational environment

(b) Strategies of the Authority

(c) Performance measures of the Authority

(d) Review of performance against previous Plans

(e) Analysis of Risk factors likely to affect safety in the aviation industry; and

(f) Human resource strategies and industrial relations strategies

As a contracting state of ICAO, Trinidad and Tobago is required to properly discharge its obligations under various Conventions, including the adoption of the Standard and Recommended (SARPS) contained in the Annexes of 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, with special emphasis on human resource development of all staff technical and non-technical. To this end the TTCAA has committed resources geared to research and development; in the use of modern technology; including air navigation equipment and other tools and systems for the general improvement 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.

The past is the benchmark for the future, therefore, the 2024 - 2027 Corporate Plan would be treated as in the past with utmost care and attention.

It would therefore be remiss of me not to mention, congratulate and give thanks to all past and present Board Members, employees, affiliates and architects of past and present Corporate Plans.

DIRECTOR-GENERAL'S MESSAGE

Cary D. K. Price
Director-General
of Civil Aviation

As the Trinidad and Tobago Civil Aviation Authority embarks on a new chapter in its history, we present a Corporate Plan aimed at moving the Organisation into the realm of being an agile, adaptable and progressive institution better equipped and focused to serve the needs of the State and the Aviation Industry.

The Authority was established as a body corporate by Act no. 11 of 2001, with its functions being, inter alia, the overall development and promotion of civil aviation, the regulation of civil aviation operations and the maintenance of a standard of safety, security and efficiency that meets or exceeds the standard prescribed by the Chicago Convention, or any other aviation convention to which Trinidad and Tobago is a party.

Trinidad and Tobago provides Air Traffic Control and Air Navigation Services in over three-quarter million square miles of airspace comprising the Piarco Control Area and the Piarco Flight Information Region. These functions are accomplished through our Air Navigation Services Division.

Our Civil Aviation Training Centre, has for over 50 years been the primary provider of Air Traffic Services and Aviation related training within the English speaking Caribbean, with well over a thousand aviation professionals graduating during that time. Our Safety Regulation Division provides the essential and critical services of safety and security oversight of the Aviation Industry, and our Corporate Services Division provides Administrative support and services to the Authority.

The Authority is headquartered at its Complex in Piarco and has an Air Traffic Control unit based at ANR Robinson International Airport Tobago, and a myriad of other installations and facilities around Trinidad and Tobago linked to the ongoing provision of its Air Navigation Services. Our 300 strong family, work diligently, professionally and with the highest levels of competence in their respective areas of specialty, to ensure that the Authority fulfils its mandates.

Notably, the Authority presents a new, more appropriate and modernised Mission in this Corporate Plan. Central to its effective execution will be acceptance of progressive change and an ongoing commitment to continuous improvement in the delivery of our services. We invite all our stakeholders to support and join us, as we travel some well beaten paths, and where necessary, create bold new ones for others to follow, all geared toward the advancement, sustainable growth and development of the aviation industry.

Thank you.

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ACKNOWLEDGEMENTS

TRINIDAD AND TOBAGO
CIVIL AVIATION AUTHORITY

THE CONTEXT
SECTION 1

VISION

To be a Global Leader
in the sustainable
development of
Civil Aviation

INTRODUCTION

The 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 2024 - 2027.

TTCAA CORPORATE PLAN

The TTCAA's Corporate Plan has been meticulously developed, considering the requirements of both internal and external stakeholders, available resources, operational constraints, anticipated service standards, and the most effective approach to achieving our primary goals during the upcoming three-year planning phase. This plan serves as the roadmap for the three (3) year planning cycle, outlining ten (10) strategic goals formulated to propel the organisation toward realising its vision. Each objective is associated with crucial performance metrics, ensuring the successful implementation of specific strategies and ultimately the achievement of the TTCAA's overarching objectives.

PERFORMANCE REVIEW 2021 – 2023

Strategic Objective No. 1: To maintain a strong safety and security oversight system

- A comprehensive review of the ICAO Universal Safety Oversight Audit Programme was completed
- An enforcement programme was implemented to ensure compliance with aviation safety standards and deter non-compliance
- An online registration process was implemented for Unmanned Aircraft Systems (UAS)
- Flight standard activities were completed and included oversight audits, inspections and the training of inspectors
- The adoption of new processes to facilitate licensing certificate extensions
- Conducted aviation inspections and surveillance activities in accordance surveillance plans
- TTCAA signed a Memorandum of Agreement (MOA) with the Telecommunications Authority of Trinidad and Tobago (TATT) for a three (3) year period. Both parties, by signing the agreement, agreed to cooperate in developing and implementing a mechanism that produces greater efficiency in the process of licensing

Strategic Objective No. 2: To continue the provision of effective air navigation services within the Piarco FIR

- Improved the existing air navigation systems in accordance with ICAO's Global Air Navigation Plan to deliver on the critical requirement of a safe, reliable and efficient air navigation service within the Piarco FIR
- Continued efforts to promote the harmonisation of systems with other ANSP's in support of a seamless air navigation service across regions
- Successful implementation and upgrade of the Communication Navigation and Surveillance / Air Traffic Management (CNS/ATM) system
- Developed plans, programs and manuals to support Air Navigation Services Certification
- Maintained communication with international, regional and local stakeholders through active participation in civil aviation meetings
- Implemented an Aeronautical Message Handling System (AMHS) / Aeronautical Information Services System (AISS) Contingency System
- Accomplished training for Air Traffic Controllers on the new CNS ATM System
- Completed the ISO 9001:2015 recertification audit

Strategic Objective No. 3: To facilitate the economic development of the air transport industry within the Piarco FIR

- Participated in the Standing Negotiating Committee for Air Services Agreements (SNCASA) that negotiated bilateral and multilateral air transportation agreements for Trinidad and Tobago
- Reviewed, processed and issued commercial air operator permits and licences to authorised commercial operations into and out of Trinidad and Tobago
- Completed and published statistical reports relevant to the Aviation Sector Review
- Conducted surveillance and inspections of air operators to ensure compliance with the Civil Aviation [(NO. 17) Economic Regulations, 2016
- Reviewed the ANS rate structure

Strategic Objective No. 4: To improve and maintain the integrity of all systems and infrastructure

- Conducted scheduled planned and preventative maintenance programs
- Reviewed and updated policies and maintenance manuals
- Reviewed and monitored system vulnerabilities and implemented relevant controls to mitigate risks
- Implemented the most appropriate and relevant security management systems to secure the TTCAA's assets
- Completed a comprehensive risk assessment and implemented preventative measures
- Successfully established processes to monitor, test and evaluate the technological and infrastructural components to ensure compliance with manufacturer's specifications

Strategic Objective No. 5: To position the Civil Aviation Training Centre (CATC) as a Strategic Business Unit

- Developed a Draft Business Plan for the CATC
- Successful completion of the ICAO Trainair Plus triennial audit and the award of full membership status
- Delivered regulatory and air navigation services training programs

- Collaborated with the International Air Transport Association (IATA) as a Referral Training Partner
- Realigned course content to meet the needs of the Next Generation of Aviation Professionals (NGAP)

Strategic Objective No. 6: To exhibit exemplary Corporate Social Responsibility

- Supported the achievement of ICAO's environmental goals through the participation in the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA) programme
- Implemented new upper and lower airspace Performance Based Navigation (PBN) routes
- Represented Trinidad and Tobago at regional and international meetings to advocate for the development of an Optimised Airspace Concept for the Caribbean Region

- Implemented initiatives focused on enhancing the health, safety, security and environment (HSSE) to ensure the wellbeing of staff and stakeholders
- Community outreach initiatives though active participation in various school career fair events and part sponsorship of employees to participate in international events

Strategic Objective No.7: To effectively utilise advanced technology

- Upgraded the Information Technology (IT) system within the organisation
- Upgraded CNS/ATM System
- Assessed the surveillance capabilities and feasibility of implementing Automatic Dependent Surveillance – Broadcast (ADS-B) and Wide Area Multi-lateration (WAM) and Space-Based Automatic Dependent Surveillance Broadcast (SB ADS-B) technologies
- Reviewed and assessed new and emerging technologies that supported remote working and learning

- Continuously assessed the internal customer satisfaction levels and quality assurance to enhance the IT maintenance and support program
- Transitioned from SPATIA to CRONOS, a modular system for dynamic aeronautical data management

Strategic Objective No. 8: To ensure the human resource capacity is maintained at the highest standard

- Established a structured approach to capacity building of human resources through continuous training and development of the TTCAA employees
- Developed policies and procedures that focused on business continuity, remote working, reintegrating staff back into the workplace (post COVID)
- Implemented an online leave management system

- Reviewed and revised the organisation structure
- Resolution of outstanding salary and allowances for TTCAA employees
- Advanced efforts in the implementation of a performance management system
- Established the office of corporate communication
- Promoted staff welfare initiatives
- Resolved industrial relation matters

Strategic Objective No. 9: To ensure financial sustainability

- Implemented financial sustainable strategies
- Adhered to sound financial practices and ensured compliance with the financial and statutory obligations as outlined in the Civil Aviation Act
- Completion of financial statement audits

- Evaluated new revenue generation opportunities
- Automated accounting and financial processes
- Reviewed and updated policies and procedures
- Conducted periodic financial analysis of the TTCAA

Strategic Objective No. 10: To strengthen the corporate governance structure

- Advanced enterprise risk management efforts within the TTCAA
- Development of a Business Continuity Management Plan
- Successfully conducted reviews to assess the effectiveness and efficiency of internal controls

- Development of Board and Sub-Committee Charters
- Completed a Corporate Governance review
- Implemented the necessary steps to ensure compliance with the Public Procurement and Disposal of Public Property Act

Situational ANALYSIS

As part of the planning process, the TTCAA conducted an evaluation of its operational environment. This evaluation included an analysis of the internal landscape using Strengths, Weaknesses, Opportunities and Threats (SWOT) approach and an examination of the external landscape, specifically considering Political, Economic, Social, Technological, Legal and Environmental (PESTLE) factors. An evaluation of the potential risk factors that could affect the TTCAA were assessed and reviewed.

The Internal Environment:

S — STRENGTHS

- Strong regulatory framework and safety awareness culture
- Jurisdiction of the Piarco Flight Information Region (FIR)
- Modern, state of the art facilities
- Regional and international reputation
- Geographical location
- Competent, highly trained cadre of aviation professionals
- ISO 9001:2015 Certified (AIM Department)
- Financial stability

W — WEAKNESSES

- Lack of a documented Quality Management System (QMS)
- Inadequate contingency planning
- Outdated organisational policies and procedures
- Ineffective organisational communication
- Low employee engagement
- Bureaucratic procurement process
- Functions constrained by the Civil Aviation Act
- Lack of optimization of new and emerging technology
- Aging equipment / infrastructure
- Poor organisational culture
- Inadequate succession planning

O — OPPORTUNITIES

- Establishing a formal Enterprise Risk Management Framework
- Implementing a Corporate Social Responsibility Policy
- Improving internal and external stakeholder engagement
- Leveraging the highly trained cadre of aviation professionals to promote aviation activities
- Optimising the use of new and emerging technologies
- Exploring new and innovative revenue generation strategies
- Developing a business model for the Civil Aviation Training Centre
- Exploring succession planning strategies
- Effective communication
- Hybrid working system for some classes of employees
- Interdepartmental synergies

T — THREATS

- Changes in national policies and directives
- Loss of revenue streams
- Inadequate contingency systems and procedures for business continuity in the event of an interruption of services due to the occurrence of a disaster/ pandemic
- Lack of integrity of all systems and infrastructure
- Staff attrition due to competitive employment options
- Competition from other Air Navigation Services Providers
- Declining operational efficiency and effectiveness due to obsolete equipment and technology

The External Environment:

POLITICAL FACTORS

- Changes in International Policies (International Civil Aviation Organisation (ICAO) and International Air Transport Association (IATA)
- Global directives - World Health Organisation
- (WHO), ICAO
- Government sanctions
- Changes in Government policies and directives

ECONOMIC FACTORS

- International Obligations - Changes/amendments to ICAO Standards and Recommended Practices (SARPs)
- Changes in international exchange 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
- Economic downturn

SOCIAL FACTORS

- Loss of passenger confidence
- Loss of airline confidence
- Resolution of outstanding 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
- Globalisation on the labour market
- International Obligations (International Civil Aviation Organisation)

TECHNOLOGICAL FACTORS

- The requirement to meet regional agreements with respect to technological changes.
- Harmonisation of air traffic management systems
- Integration of Unmanned Aircraft Systems (UAS)
- Utilisation of technology to improve efficiency
- Effective utilisation of new and emerging technology
- Cyber Security

LEGAL FACTORS

- 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
- Bankruptcy (Airline/Air Operators)

ENVIRONMENT FACTORS

- Imposition of international conventions, policies and obligations
- Change in national policies
- Environmental – green initiatives
- Climate change

Enterprise Risk
MANAGEMENT

ERM COMMITMENT

The TTCAA's development of a comprehensive risk management plan is a crucial endeavour as the organisation continues to navigate the complex landscape of uncertainties and opportunities. This plan serves as the strategic roadmap, guiding the company in identifying, assessing and effectively responding to potential risks that could affect our objectives. Risk management is rooted in the fundamental understanding that risks are inherent in every facet of our operations. As we pursue our mission and strategic goals, it is imperative to proactively manage and leverage risks to ensure sustainable growth and resilience.

The TTCAA continues to develop systems, policies and processes that facilitates the streamlining of safety operations that enhances the response time to safety related issues and the implementation of corrective action plans. These efforts contribute to risk reduction, greater compliance and the continuous improvement of the safety culture within the organisation.

The TTCAA has made concerted efforts in its Enterprise Risk Management Program. Progress was achieved in addressing and quantifying areas of risks, identifying risk oversight committees and enhancing the channels of information to facilitate more informed decision-making.

ERM PERFORMANCE

The risk identification techniques utilised by the TTCAA at the last risk assessment conducted focused on external environmental scanning, interviews and surveys. These techniques allowed for a diverse perspective on key risks through a systematic and comprehensive process. The TTCAA continues to implement strategies to track, assess and review risks identified to ensure they remain relevant and are appropriately managed.

Implemented Risk Mitigation Strategies

RISK CATEGORY AND DESCRIPTION	RISK MANAGEMENT APPROACH
Strategic Risk − Management of adverse events	Implementation of a cybersecurity plan and enhanced preparedness for response to incidents, supplemented by policies, processes and controls.
Financial Risk − Vendor oversight and management	Commenced the necessary steps to comply with the Public Procurement and Disposal of Public Property Act of 2015 by establishing and appropriately staffing a centralized Procurement Unit.

ERM ACTION PRIORITIES

A structured approach was taken to develop and implement an ERM Treatment Plan that emphasised proactive risk management, ongoing evaluation and the continuous improvement of systems and processes to enhance the resistance of the organisation.

TTCAA Risk Mitigation Plan 2024 – 2027

RISK CATEGORY AND DESCRIPTION	MITIGATION STRATEGIES
Strategic Risk – Lack of Business Innovation • Absence of an effective marketing programme for CATC • Failure to maximize the use of assets to grow and diversify revenue	• The approval and implementation of a Business Plan is critical to support this initiative
Governance Risk – Ineffective Governance & Internal Control • Inadequate / outdated policies and procedures. • Lack of sufficient information • Lengthy or cumbersome approval processes	• To develop an effective governance system that ensures documented guidelines, such as policies, procedures and controls are updated, accepted and adhered to by employees • Implementation of corporate communication strategies • Review of approval processes with an aim to enhance processes. • Investment in a Records Management System
Compliance Risk • Regulatory constraints • Failure to comply with changing laws and regulations • Inconsistent compliance with ICAO strategic objective requirements	• To establish a Compliance Program • To establish an accountable Compliance Officer • To develop and document a process for ensuring compliance with all required laws and regulations • To encourage a culture of accountability by all Managers • Perform annual internal compliance audits • Perform periodic external compliance audits
Operational Risk – Operational disruptions • Lack of defined career path with required skills and traits • Lack of upward career mobility	• Establish an approved policy and the implementation of an effective succession planning program. • Implementation of mentorship programs and job rotation

Risk Management contributes to the overall success and sustainability of an organisation by supporting it in navigating uncertainties and challenges while maintaining integrity and accountability. In reaffirming its resilience amidst complexity, the TTCAA remains committed to implementing a comprehensive and organisation-wide approach to risk management. This proactive stance signifies the organisation's unwavering dedication to effective risk management, ensuring a dynamic and adaptive framework that fosters sustained success.

The following approach will be implemented within the TTCAA to proactively manage risks:

- **Strategic Alignment:**

  Align risk management objectives with the overall strategic goals of the organisation, ensuring a cohesive and unified approach

- **Risk Culture Development**:

  Foster a risk-aware culture throughout the organisation by promoting open communication, accountability and proactive risk identification

- **Stakeholder Engagement:**

  Actively involve stakeholders at all levels to gather diverse perspectives, insights and expertise in identifying and managing risks

- **Continuous Monitoring:**

  Implement robust monitoring mechanisms to stay abreast of changes in the internal and external environment, enabling timely risk identification and response

- **Scenario Planning:**

  Conduct scenario analyses to anticipate potential future risks and devise proactive strategies to mitigate or capitalize on emerging opportunities

- **Knowledge Sharing and Training:**

  Promote a culture of continuous learning by providing ongoing training and sharing best practices across the organisation, empowering individuals to contribute effectively to risk management efforts

- **Enterprise-Wide Integration:**

  Embed risk management practices seamlessly into the organisational culture, operations and decision-making processes

TRENDS
IN AVIATION

Air transportation accelerates international trade and is one of the main drivers behind globalisation and the development of the modern world. In 2019, traffic statistics suggested that the demand for air transport would have increased by an average of 4.3% per annum for the next twenty years. In 2020, the COVID-19 pandemic upended these previous projections, negatively impacted economies around the world and brought significant challenges with respect to the recovery and resurgence of the aviation industry. 2023 statistics indicate that the industry has surpassed initial demand expectations, steadily approaching pre-pandemic traffic levels. Inflation, geopolitical uncertainties and the low-growth economic environment are expected to weigh on the demand for air transport in the future.

The trends in aviation that will define the aviation sector in the upcoming years will includes:

SURGE
IN DEMAND

There has been an increase in the demand of air traffic due to the rapid recovery of most international routes. IATA significantly upgraded its prediction for profitability as passenger numbers steadily recover. In a report issued in 2023, IATA indicated that airlines expect to carry 4.35 billion passengers worldwide, which is not far from the record of 4.54 billion in 2019. IATA cautioned that not all geographical regions would recover from the impact of the pandemic as quickly as other regions.

ENVIRONMENTAL SUSTAINABILITY

At the 41st ICAO Assembly, ICAO Member States adopted a collective long-term global aspirational goal of net-zero carbon emissions by 2050. The pathways towards sustainable aviation will include a coordinated collaborated approach by all stakeholders involved in the different aspects of air travel and the activities that assist in its facilitation.

With IATA's commitment to achieve net-zero emissions by 2050, environmental sustainability is a priority. Driven by national and international policies that focus on economic, social and governance (ESG) criteria, investment in significant resources is critical in developing new technologies in the area of Sustainable Aviation Fuel (SAF) to improve the fuel efficiency of aircraft engines. SAF, derived from sources such as used cooking oil, animal fats and plant oils has emerged as a key element in reducing carbon emissions.

Other initiatives that focus on decarbonisation, including electrification of aircraft and hydrogen-powered aircraft are in the exploratory phase of development. With the projected increase in the air transport sector in the future, the pursuit of environmental sustainability is critical to mitigate the aviation industry's impact on climate change and to adapt the most relevant strategies and technologies to achieve the agreed upon targets in the Paris Climate Change Agreement.

INTEGRATION OF UNMANNED AIRCRAFT SYSTEMS (UAS)

Unmanned Aircraft Systems (UAS) are an evolving element of the aviation system, which require special regulations and procedures to effectively oversight and integrate within the established airspace management system.

DIGITAL TRANSFORMATION

Digitisation focuses on the conversion of an analogue or manual process into a digital process, whereas digital transformation involves both the implementation of new technologies and the transformation of business processes. The pandemic forced the aviation sector to accelerate digital transformation, re-strategize and reengineer systems and processes thereby creating more opportunities and redefining the customer experience.

Technology has and continues to:

- Enhance operational efficiency in areas such as digital flight planning and navigation systems to optimise flight routes, reducing fuel consumption, emissions, and minimising delays. Biometrics technology, such as fingerprint scanning, facial recognition, self – service kiosks, robotics and application technologies are being utilised at airports around the world as more contactless approaches are being implemented.

- Enhance surveillance systems – Advanced surveillance systems such as Space Based Automatic Dependent Surveillance – Broadcast (ADS-B) and Multilateration (MLAT) are replacing radar-based surveillance.

- Improve safety - Digitalisation has created opportunities in various aspects of the sector to enhance safety measures, to monitor the aircraft performance through digital sensors, proactive safety and maintenance measures. Through the deployment of relevant technologies, the aviation sector continues to enhance communication between pilots, air traffic controllers and ground staff.

Emerging technologies such as Artificial Intelligence (AI) are currently changing the landscape of the aviation industry. Leading aviation companies are already prototyping and testing AI applications to increase customer satisfaction and improve operational performance. This technology can be used to support the various aspects of the aviation sector that includes but is not limited to the airline industry, aircraft manufacturers, air navigation service providers, aviation regulatory bodies, research companies and airport operations.

With greater deployment of digital transformation within the industry, there is an increased risk for cybersecurity breaches, which can result in significant consequences that can compromise flight safety and cause disruption of operations. Therefore, robust cybersecurity measures, including firewalls, encryption, authentication and regular vulnerability assessments are critical to protect aircraft, air navigation systems and data from cyber threats. Increased reliance on technology can significantly enhance safety and operational efficiency but can pose a significant threat with respect to the dependence on technology in the event of system failure and/or malfunction. It is therefore imperative to embed redundancy measures into systems to improve the reliability of operations and for the effective management of situations if technology fails.

Other factors that are expected to affect the aviation sector until 2025 include labour shortages, rising fuel prices, high inflation, global supply chain challenges, geopolitical uncertainties and turbulent weather patterns.

HUMAN RESOURCES
AND INDUSTRIAL RELATIONS

The Human Resource Management function within the TTCAA is cognizant of its key role of providing leadership in the areas of organisational 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 Recognised Majority Union, the TTCAA is sensitive to ensure that individual and collective relationships between the organisation 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 pre-emptive and proactive, that is to say, avoiding conflict situations in preference to having to manage conflict. As a strategy, we have sought to incorporate

employee relations, industrial relations requirements, 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 was undertaken to ensure they remained effective and applicable in the context of the "new normal". The TTCAA was proactive in that regard and having returned to normalcy, the review of policies and procedures is ongoing to incorporate the lessons learned from the pandemic to continue developing innovative 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

SECTION 2

MISSION

To ensure a safe, secure
and sustainable civil aviation system,
through the provision of the highest quality
services in accordance with national
and international standards

STRATEGIC OBJECTIVE ONE

TO MAINTAIN A STRONG EFFECTIVE & EFFICIENT SAFETY AND SECURITY OVERSIGHT SYSTEM

Strategic Intent: Recognising that a strong safety and security oversight system is indispensable to engendering confidence and minimising 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. % ICAO audit achievement (Safety & Security)

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

STRATEGIES:

1. **Strengthen the regulatory structure, policies and procedures**

   The TTCAA in accordance with the Civil Aviation Act is required to maintain a standard of safety, security and efficiency in the civil aviation system that is at least equal to the standard of safety and security 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.

2. **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.

3. **Ensure the continuous training and development of TTCAA Inspectorate**

   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.

4. **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.

5. **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.

6. **Provide effective and efficient surveillance of the air transport 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.

7. **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.

8. **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.

9. **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.

...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

TWO

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. % Achievement of ANS Certification

vii. Maintenance of ANS Certification

STRATEGIES:

1. **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.

2. **Provide systems and infrastructure necessary for the provision of ANS and provide for the optimum use of current 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, harmonised 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.

3. **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.

4. **Acquire and maintain ANS Certification and AIM ISO 9001:2015 Certification**

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

5. **Ensure that TTCAA's strategic objectives comply with the ICAO Global Air Navigation Plan (Aviation System Block Upgrades), Regional and National Air Navigation Plans**

   The successful transformation of the global air navigation system 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 TTCAA 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, harmonisation of procedures, as well as a proactive, integrated and common approach to emerging challenges and opportunities stemming from aviation and technological trends.

6. **Periodically review air navigation charges in accordance with the TTCARs and the ICAO guidance documents**

   In accordance with ICAO's guidance documents, 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.

STRATEGIES:

continued

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

7. Advocate for harmonisation 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 harmonisation leading to seamlessness across regions.

8. Improve stakeholder facilitation, engagement and customer service

The engagement of airspace users or their representative organisations 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.

THREE

STRATEGIC OBJECTIVE

THREE

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

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.

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. % Adherence by air operators to regulatory standards

v.   Accurate and on-time completion of annual economic oversight of the Air Navigation Service Provider (ANSP)

vi. On-time review of the TTCARs and Air Transport Policy documents

STRATEGIES:

1. **Assist in the development and implementation of the strategic objectives of all national air transportation plans and policies including the National Transportation Plan and Aviation Policy and any other applicable air transport law**

   As the State oversight agency for all civil aviation matters, the TTCAA is responsible for contributing to the development and the implementation of national air transportation plans and policies including the National Transportation Plan and Aviation Policy and any other applicable air transport law.

2. **Support the sustainable development of the local aviation industry as guided by the TTCARs and the ICAO Economic Development Strategy**

   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.

3. **Facilitate cost effectiveness of Airlines and ANSPs to increase consumer benefits and choices**

   The TTCAA is required to provide economic regulatory oversight of airlines 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.

4. **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.

5. **Improve the efficiency of the economic regulatory and oversight system of air operators**

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

6. **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.

FOUR

STRATEGIC OBJECTIVE

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 utilise to execute our functions are maintained at a level that ensures that there is reliability and integrity of their operation and output.

Key Performance Measures:

i. % Planned maintenance completed

ii. % Preventive maintenance completed

iii. % Scheduled compliance

iv. % Expectancy - Mean time between failure

v. % Unscheduled downtime

vi. % Maintenance (outside normal working hours)

vii. On-time annual review of maintenance manuals and policies

viii. % Number / reduction of plant and cyber security incidents

ix. Response time (cyber liability and plant)

x. On-time establishment of a Quality Management Plan

xi. Annual review of the Risk Management Program

STRATEGIES:

1. **Ensure appropriate Plant Security controls**

   As part of the Enterprise Risk Management (ERM) Program, the TTCAA will identify and assess uncertainties that can affect plant security at all levels of the organisation and implement the necessary treatment plans to address the risks identified.

2. **Ensure appropriate Cyber Security controls**

   An established Cyber-Security Framework is critical to safeguarding the digital assets and sensitive information of the organisation and its users. The TTCAA will focus on implementing comprehensive measures and practices to protect its systems, data and infrastructure from cyber threats. Its goal is to protect the organisation and users to the maximum extent possible against cyber security threats that could jeopardise their integrity, privacy, reputation and business outcomes.

3. **Incorporate environmental considerations in the design of future systems**

   The TTCAA will take deliberate steps to ensuring that new systems, products and technologies are designed with a focus on environmental impacts and sustainability from its inception thereby contributing to environmentally friendly solutions.

4. **Ensure continuous training to develop the skills and competencies of employees**

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

5. **Ensure and implement up to date policies and procedures**

   The policies and procedures relating to all systems and infrastructure must be effective, up to date and in accordance with the Original Equipment Manufacturer (OEM) specifications.

6. **Develop a Corporate-wide Quality Management System**

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

7. **Ensure a comprehensive maintenance program**

   The TTCAA shall continuously review and update its maintenance programs which caters for preventative and scheduled routine works and for effecting repairs and replacements in order to mitigate against failures, increase efficiency and minimise downtime.

8. **Employ risk management strategies**

   The TTCAA shall utilise Enterprise Risk Management (ERM) strategies to identify potential risks and promote a common understanding of how each employee will manage such risks in their daily functions.

FIVE
STRATEGIC OBJECTIVE
FIVE

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 TTCAA while expanding its value to the aviation industry and maintaining its positioning as a regional training centre of excellence.

Key Performance Measures:

i. % Implementation of the CATC Business Plan

ii. Achievement of financial viability

iii. % Increase in customer satisfaction levels

iv. % Implementation of a marketing and promotion program

v. % Increase in enrolment levels

vi. % Increase in course offerings

vii. % Audits passed

STRATEGIES:

1. **Implement the CATC Business Plan**

   Implementation of the strategies outlined in the CATC Business Plan for the maximisation of the revenue generating capacity of the CATC.

2. **To establish an effective marketing and promotion framework for the CATC**

   A robust marketing framework is critical to the overall financial success of the CATC. By identifying key markets and effectively promoting products and services, brand awareness would be increased, thereby expanding customer base and increasing revenue levels.

3. **To achieve financial sustainability**

   Financial sustainability will be attained through the implementation of relevant marketing strategies and other business initiatives that result in a positive return on investment and improved cost efficiency in operations.

4. **To expand customer base and enhance stakeholder satisfaction and experience**

   The CATC will implement strategies to retain and increase the client base, reward loyalty and improve stakeholder engagement and satisfaction.

5. **To maintain and enhance the integrity and utilisation of the existing physical facilities**

   The CATC will implement measures to maximise the effective use of the CATC's physical facilities, while ensuring that the integrity of systems and operational functions remain at the highest levels.

6. **To maintain and enhance technological systems**

   Innovative technological resources and solutions will be utilised to meet the dynamic, instructional and administrative requirements of the CATC.

7. **To maintain and expand accreditations, affiliations and strategic partnerships**

   Leveraging strategic connections is critical to enhancing the prestige of the CATC and expanding the range of the CATC's course catalogue to broaden its customer base.

8. **To optimise the use of internal and external human resource expertise**

   The CATC will augment its human resource capital through the utilisation of a cadre of cross functional specialists who will assist in expanding the course catalogue and improving the quality management systems.

STRATEGIC OBJECTIVE

SIX

EXHIBIT EXEMPLARY CORPORATE **SOCIAL RESPONSIBILITY**

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

Key Performance Measures:

i.   Implementation of a public aviation education program

ii. % Compliance with ICAO industry standards through the review and submission of a State Action Plan and meeting CORSIA requirements.

iii. % Compliance with national environmental legislation

iv. No. of consultation meetings with stakeholders

v.   No. of community based projects completed

vi. No. of employee focused activities / projects completed

STRATEGIES:

1. **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.

2. **Support the achievement of ICAO's environmental goals**

   The TTCAA has an obligation to comply with the mandates of ICAO in regards to environmental changes as set out in the Global Air Navigation Plan (GANP). The GANP outlines a performance improvement and technology roadmap towards shorter routes and less emissions-intensive take-offs and landings, through performance-based navigation (PBN) and the ICAO Aviation System Block Upgrades (ASBUs) and through the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), which aims to address any annual increase in total CO_2 emissions from international civil aviation above 2020 levels and contribute to the industry's commitment to carbon neutral growth from 2020.

   CORSIA allows aircraft operators to reduce their offsetting requirements through the use of CORSIA-eligible fuels, which include SAF and Lower Carbon Aviation Fuels (LCAF). SAF has been identified as one of the key elements to helping the air transport industry achieve a global annual average fuel efficiency improvement of 2 percent until 2020 and an aspirational global fuel efficiency improvement rate of 2 percent per annum from 2021 to 2050, calculated on the basis of volume of fuel used per revenue tonne kilometre performed.

3. **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.

4. **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.

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

   This initiative is geared towards supporting the development of the aviation industry by collaborating with stakeholders who seek to establish an area to conduct commercial research and development in the aviation industry in Trinidad and Tobago.

6. **Educate the public on the aviation industry**

   This strategy seeks to educate the public on the role and function of the TTCAA, the importance of the civil aviation sector to national development and the strategies being employed to ensure sustainable development. It is also intended to assist with developing the next generation of aviation professionals, as it has been recognised by the international aviation community that there will be a shortage of skilled aviation professionals in the near future.

7. **Facilitate effective engagement of 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.

8. **Ensure effective engagement with our communities**

The TTCAA is committed to promote relationships with external stakeholders in the national community. The TTCAA as a benefactor, can be recognised 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.

9. **Ensure commitment to human rights, diversity, equity and inclusion**

The TTCAA's policies and core values must be reflected in the way in which it treats with people and manages its operations with inclusion, transparency and accountability.

10. **Implement initiatives to support employee welfare**

In recognition of the employee being ranked amongst the most important stakeholders of the TTCAA, this strategy is intended to underscore the TTCAA'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.
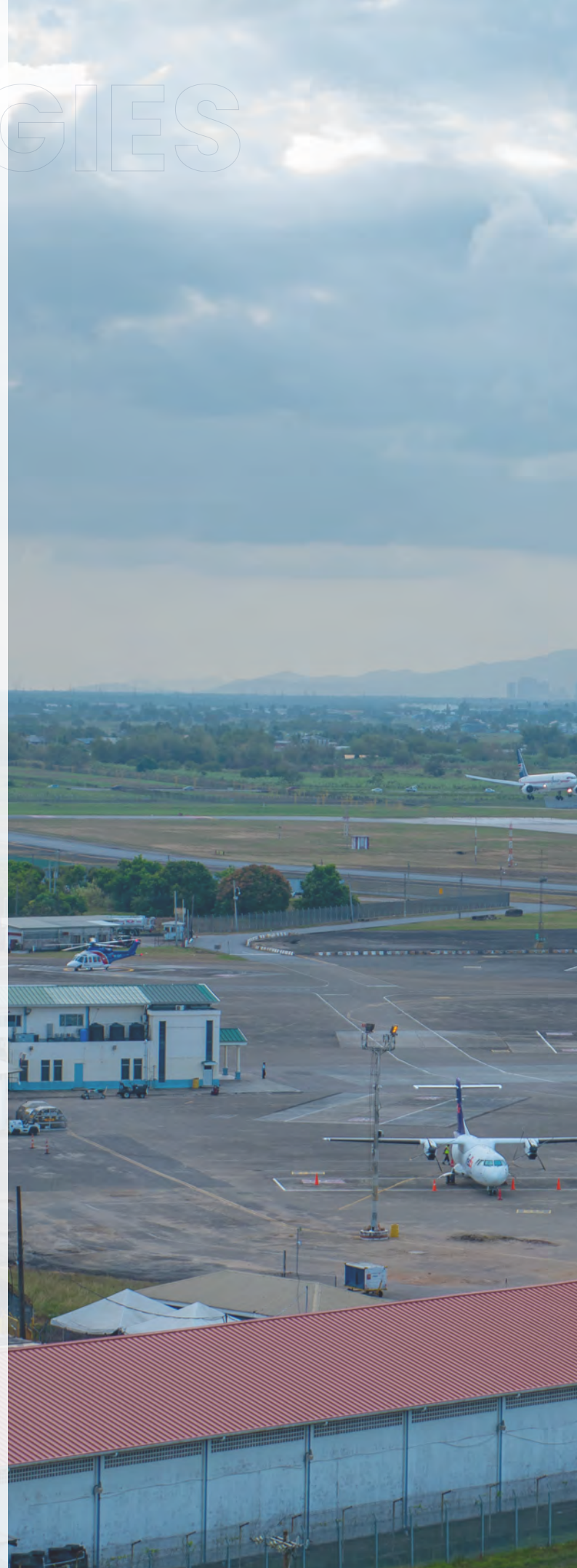
SEVEN
SEVEN
STRATEGIC OBJECTIVE

TO EFFECTIVELY UTILISE
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.   % Utilisation of intranet by staff

ii.   % Increase of data backup compliance

iii.   % Compliance with manufacturer specifications

iv.   % increase in efficacy of internal training

v.   % increase in internal customer satisfaction

vi.   Annual review of manual IT systems

STRATEGIES:

1. 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.

2. 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.

EIGHT
STRATEGIC OBJECTIVE

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. % Attrition due to employee dissatisfaction

iii. On-time completion of targeted policies and procedures

iv. % Increase in employee satisfaction levels

v. % Increase in closure rate of Employee Relations and Industrial Relations issues

vi. % Maintenance of employee licenses and certifications

vii. On-time completion of annual organisational structure review

viii. Development of an employee recognition program

ix. Implementation of a Succession Plan

STRATEGIES:

1. **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 that reflect industry best practices. Policies and procedures are the tools that managers and supervisors will utilise 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.

2. **To recruit and retain adequate and competent human resource**

   The TTCAA will continue to enhance its human resource program, which focuses on the recruitment and retention of top talent, the identification and development of employees within the organisation to support succession planning while nurturing a positive and motivating working environment through the establishment of a reward and recognition program and team building initiatives.

3. **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 TTCAA 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 the TTCAA.

4. **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.

5. **Periodically review and optimise the organisational structure**

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

   It is therefore necessary to review organisational 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 organisation adjusts to changing stakeholder needs and leverages the benefits to be derived from new and emerging equipment and technology.

6. **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 organisation. Employees must be directed, motivated and supported to do their best in the performance of their duties.

7. Ensure effective organisational communication

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

8. Nurture an exemplary corporate culture

While an employee helps define the culture of an organisation 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.

NINE

STRATEGIC OBJECTIVE

NINE

TO ENSURE
FINANCIAL
SUSTAINABILITIY

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 organisation, 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 statutory and 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

ix. No. of investment in new sustainable activities

STRATEGIES:

1. **Critically review expenditure levels and implement feasible cost effective strategies**

   The TTCAA will examine its expenditures and determine measures to maximise the benefits of economies of scale. We will work to eliminate non-essential expenditure and will negotiate best value for essential expenditure. The TTCAA will also explore all options to reduce cost and increase value.

2. **Increase process efficiency and effectiveness**

   The TTCAA will assess and implement integrated automated financial systems to improve business processes and efficiencies.

3. **Ensure timely financial reporting to internal and external stakeholders**

   The TTCAA will work to ensure it meets its internal reporting obligations as determined by the Board and Executive Management. In addition, the TTCAA will ensure that it meets its external reporting obligations as outlined in the Civil Aviation Act and as requested by the Line Ministry.

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

   The TTCAA will form a Business Strategy Committee to 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 placed on stimulating increased revenue in areas of the business that are challenged with cost recovery.

The TTCAA will also 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.

5. **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.

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

   The TTCAA will manage its funds to finance a robust capital investment program to ensure the service levels within the Piarco FIR and the local aviation sector are uninterrupted and consistently meet and exceed its customers' expectations.

TEN
STRATEGIC OBJECTIVE
TEN

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 minimise risks, promote transparency, integrity and accountability and encourage conduct that meets the standards of an exemplary organisation.

Key Performance Measures:

i. Development and implementation of a governance programme

ii. Development and implementation of a risk management and compliance programme

iii. % Implementation of corrective action plans

iv. % Completion of the Quality Management System

v. Completion of annual audit plan

vi. Implementation of a comprehensive orientation programme for Board members

vii. % Decrease in number of non-compliance issues – Regulatory

viii. % Decrease in number of non-compliance issues – Policy and Procedures

STRATEGIES:

1. Develop and implement a comprehensive and innovative governance programme

The governance framework will serve as a roadmap for the TTCAA, guiding its activities, ensuring accountability and promoting responsible and transparent management. It will describe the governance system of the TTCAA, the rules, procedures, roles and responsibilities of the Board, the Board Sub-Committees, management and stakeholders. The structure and guidelines will support the organisation in achieving its mission and objectives while maintaining ethical standards and mitigating risks.

2. Develop and implement a comprehensive and innovative Risk Management and Compliance Programme

The Risk Management and Compliance Program will outline the risk management framework of the TTCAA and its approach to identifying, assessing, mitigating and monitoring risks while ensuring adherence to regulatory requirements and compliance standards.

3. Execute an effective orientation programme for Board members

The management of the TTCAA will provide an effective orientation programme to ensure that the Board is au-courant with the functions and responsibilities of the organisation 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 programme would be utilised as an induction tool for all new Board Members.

4. Develop and implement effective risk based audit programmes

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

5. Ensure 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.

6. 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.

7. 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 for the achievement of the strategic objectives of the TTCAA.

8. Optimisation of the procurement function

The TTCAA will conduct its procurement activities in compliance with all applicable laws, policies, guidelines and procedures; and deliver superior value through process optimisation, supplier and contract management and the implementation of cost reduction initiatives.

THE WAY FORWARD

SECTION 3
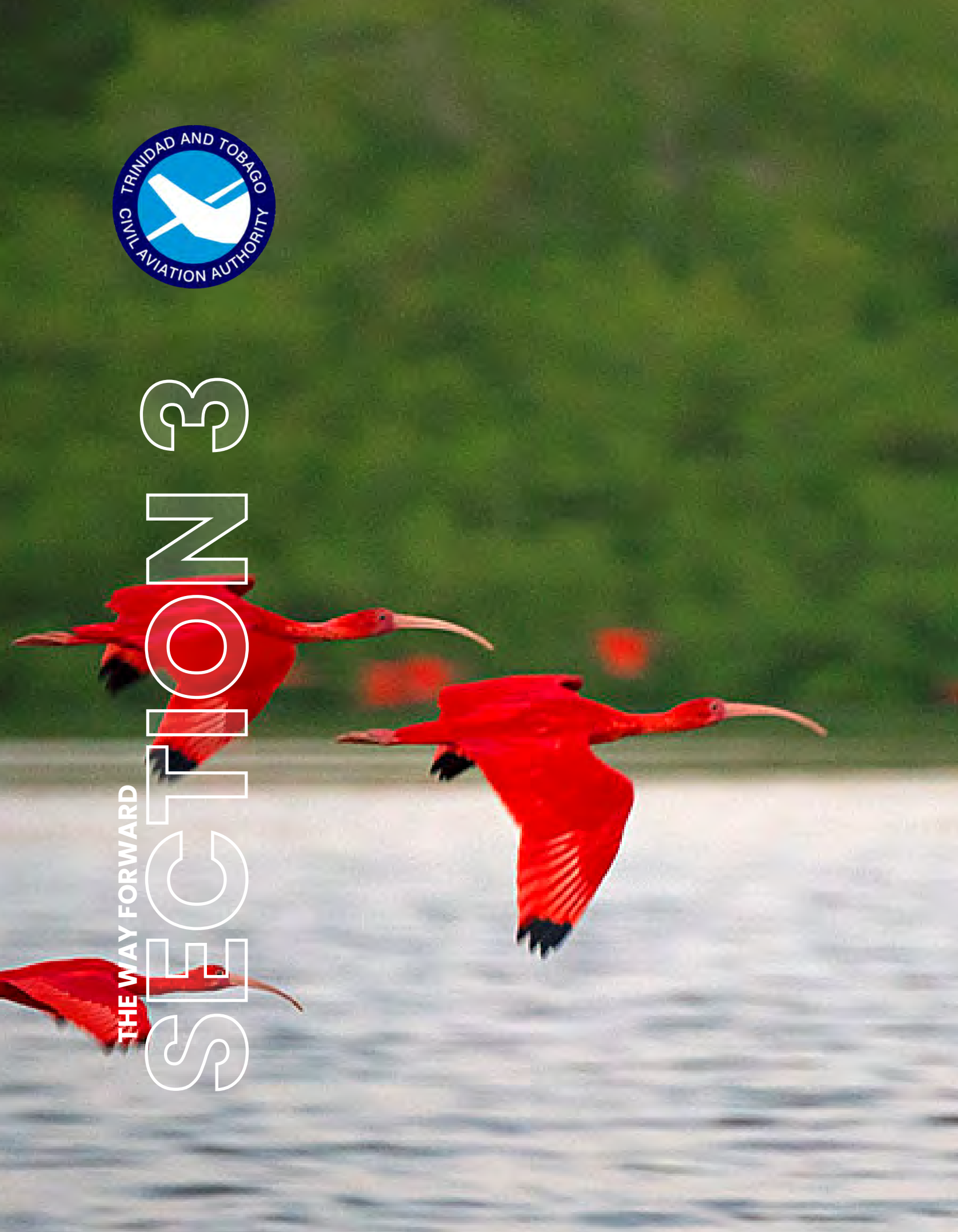
CORE VALUES

➡ Honesty
➡ Integrity
➡ Respect
➡ Equity

The Way
FORWARD

NEXT STEPS

The execution and monitoring phases establish the pathway, framework and iterative feedback loop essential for verifying that the organisation is progressing towards its goals and is adept at adjusting to evolving conditions. Implementation serves as the roadmap, guiding the systematic execution of strategies and initiatives. Simultaneously, monitoring acts as a structured mechanism, enabling ongoing assessment of performance against predetermined benchmarks. This dynamic process creates a responsive feedback loop, ensuring the organisation remains aligned with its objectives and is agile in responding to changing circumstances.

For the next steps in the strategic planning process, communication is crucial. The TTCAA will focus on articulating the Corporate Plan clearly to stakeholders, fostering a shared understanding of the organisation's direction. A detailed action plan would be developed outlining the specific steps, timelines and responsible parties for each initiative. Resources would be allocated to support the strategic objectives and ensure organisational alignment.

IMPLEMENTATION

The successful implementation of this Corporate Plan hinges on a well-coordinated and phased approach. 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 the improvement of the organisation. Additionally, the plan will inform the development of an Operational Plan, providing a roadmap for translating strategies into actionable tasks across all levels of the organisation. Continuous feedback loops and periodic reviews will be integral to maintaining the plan's effectiveness and relevance throughout its implementation lifecycle.

MONITORING AND EVALUATION

For the implementation initiative to be successful, the Corporate Plan must be continuously monitored and evaluated.

The monitoring process entails the periodic gathering and analysis of information to gauge progress towards the strategic objectives. Evaluation, involves objectively measuring the outcomes of realized strategic initiatives and its impact on the organisation.

Through a robust monitoring and evaluation initiative, the TTCAA will:
i. Assess the achievement of the performance targets established in the plan.
ii. Challenge the assumptions underlying the plan and ascertain their ongoing relevance.
iii. Evaluate the current operational environment to determine the effectiveness of existing processes in achieving objectives.
iv. Consider the influence of changes in the local, regional and international aviation sector on the operational landscape of the TTCAA.
v. Explore potential new opportunities, emerging risks, and the impact of the same on the organisation.
vi. Periodically evaluate the viability of 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 undergo an annual review oversighted by the Board of the TTCAA. A comprehensive overview of TTCAA's achievement in relation to this three (3) year Corporate Plan would be chronicled on a yearly basis within the TTCAA's Annual Report.

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

GUIDING PRINCIPLES

- ➡ Safety
- ➡ Performance
- ➡ Professionalism
- ➡ Teamwork
- ➡ Accountability
- ➡ Quality
- ➡ Diversity

APPENDICES

OFFICE OF THE DIRECTOR
GENERAL OF CIVIL AVIATION

- Corporate Secretary/Legal Officer
- Internal Audit Department
- Quality and Investigations

SAFETY REGULATION
DIVISION

- Licensing
- Flight Standards
- Regulations and Compliance
- Aviation Security and Facilitation

AIR NAVIGATION SERVICES
DIVISION

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

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
- Procurement Unit

INTERNATIONAL
AGENCIES

- International Civil Aviation Organisation
- International Air Transport Association
- Civil Aviation Navigation Services Organisation
- Caribbean Aviation Safety and Security Oversight System

AIR
OPERATORS

- Caribbean Airlines Limited
- National Helicopters Services Limited
- Bristow Caribbean Limited
- PHI Americas Limited
- Piarco Air Services
- Swissport

REGIONAL
AGENCIES

- Civil Aviation Barbados
- Civil Aviation Guyana
- Civil Aviation Jamaica
- Organisation of Eastern Caribbean States
- Civil Aviation Suriname

GOVERNMENT
AGENCIES

- Ministry of Works and Transport
- Ministry of Finance
- Ministry of National Security
- Airports Authority of Trinidad and Tobago
- Office of Disaster Preparedness Management
- Trinidad and Tobago Meteorological Services
- Environmental Management Authority
- Chaguaramas Development Corporation
- Telecommunication Services of Trinidad and Tobago
- Telecommunication Authority of Trinidad and Tobago
- Tobago House of Assembly
- Tobago Emergency Management Agency
- Trinidad and Tobago Air Guard

APPENDICES
continued

NATIONAL PERFORMANCE
REPORTING TEMPLATE

As at _____

Ministry/Agency/Department _____

THEMATIC AREA _____

NATIONAL OUTCOME

Indicator	Indicator Data Source	Baseline (Including data source)	Target To 2027	2024 (Current Value)	2025	2026	2027	Additional Information Explanations / Comments
1.								
2.								
3.								

NATIONAL OUTPUT

Indicator	Indicator Data Source	Baseline (including data source)	Target to 2027	2024 (Current Value)	2025	2026	2027	Additional Information (Explanation / Comments)	Project Information	
									Projects	Comments
1.										
2.										
3.										

APPENDICES
continued

Table of **Abbreviations**

Abbreviation	Definition
ADS-B	Automatic Dependent Surveillance – Broadcast
AI	Artificial Intelligence
AISS	Aeronautical Information Services System
AMHS	Aeronautical Message Handling System
ANS	Air Navigation Service
ANSP	Air Navigation Service Provider
ASBUs	Aviation System Block Upgrades
ATM	Air Traffic Management
CATC	Civil Aviation Training Centre
CNS/ATM	Communication Navigation and Surveillance / Air Traffic Management
CORSIA	Carbon Offsetting and Reduction Scheme for International Aviation
ERM	Enterprise Risk Management
ESG	Economic, Social and Governance
FIR	Flight Information Region
GANP	Global Air Navigation Plan
HSSE	Health, Safety, Security and Environment
IATA	International Air Transportation Association
ICAO	International Civil Aviation Organisation
ISO	International Organization for Standardization
LCAF	Lower Carbon Aviation Fuels
MOA	Memorandum of Agreement
NGAP	Next Generation of Aviation Professionals
OEM	Original Equipment Manufacturer
PBN	Performance Based Navigation
PESTLE	Political, Economic, Social, Technological, Legal and Environmental
QMS	Quality Management System
SAF	Sustainable Aviation Fuel
SARPs	Standards and Recommended Practices
SB ADS-B	Space-Based Automatic Dependent Surveillance Broadcast
SID	Small Island Development
SNCASA	Standing Negotiating Committee for Air Services Agreements
SRD	Safety Regulation Division
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TATT	Telecommunications Authority of Trinidad and Tobago
TTCAA	Trinidad and Tobago Civil Aviation Authority
UAS	Unmanned Aircraft Systems
WAM	Wide Area Multi-lateration
WHO	World Health Organisation

PIARCO UTA UNL/FL245
AIRSPACE CLASS A
PIARCO CTA FL245/FL55
INCLUDING TMAs AND PIARCO CTR
AIRSPACE CLASS A FL245/FL195
CLASS E FL195/FL55
PIARCO LOWER FIR FL55/MSL
INCLUDING TMAs AND PIARCO CTR
AIRSPACE CLASS

CALLSIGN: PIARCO RADAR
FREQ: 128.7MHz, 133.1MHz

TJZS

CALLSIGN: PIARCO RADAR
FREQ:133.1MHz, 123.7MHz

1500N06315W

1500N06500W

1252N06229W

CALLSIGN:PIARCO RADAR
FREQ:126.5MHz, 125.4MHz,
124.0MHz

1100N06230W

1044N06147W

CALLSIGN:PIARCO APS
FREQ:119.00MHz, 119.55MHz

1005N06203W
0959N06155W
0959N06128W
0939N06100W

SVZM

0855N05957W

0855N05700W

0920N05400W

SMPM

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