



- Mr. Adrian Agarrat                      Senior Manager Financial & Revenue Accounting

**Officials from the Ministry of Finance:**

- Ms. Lisa Phillips                      Ag. Permanent Secretary, Ministry of Finance
- Ms. Mala Mohammed              Ag. Senior Business Analyst, Ministry of Finance

**KEY ISSUES DISCUSSED WITH CAL**

- i. Concerns over CAL’s hesitance to provide the Committee with all requested information.
  - a. Management’s claim of ignorance that the Lufthansa report provided to the Committee was incomplete.
  - b. The “value for money” of the Lufthansa report.
  - c. CAL’s plans to implement the recommendations of the Lufthansa report.
  - d. Recognition that if CAL’s management had implemented the recommendations of the Lufthansa report in a timely manner, the current situation would be completely different.
- ii. The issues with communication between CAL and the Ministry of Finance.
- iii. The tendering process used for purchase of the ATRs
- iv. CAL’s status with respect to preparation of its strategic plan 2016-2019.
- v. The current consultants hired by CAL, and their purpose.
- vi. CAL’s framework for succession planning.
  - a. The reason for the number of staff members who are over sixty (60) years in age.
  - b. Retirement policy for foreign employees of CAL.
  - c. The compensation received by staff members who officially retire at sixty (60) years, yet return to work on contract.
  - d. Clarification on the collective agreement with Trinidad and Tobago Airline Pilots Association (TTALPA)
  - e. The jurisdiction of TTALPA with respect to negotiating terms of the collective agreement.
- vii. Whether there has been redundancy following the return of the Boeing 767.
  - a. Whether a manpower audit has been conducted at CAL.
- viii. The status with respect to submission of outstanding audited financials.

- ix. Provision of Management Accounts to the Committee.
- x. Assessment of the experience with the ATR fleet, given that the aircraft were new.
  - a. Whether there has been any consideration to sell the ATR fleet.
  - b. Whether there would be any contractual issues if CAL decides to dispose of the ATR fleet.
- xi. The issue of incumbents in critical roles within the organization not meeting the criteria for the positions.
- xii. Whether CAL has a performance related incentive scheme.
- xiii. The policy for use of the “flight deck jump seat” by staff members.
- xiv. Schedule for assumption of the CEO and CFO.
- xv. Who drafts Terms and Conditions for Senior Management Positions?
  - a. Clarity on the “Responsibility Allowance”
- xvi. CAL’s targeted year to break even.
- xvii. The issue of staff morale.
  - a. Steps taken to deal with staff’s dissatisfaction with management, and low staff morale
  - b. The possibility of improving staff salaries by reducing the proportion of CAL’s salary expenses that go to pilots.
- xviii. The issue of customer service.

**View the Hearing:**

The hearing can be viewed on our YouTube page via the following link:  
[https://www.youtube.com/watch?v=piCMnneUa8&list=PL-SY0ndJDfa6\\_Y1Jc7H3z\\_6\\_c\\_BnQ0ttE](https://www.youtube.com/watch?v=piCMnneUa8&list=PL-SY0ndJDfa6_Y1Jc7H3z_6_c_BnQ0ttE)

**Contact Information:**

You may contact the Committee’s Secretariat at [jscse@tparliament.org](mailto:jscse@tparliament.org) or 624-7275 Ext. 2309/2527.

*Committees Unit*

May 8, 2017