



TOBAGO HOSPITALITY AND TOURISM INSTITUTE

Job Title: Chief Executive Officer

Revised: June 2026

Position Number: 101

Department: Office of the Chief Executive Officer

Reports to: Chairman, Board of Directors

Approved by: THTI Board of Directors

Date: February 23rd, 2024

1.0 JOB SUMMARY:

The Chief Executive Officer (CEO) is the principal executive of the Tobago Hospitality and Tourism Institute (THTI) and reports directly to the Chairman, Board of Directors. Operating within the framework established by the Board and the Tobago House of Assembly (THA) through its line Secretary, the CEO is accountable for the institution's strategic direction, financial sustainability, academic quality, and organisational performance.

THTI occupies a distinctive position as Tobago's principal hospitality and tourism education institution, operating under ACTT accreditation and aligned with the THA's broader economic development objectives. The CEO leads the executive management team in delivering against agreed strategic goals, reports to the Board on performance and risk, and drives continuous institutional improvement. The CEO is equally responsible for positioning THTI as a regional centre of excellence in hospitality education and for sustaining the commercial, regulatory, and stakeholder relationships essential to that mission.

2.0 DUTIES & RESPONSIBILITIES:

2.1 Strategic Leadership and Institutional Direction

2.1.1. Leads the development, review, and implementation of the institutional Strategic Plan in close collaboration with the Board of Directors, executive management team, relevant THA line Secretary, and key external stakeholders.

2.1.2. Sets the long-term vision and strategic priorities for THTI, ensuring alignment with THA's development agenda and the tourism and hospitality sector's national and regional trajectory.

2.1.3. Drives institutional innovation and positions THTI as a regional centre of excellence in hospitality and tourism education and workforce development.

2.2 Executive Management and Organisational Performance

2.2.1. Provides clear direction, performance targets, and accountability frameworks for all members of the executive management team.

2.2.2. Monitors organisational performance through established KPIs, departmental plans, and performance dashboards, intervening decisively where targets are at risk.

2.2.3. Reviews and optimises the organisational structure to ensure fitness for purpose in delivering THTI's mandate.

2.2.4. Establishes and maintains a high-performance organisational culture consistent with THTI's mission, vision, and values.

2.3 Financial Sustainability and Resource Management

2.3.1. Oversees all aspects of financial management, ensuring reliable and timely reporting, prudent expenditure control, and compliance with applicable financial regulations and THA requirements.

2.3.2. Leads the development and implementation of revenue diversification strategies, including commercial programme offerings, industry partnerships, and regional and international enrolment growth.

2.3.3. Ensures the annual operating budget is developed in alignment with the Strategic Plan and submitted for Board approval within prescribed timelines.

2.3.4. Maintains appropriate internal controls for all revenue collection, expenditure, and procurement functions.

2.4 Academic Quality and Accreditation [New sub-section]

2.4.1. Ensures institutional compliance with all requirements of the Accreditation Council of Trinidad and Tobago (ACTT) and other relevant accrediting and regulatory bodies.

2.4.2. Oversees the maintenance of all quality awards, including Hospitality Assured certification, and ensures continuous improvement in programme and service quality.

2.4.3. Ensures that programme development, review, and delivery meet or exceed sector-standard benchmarks locally, regionally, and internationally.

2.5 Stakeholder Engagement and Institutional Representation

2.5.1. Represents THTI at the highest level in engagements with government, industry, educational bodies, regulatory authorities, and international partners.

2.5.2. Builds and sustains productive relationships with tourism and hospitality industry stakeholders to ensure programmes remain current, relevant, and demand-driven.

- 2.5.3. Actively cultivates local, regional, and international networks to advance THTI's mandate, including engagement with prospective investors, donors, and institutional partners.
- 2.5.4. Liaises with the THA's line Secretary and other Assembly offices to ensure institutional alignment with government policy and to advance THTI's resource and legislative interests.

2.6 Governance and Board Relations

- 2.6.1. Prepares and presents timely, accurate, and comprehensive reports to the Board of Directors on institutional performance, financial position, risk, and strategic progress.
- 2.6.2. Ensures full and effective preparation for all Board and Board Committee meetings, including the provision of relevant information, papers, and recommendations.
- 2.6.3. Participates actively in designated Board Committees, providing expert advice and supporting informed decision-making.
- 2.6.4. Ensures institutional compliance with all statutory, regulatory, and governance requirements applicable to a state enterprise under the THA.

2.7 People Leadership and Human Resource Management

- 2.7.1. Leads all senior recruitment and people management decisions, ensuring the organisation attracts, develops, and retains high-calibre professionals.
- 2.7.2. Conducts performance appraisals for direct reports and ensures a robust performance management culture exists throughout the organisation.
- 2.7.3. Models and promotes a workplace culture of integrity, professionalism, inclusion, and continuous learning.

2.8 Other Duties

- 2.8.1. Performs any other duties commensurate with the position as assigned by the Chairman, Board of Directors, or as required by the exigencies of the organisation.

3.0 COMPETENCIES

3.1. CORE

- Integrity and Ethical Leadership
- Accountability and Results Orientation
- Collaboration and Partnership Building
- Quality and Continuous Improvement
- Commitment to Tobago's Development

3.2. TECHNICAL

- Strategic management, institutional planning, and performance governance
- Financial management, budget oversight, and revenue sustainability

- Understanding of the tourism and hospitality sector — regional and international market dynamics, industry standards, and workforce development trends
- Academic quality assurance and regulatory compliance (ACTT and relevant accrediting bodies)
- Policy and procedure development, implementation, and review
- Stakeholder management across government, industry, and international partners
- Commercial awareness and institutional revenue management
- Excellent communication, negotiation, and public representation skills
- Data analysis and evidence-based decision making

3.3. LEADERSHIP

- Transformational and Inspirational Leadership
- Strategic Thinking and Vision Setting
- Managing and Developing Organisational Capability
- Business and Commercial Acumen
- Change Leadership and Institutional Resilience

4.0 QUALIFICATIONS & EXPERIENCE:

4.1 Minimum Qualifications

- 4.1.1 A Master's degree in Management, Business Administration, Educational Leadership, Hospitality Management, or a related field from a recognised tertiary institution.
- 4.1.2. A Doctoral qualification in Education, Management, or a related discipline would be a definite asset.

4.2 Experience

- 4.2.1. A minimum of twelve (12) years of progressive professional experience, of which at least seven (7) years must be at a senior leadership or executive management level.
- 4.2.2. Demonstrated experience in leading a complex organisation through strategic planning, financial management, and institutional transformation.
- 4.2.3. Experience in a tertiary-level educational or training institution would be an asset.
- 4.2.4 Experience in the tourism and hospitality sector — whether in industry, education, or policy would be a strong asset.
- 4.2.5. Experience operating within a public-sector or state enterprise governance framework would be an asset.

5.0 KEY RELATIONSHIPS:

- 5.1. **Reports to:** Chairman, Board of Directors
- 5.2. **Works with:** All members of the Executive management, supervisory and all other staff, students
- 5.3. **Communicates with:** Executive management team, supervisory and all other staff.

Accreditation Council of Trinidad and Tobago (ACTT), Tourism and Hospitality agencies, Educational stakeholders, Statutory regulatory boards

5.4. **Direct Reports:** Heads of Departments / Divisional Managers

5.5. **Indirect Reports:** Accreditation Council of Trinidad and Tobago (ACTT), Hospitality Assured Assessors, Chambers of Commerce, business community, Tourism and Hospitality agencies, Food and Beverage agencies, current and prospective students

6.0 SUPERVISORY RESPONSIBILITIES:

- Conducts performance appraisals and reviews for direct reports in accordance with THTT's performance management framework.
- Provides leadership, guidance, coaching, and development to managers and staff under supervision.
- Approves human resource management decisions including recruitment, promotions, leave, and disciplinary matters within delegated authority.
- Makes final staffing decisions for senior positions, subject to Board confirmation where required.
- Authorises expenditure within delegated financial authorities as established by the Board.

7.0 ACCOUNTABILITIES/OUTPUTS:

OUTPUTS	
Outputs	How Often
Establishment of strategic intent and development of Strategic Plan in liaison with the Board of Directors	Triennially
Facilitation of development and review of implementation Plans and budgetary allocations	Annually
Annual Operating Plan and Budget submitted to Board for approval	Annually
Financial performance reports to Board (including revenue, expenditure, and variance analysis)	Monthly, Quarterly and Annually
Revenue generation and enrolment performance against agreed targets	Quarterly and Annually
Organisational structure review	Annually and as required
Development and implementation of performance dashboards for Executive management	Quarterly and Annually
Determination of policy and procedure agenda, development, and implementation	As needed
Maintenance of institutional accreditation (ACTT) and other quality awards	As required by the accrediting and regulatory bodies
Attending meetings	Weekly

Institution of appropriate financial controls for revenue collection and expenditure	Annually
Promotion of programmes and services, locally, regionally and internationally	Ongoing
Preparation for Board and Board Sub-Committee Meetings	Monthly
Respond to new trends and developments that would directly impinge on the organisation's operations	As required
Actively lobbies business, special interest groups, tourism and hospitality stakeholders and prospective investors to support the organisation's strategic agenda	As required
Ensuring the utilisation of tracking of metrics throughout the organisation	Quarterly
Recommendations, guidance and expert advice to Executive Managers, other staff and staff under supervision	Daily

8.0 CHANNEL & MODE OF COMMUNICATION:

8.1 The types of communication channels applicable are:

- Telephonic Conversations
- Face-to-face conversations
- Videoconferencing
- Audio conferencing
- Emails
- Written letters and memos
- Chats and messaging
- Formal written documents
- Virtual Meetings
- Facilitation Skills

8.2 MODES OF COMMUNICATION

- Regular meetings to provide performance updates.
- Communication with management and staff through in-person discussions, emails, and internal messaging platforms.
- Conducting forum and training sessions for staff on trend analysis, international, regional and local matters affecting the organisation.
- Media and public communications consistent with institutional brand and messaging standards.

9.0 PHYSICAL AND MENTAL STRAIN

9.1 MENTAL DEMANDS

Generally, mental strain may arise from analysing performance, identifying deficiencies, and developing corrective measures. The job at times involves long hours of work, including regular travel for stakeholder engagements and institutional representation. The role also requires:

- High concentration on the computer and similar devices
- Managing tight deadlines brought about by project demands
- Coordinating and performing simultaneous activities
- Occasional interruptions by persons and/or by telephone
- Long periods of concentration while conducting research
- Occasionally providing emotional support to others
- Occasionally responding to immediate, urgent and unexpected requests from stakeholders and/or the Board

9.2 PHYSICAL DEMANDS

The Office environment has minimal exposure to environmental factors. Noise level is moderate due to interactions with colleagues and stakeholders. Additionally,

- Work is usually for an extended period of time in a seated position, sedentary work
- Regularly exposed to rays from computer monitors that may lead to eye strain
- There is rarely any lifting and moving of heavy objects weighing more than 5kg

10.0 WORK ENVIRONMENT: (The job is performed in comfortable surroundings)

10.1 ENVIRONMENTAL DEMANDS EXAMPLE:

- None

11.0 ACCEPTANCE STATEMENT:

The Management of the Tobago Hospitality and Tourism Institute, reserves the right to amend this Position Description anytime as required.