

CIPRIANI COLLEGE OF LABOUR AND CO-OPERATIVE STUDIES



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September 2, 2015

The Honourable Errol McLeod
Ministry of Labour and Small and Micro Enterprise Development
Level 5 and 6, Tower C
International Waterfront Centre
Wrightson Road
PORT OF SPAIN

Dear Honourable Minister McLeod

Submission of Annual Administrative Reports – Section 66D of the Constitution

Please find the Annual Administrative Report for October 2013 – September 2014 enclosed. The report was written in accordance with the provisions of Section 66D of the Constitution of the Republic of Trinidad and Tobago, an entity mentioned in Section 66A (ii).

Regards

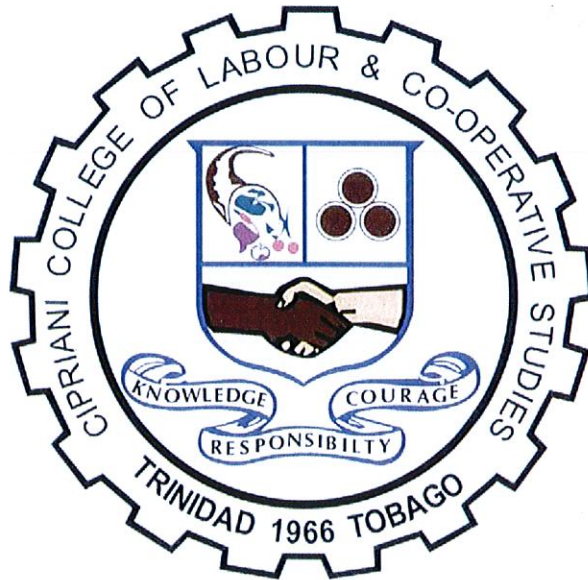
Mr. Lennox Marcelle
Chairman



CIPRIANI COLLEGE
OF LABOUR AND CO-OPERATIVE STUDIES

**Annual
Administrative
Report**

October 2013 – September 2014



[ADMINISTRATIVE REPORT 2013 - 2014]

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ACRONYMS AND ABBREVIATIONS

ACHEA	Association of Caribbean Higher Education Administrators
ACTI	Association of Caribbean Tertiary Institutions
ACPA	American College of Personnel Association
BIGWU	Banking Insurance General Workers Union
BOG	Board of Governor
CANQATE	Caribbean Area Network for Quality Assurance in Tertiary Education
CCLCS	Cipriani College of Labour and Co-operative Studies
CR	Curriculum Review
DDAA	Deputy Director of Academic Affairs
DDSA	Deputy Director of Student Affairs
EAP	Employee Assistance Programme
GATE	Government Assistance for Tuition Expenses
HOD	Heads of Department
HSR	Head Stakeholder Relations
ICT	Information and Communication Technology
ILO	International Labour Organization
JEC	Job Evaluation Committee
MIC	Metal Industries Company
MHRA	Manager Human Resource and Administration
MFA	Manager Fiscal Affairs
MQA	Manager Quality Assurance
MLSMED	Ministry of Labour and Small Micro-Enterprises Development
NADE	National Association of Developmental Education
OCCUM	Online Certificate in Credit Union Management
PAC	Public Accounts Committee
SIP	Study Incentive Programme
TTVERT	Trinidad and Tobago Voluntary Emergency Response Team
UWI	University of the West Indies
WWTP	Waste Water Treatment Plant

1.0 VISION, MISSION, PHILOSOPHY AND STRATEGIC OBJECTIVES

1.1 INTRODUCTION

Cipriani College of Labour and Co-operative Studies' Annual Administrative Report is prepared in accordance with the provisions set forth in Section 66D of the Constitution of the Republic of Trinidad and Tobago, which states that an entity mentioned in Section 66A (ii) is mandated to submit to the President of the Republic of Trinidad and Tobago before July 1st each year, "*a report on the exercise of its functions and powers in the previous year, describing the procedures followed and any criteria adopted by it in connection therewith*". The Report is also in accordance with the proposed structure provided by the Cabinet appointed Committee to review all Reports under Section 66A-D of the Constitution and Act No. 29 of 1999.

Furthermore, the Report seeks to provide an overall understanding of the operations of Cipriani College of Labour and Co-operative Studies (CCLCS), the successes realized and the challenges encountered during the fiscal year 2013-2014, as well as the outlook for the next fiscal year 2014-2015.

Cipriani College of Labour and Co-operative Studies is nationally and regionally recognized as one of the premier, government-supported, tertiary academic institutions in Trinidad and Tobago. It has distinguished itself amongst peer institutions locally and regionally by its unique mission, rich history and over four decades of contribution to the building of the human resource capacity for the Labour and Co-operative Sectors for Trinidad and Tobago and the region.

In 2013-2014 the College entered its forty-ninth (49) year of continuous operations in tertiary education; one of the longest in the region. As the College moves towards its fifth decade, it continues to evolve and adapt to major societal and macro-structural changes, underscored by rapid technological advancements, global financial and economic challenges, as well as fundamental changes in global, regional and national educational trends.

1.2 STRATEGIC OBJECTIVES

As CCLCS approaches its 50th year in the tertiary sector, the dizzying number of changes in the environment including globalization, the changing modes of delivery of education and training, and the ubiquitous nature of information technology development and evaluation has brought new competitive challenges for the college.

In light of the above the strategic emphasis on developing an integrated Planning Framework for the College allows for the institutionalization of planning and performance review in the organization. The Integrated Planning Process conceptualized for being utilized consisted of three major components:

- A Strategic Plan;
- An Operational Plan; and
- A Results Management Process.

The Strategic Plan requires broad based thinking and focuses on concept and direction. The Operational Plan in contrast is more specific and detailed, focusing on implementation and results. Results Management, the third component of the planning process provides Senior Management of an organization with a mechanism for ongoing evaluation of the implementation process and the Strategic and Operational Plan.

In order to achieve consistent organizational results, all three (3) components of the Planning Process must be “integrated”.

The College’s Strategic Plan is framed within the context of the Government of Trinidad and Tobago’s policy framework outlined as the seven pillars of development.

- **Pillar 1** - People-Centred Development: We Need Everyone and All Can Contribute
- **Pillar 2** - Poverty Eradication and Social Justice: Preference for the Poor and Disadvantaged
- **Pillar 3** - National and Personal Security Human Security: for Peace and Prosperity

- **Pillar 4** - Information and Communication Technologies: Connecting T&T and Building the New Economy
- **Pillar 5** - A More Diversified, Knowledge Intensive Economy: Building on the Native Genius of Our People
- **Pillar 6** - Good Governance: People Participation
- **Pillar 7** - Foreign Policy: Securing Our Place in the World

1.2.1 CCLCS STRATEGIC EMPHASIS

- Curriculum and academic programme review
- Institutional and academic program accreditation
- Creating the highest level of transparency and financial self sufficiency
- Stakeholder/partner relationships especially developing national, regional and international alliances to enhance Cipriani's image
- Customer enhancement especially student support services
- Information technology enhancement
- Physical facilities planning and implementing change
- Human resource management/development including leadership and culture
- Revise the policy and legislative framework of the College

1.2.2 The College's programs and activities are guided by the overarching Vision and Mission statements stated herein:

Vision

With a proud tradition of accessible high quality education we aim to exceed the expectations of our students, staff and other stakeholders as the premier tertiary education institution in the Caribbean, in the areas of Labour and Cooperative Studies, and a dynamic range of specialized and customized programmes.

Mission

Our mission is to increase the capacity and consciousness of the Labour and Co-operative movements, people based and professional institution, both locally and regionally, and to empower present and future working people.

1.2.3 **PHILOSOPHY AND STRATEGIC OBJECTIVES**

- Foster and encourage critical thinking;
- Provide the highest quality educational and research programmes for our students in a physically and intellectually supportive learning environment;
- Provide and enable a highly committed, qualified, dynamic and professional staff; and
- Be proactive and innovative in meeting the needs of all our stakeholders in a continuously changing and competitive environment.

2.0 ORGANIZATIONAL STRUCTURE

2.1 ORGANIZATIONAL PROFILE

The College continues to take the lead as Trinidad and Tobago and the region's premier and only tertiary-level academic institution in Labour and Co-operative Studies.

The main campus is situated off the Churchill-Roosevelt Highway in the suburban environs of Valsayn. The Valsayn Campus benefitted in earlier years from extensive infrastructural development, including the construction and renovation of several buildings and other facilities designed to support the core function of the College—teaching and learning. This upgrade was the result of a phased process of infrastructural development based on plans and designs completed in 2003. The Valsayn Campus contains roughly 30 classrooms, a “then” state-of-the-art computer laboratory, a science laboratory, two libraries, a communication and audio visual unit, a distance learning unit, a cafeteria, Student Support Centre, Student Union and Student Activity Centre and an Auditorium seating 416 persons.

CCLCS also conduct classes at the San Fernando East Secondary School and the Metal Industries Company (MIC) in San Fernando and at the El Dorado Secondary West School, in the East. In Tobago, the Cipriani College of Labour and Co-operative Studies is located at Tobago Glass Supplies, Rousseau Trace, Spring Garden Road, Scarborough.

Given the growing infrastructural demands, the College embarked on major building and infrastructural improvements meant to accommodate more classrooms, laboratories, libraries and other learning and support facilities.

2.1.1 PROGRAMMES

As at 2013, the College offered 35 programmes which included the following disciplines:

Bachelor Degree:

1. Co-operative Studies
2. Human Resource Management

3. Labour Studies
4. Occupational Safety Health and the Environment
5. Project Management
6. Security Administration and Management *Total – 6*

Associate Degree:

1. Co-operative Studies
2. Environment Management
3. Human Resource Management
4. Labour Studies
5. Occupational Safety and Health
6. Project Management
7. Security Administration and Management *Total - 7*

Diploma:

1. Credit Union Management
2. Emergency Management
3. Human Resource Management
4. Industrial Relations
5. Marketing
6. Occupational Safety and Health
7. Project Management
8. Public Relations
9. Security Administration and Management *Total – 9*

Introduction:

1. Co-operative Management
2. Crisis and Emergency Management
3. Environmental Management
4. Facilities Building Management
5. Fire Protection Management
6. Human Resource Management

7. Industrial Relations
8. Occupational Safety and Health
9. Public Relations/ Marketing
10. Project Management
11. Security Administration and Management
12. Securities and Investments
13. Supervisory Management *Total – 13*

2.1.2 ENROLMENT AND GRADUATION

• ENROLMENT

Of the **Two Thousand, One Hundred and Fifty** students enrolled in 2013/14, the College was able to attract *Two Hundred and Eighty-Two* students at the Certificate level, *Three Hundred and Eleven* students at the Diploma level, *Nine Hundred and Thirty-Six* students at the Associate Degree level and *Six Hundred and Twenty-One* students at the Bachelor Degree level, see Table 1.

One Hundred and Sixty-Nine students were full-time registered while *One Thousand, Nine Hundred and Eighty-One* students were registered for part-time class.

Below gives further analyses of the 2013-2014 enrolment figures:

PROGRAMME	2013-2014
Certificate	
Co-operative Studies	
Credit Union Management	8
Emergency Management	11
Environmental Management	0
Human Resource Management	49
Industrial Relations	21
Marketing	9
Occupational Safety & Health	121
Project Management	21
Public Relations	11
Security Adm. & Management	31
	282
Diploma	
Emergency Management	32
Environmental Management	13
Human Resource Management	48
Industrial Relations Practice	39
Occupational Safety and Health	79
Project Management	56
Public Relations	10
Security Adm. & Management	34
	311
Associate	
Co-operative Studies	13
Environmental Management	25
Human Resource Management	209
Labour Studies	47
Occupational Safety & Health	390
Project Management	120
Security Adm. and Management	132
	936
Bachelor	
Co-operative Studies	16
Human Resource Management	125
Labour Studies	38
Occ. Safety & the Environmental	298
Project Management	60
Security Admin. & Management	84
	621
TOTAL	2150

Full Time Enrolment	
PROGRAMME	2013- 2014
Associate	
Human Resource	10
Labour Studies	27
Occupational Safety & Health	65
Security Adm. and Mgmt	4
Bachelor	
Occupational Safety & Health	63
TOTAL	169

Table 1. Enrolment 2013-2014

- **GRADUATION**

In November 2013, **Six Hundred and Twenty-Four** students graduated from the Certificate, Diploma, Associate and Bachelor Degree programmes, see Table 2.

The following table identifies the graduation data by programmes, levels and numbers of graduates:

PROGRAMME	2013/14	PROGRAMME	2013/14
<u>Certificates</u>		<u>Associate</u>	
Emergency Management	6	Co-operative Studies	2
Credit Union Management	14	Environmental Management	9
Co-operative Studies	0	Human Resource Management	43
Environmental Management	3	Labour Studies	5
Human Resource Management	26	Occupational Safety & Health	109
Industrial Relations	10	Project Management	24
Marketing	0	Security Administration and Mgmt.	17
Occupational Safety & Health	48		209
Project Management	5	<u>Bachelor</u>	
Public Relations	2	Co-operative Studies	4
Security Administration & Management	17	Human Resource Management	15
	131	Labour Studies	4
		Occupational Safety, Health & the Environment	34
<u>Diplomas</u>		Project Management	24
Emergency Management	19	Security Administration and Management	23
Environmental Management	5		104
Human Resource Management	29	GRAND TOTAL	624
Industrial Relations Practice	22		
Occupational Safety and Health	52		
Project Management	14		
Public Relations	9		
Security Administration & Management	30		
	180		

Table 2 Graduation 2013/14

2.1.3 PROFESSIONAL DEVELOPMENT

Lifelong learning and continuous professional development are also an integral component of the teaching and learning process at CCLCS. In this regard, the College continues to expand the boundaries of its academic and non-academic staff, encouraging learning from

experience and the shared knowledge among colleagues at local, regional and international conferences. Lecturers are also encouraged and facilitated in becoming members of professional bodies and associations as they relate to their respective disciplines and function within the organization. The intention is for lecturers to be current in their discipline, be familiar with best practices and share their own work and experience with colleagues in Academia.

Another mechanism through which the College develops and empowers lecturers is by annual professional development workshops. These workshops are available to all full and part-time faculty members and are highly interactive. They provide the application of new knowledge, skills and competencies. The sessions are focused on teaching and learning strategies, methods of assessment and evaluation, course design and professionalism.

Special training has also been provided for Heads of Department (HOD) in clinical supervision to facilitate effective monitoring and evaluation of faculty. Additionally, training has been provided for lecturers on the Developmental Education programme in remediation strategies for use in the teaching of English and Mathematics. That training includes the use of technology in developmental education. Lecturers are introduced to and trained in the delivery of online tutoring. This process involves and encourages a virtual student lecturer relationship where lecturers are able to tutor students online. Assignments are set and students are given a password allowing them to log on and submit completed work to the lecturer.

In an effort to prepare lecturers for delivery via new modalities, the College has engaged in training and retraining of lecturers in delivery via distance learning. The major satellite centre of the College's Distance Learning Unit is the Tobago campus. The facility was envisioned to reduce the cost of travelling for the College since meetings are held with Tobago using this technology.

2.1.4 **MEMBERSHIP IN PROFESSIONAL ASSOCIATIONS AND DISCIPLINE-SPECIFIC ORGANIZATIONS/ CONFERENCES**

Membership in local and international professional associations is another mechanism used to enhance teaching effectiveness. This encourages staff awareness of the latest trends and developments within their respective disciplines and the opportunity to network with colleagues. The expectation is that members would use the benefits available to positively impact the teaching and learning process. The college is a member of The Association of Caribbean Higher Education Administrators (ACHEA); The Association of Caribbean

Tertiary Institutions (ACTI); American College of Personnel Association (ACPA); American Association of Collegiate Registrars and Admissions Officers (AACRO); The American Association of Community Colleges (AACC); The Caribbean Association for Labour Education, (CALE); and Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE). In addition, lecturers from the Developmental Education department hold individual membership in the National Association of Developmental Education (NADE). These associations, including the ILO, provide faculty and administrative staff with information on new directions in higher education.

These include recent developments in professional practice and developments in teaching and learning, assessment and evaluation.

The delivery of tertiary level programmes at CCLCS is also meant to address not only skills shortages and worker training in critical Labour market demand areas; it is also designed to create multiple pathways into tertiary education. In fact, students have been beneficiaries of flexible matriculation policies, innovatively designed short introductory courses and similar types of programme delivery which cater to adult and mature working students.

2.1.5 **CONFERENCE AND TRAINING**

In an attempt for continuous learning, professional development and enhanced positioning of the College, staff attended various Conferences and Training Seminars.

The following give details on the progressive initiatives during October 2013 to September 2014:

- Three (3) staff members attended the *Association of Caribbean Higher Education Administrators Conference* at the UWI Campus, Cave Hill, Barbados - **Theme: Creating a Sustainable Lens for Higher Education: The New Urgency** held from 10th to 12th July, 2014.

Attendees:

1. Quality Assurance Manager – Mr. Brian-Anthony David
2. Quality Assurance Officer – Ms. Dionne Mills
3. Quality Assurance Officer – Ms. Loriella Hodges

This conference provided the opportunity for networking among higher education administrators and for positioning of the College within the region and to share best practices in education. The College was exposed to in-depth practices in Quality Management and Quality Assurance best practices as an accredited tertiary level institution and was allowed to establish and maintain meaningful relationships in higher education sector with its accredited and registered peers regionally.

- Three (3) staff members attended the *Caribbean Confederation of Credit Unions 57th Annual General Meeting* at Paradise Island, Nassau, The Bahamas - **Theme: “Re-engineering Credit Unions for Success and Sustainability”** from June 21 to 24, 2014

Attendees:

1. Director- Dr. Denise-Margaret Thompson
2. Head Co-operative Studies – Mr. Sheldon Salino
3. Head Human Resource Management – Ms. Melissa Bridgewater

The Cipriani College of Labour and Co-operative Studies, for the first time in the CCCU’s Convention history, participated in the Convention not only as attendees, but as exhibitors. This was done to promote the College and its various programme offerings, in particular

the Online Certificate in Credit Union Management (OCCUM), which was the main educational product offered. As part of the mission and vision statements of the College that emphasize the need to reach its regional stakeholders, this initiative to participate in the Convention was most appropriate. With more than 800 regional and international credit union officers at the event, the representatives from the College had the opportunity to interact with individuals regarding their educational and training needs. Along with this, they were able to network, establish and strengthen ties with various credit unions across the region.

The attendance of the College at the CCCU 57th Annual Convention served as a platform for possible rejuvenation of co-operative education at the College. This initiative satisfied the mandate of the College to have regional impact and is an approach that is strongly recommended for other areas of study in the College.

- Two (2) faculty members attended the College and University Professional for Human Resources (CUPA HR) Conference in San Antonio, Texas from September 27 to 30, 2014.

Attendees

1. Head Human Resource Management – Melissa Bridgewater
2. Lecturer Human Resource Management – Vanessa Baird

This conference focused on strategies and discussed help in transforming institutions into better organizations. Sessions focused on strategies such as dealing with strained resources, improving healthcare benefits and other issues that influence the dynamics of tertiary education including developing educational content that Human Resource educators can use to improve classroom delivery and which promises to be very useful to the further development and transformation of academic institutions.

2.2 CORPORATE STRUCTURE – DEPARTMENTS, DIVISIONS, UNITS

As the College responds to the stakeholders' demand for new programme offerings, precipitated by a rapidly changing global society, it has evolved and expanded into a burgeoning and complex organization. To keep pace with these changes and to properly execute its Mission and Purpose, the provision of services to students in a physically and intellectually supportive learning environment has assumed greater strategic importance on the part of the management of the College. The College therefore, has constantly sought ways to create an organizational structure that is adequate for fulfilling the increasing demands of an evolving and increasingly complex organization.

The current organizational structure has nine departments, which include:

1. Office of the Director
2. Academic Affairs
3. Fiscal Affairs
4. Human Resource and Administration Services
5. Information Technology
6. Quality Assurance
7. Security
8. Stakeholders Relations
9. Student Affairs

The organizational chart below delineates the divisions/units of CCLCS. In total there are 170 positions on the organizational chart approved in 2006, see Figure 1.

Various departments have been asking for new positions to be created and instead of doing it in a piecemeal fashion, the Executive Team took a decision on June 24, 2013 to do a holistic review.

CIPRIANI COLLEGE OF LABOUR AND CO-OPERATIVE STUDIES
 NEW ORGANISATIONAL STRUCTURE
 (APPROVED BY CABINET)

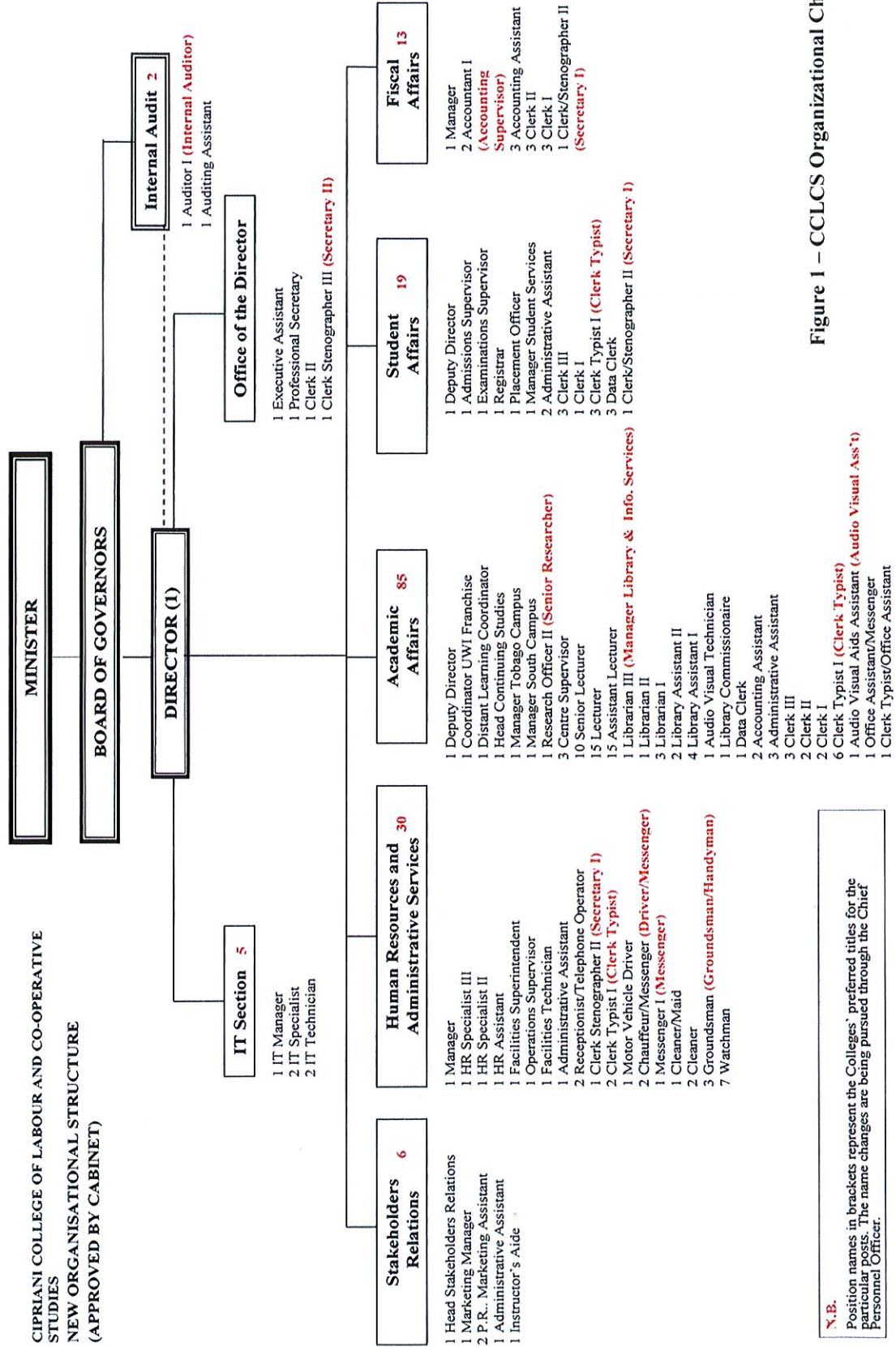


Figure 1 – CCLCS Organizational Chart

N.B.
 Position names in brackets represent the Colleges' preferred titles for the particular posts. The name changes are being pursued through the Chief Personnel Officer.

2.2.1 DIVISIONS / DEPARTMENTS

2.2.1.1 Academic Affairs Department

The Academic Affairs Division, under the administration of the Deputy Director of Academic Affairs (DDAA), incorporates the functions responsible for all educational activities including teaching and learning, research and development, academic support functions and establishing and maintaining academic standards. The operations of the Academic Affairs Division are meant to support the core function of the College, which is teaching learning and research. The DDAA has administrative responsibility over the academic staff and academic operations of the College. This includes the Library operations, Continuing Studies, Tobago Campus, Research and Distance Learning.

The Department Heads report to the Deputy Director, Academic Affairs. The Head of the Continuing Studies Department is responsible for the operation of all part-time and evening programmes in the College and reports to the Deputy Director, Academic Affairs.

2.2.1.2 Student Affairs Department

The Student Affairs Division, under the administration of the Deputy Director of Student Affairs (DDSA), provides a range of support services to prospective, current and past students. The DDSA has administrative responsibility over all operations in the Student Affairs Division, including Registrar, Admission, Examinations, Placement and Student Services. The Registrar is responsible for the maintenance of students' records on the Student Information System. The Admissions Unit, headed by the Admissions Supervisor, handles recruitment, admissions, registration and timetabling of full-time classes, requests for deferrals, withdrawals, leaves of absence and fee refunds: and the issue of identification cards. The Examination Unit, headed by the Examinations Supervisor, is charged with scheduling and administering examinations, issuing grades, handling requests for makeup exams and transcripts and overseeing certification and graduation. Amongst the other services provided by the Student Affairs Division is the

Student Support Centre that assists students in Writing, Mathematics, Supplemental Instruction and Academic Advising.

Additionally, the Student Activity Centre promotes extra-curricular activities in such areas as Football, Cricket, Student Guild activities, Trinidad and Tobago Voluntary Emergency Response Team (TTVERT) and Friends of Cuba. The Placement Officer in this department provides services in Resume Writing, Career Guidance and employment recruitment.

The administration of the Student Guild also falls under the Division of Student Affairs. The mission of the Student Guild is to promote student unity, campus tranquility, holistic student development and the general welfare of students. The Guild plans and executes activities for the student body throughout the academic year; voices the concerns, grievances and recommendations of students; provides student representation and selects students to sit on committees as needed by the student body or administration of the College.

2.2.1.3 Fiscal Affairs Department

The Department of Fiscal Affairs under the administration of the Manager, Fiscal Affairs (MFA) is supported by two accountants, three accounting assistants and seven clerical staff. In total, 13 positions are assigned to this Division which is responsible for the financial operations of the College. These include budgeting, expenditure, purchasing, payment of salaries and financial advice.

2.2.1.4 Human Resources and Administration Department

The Human Resources and Administration Department is under the administration of the Manager, Human Resources and Administration (MHRM) and is assisted by a Human Resource Specialist I, a Human Resource Specialist II and other support staff. The Facilities Superintendent who is responsible for the overall maintenance of the College reports as well to the Manager, Human Resource and Administration. The Facilities

Superintendent supervises a Facilities Technician, an Operations Supervisor, Receptionist/Telephone Operators, Cleaners, Drivers and Messengers.

2.2.1.5 Information and Communication Technology Department

The Information and Communication Technology (ICT) Department is under the administration of a Manager, Information and Communication Technology and includes two IT Specialists and two IT Technicians. A total of five positions are attached to this Division. This Division is absolutely critical to the operations of the entire College and as such, cuts across every other division as it is responsible for providing all of the ICT needs and services of the College, especially those which impact on the core business of the institution - teaching and learning.

2.2.1.6 Stakeholder Relations Department

The Stakeholder Relations Department is under the administration of the Head, Stakeholder Relations and includes a Marketing Manager and two Public Relations/Marketing Assistants and Administrative Assistant. This Department is responsible for building and/or strengthening trust and goodwill with strategic partners – local, regional and international.

2.2.1.7 Quality Assurance Department

The Quality Assurance Department is under the administration of the Manager of Quality Assurance. The Manager reports directly to the Director of the College. This Department monitors and leads quality assurance activities at the College. A total of four positions are attached to this department. These include the Manager, Quality Assurance, two Quality Assurance Officers and one Administrative Assistant. This department, in particular performs a College-wide task in reviewing and monitoring the maintenance of Quality throughout the institution.

2.2.1.8 Security Department

The Security Department is under the administration of the Security Supervisor who reports directly to the Director of the College. Positions are attached to this unit include a Clerk II, the Watchmen and the external Security service provider. This department is responsible for all security functions for plant, property, person and data including the intellectual property.

2.3 SERVICES PROVIDED AND ‘SPECIAL PROJECTS’

2.3.1 SPECIALIZED TRAINING

The College complements its regular educational offerings with a dynamic range of other specialized and customized training programmes as articulated in its Vision Statement. Specifically, through its Specialized Training Unit, on-site training is offered to Industries, Government Ministries, Trade Unions, Credit Unions, non-Governmental Organizations and other private and public institutions.

Thus, all categories of workers, from those in the public and private sectors and members of trade unions, to custom guards, to human resource personnel and project managers, have benefitted from the College’s specialized training programmes tailored to suit the specific needs of the respective organization and/or industry.

2.3.2 ARTICULATION AGREEMENTS

The College’s Mission to expand stakeholder access to tertiary level education, has informed the fostering of working relationships in the form of articulation agreements with a number of regional, North American and European universities. In the area of Labour Studies, for example, the College entered into articulation agreements with the National Labour College of Maryland and the College of Baltimore, Maryland, USA, and in the area of Co-operative Studies with the University of Leicester, England. In fact, CCLCS has been nominated as the Caribbean Centre in Co-operative Studies for the University of Leicester. As a result of this articulation agreement, the College’s graduates, holding an Associate Degree in Co-operative Studies, have benefitted from matriculation agreements into the Master of Arts degree in Co-operative Management

and Organizational Development at the University of Leicester. The College has also pursued other Articulation Agreements with Monroe College in New York, allowing the College's graduates to gain advanced admission into the Bachelor Degrees of Business Administration and Business Management programs.

Similarly, students who successfully complete the Associate Degree in Labour Studies, Human Resource Management or Co-operative Studies, will be accorded normal matriculation with credits granted for certain courses into the University of the West Indies.

2.3.3 **JOB EVALUATION**

In 2013, the union BIGWU and the College both agreed that a job evaluation exercise covering all jobs in the bargaining unit would be appropriate and relevant for the college. It was hoped that the outcome of this exercise would assist the College in better harnessing the efforts of an empowered, unionized workforce as well as create for the Union an objective classification related compensation system.

Human Resource Technologies Limited was chosen to conduct the Job Evaluation exercise through a selective tendering process. The Terms of Reference was signed off on January 21, 2013 by representatives of the union, the consultant and the college.

The consultants mandate was to review and appraise the existing compensation system of the College's positions and to design and develop a system that is relevant to its present and future needs.

An internal Job Evaluation Committee (JEC) was formed and trained on the job evaluation process by the consultants.

The job evaluation committee's foremost responsibilities included:

1. Reviewing and updating existing Job Descriptions
2. Identifying and evaluating benchmark and discrete jobs

3. Analysis of final data and scores as per the compensable factors agreed to on the Graduate Factor Point Matrix

Upon completion of the JEC's analysis and sign off by the committee; the consultant engaged in a process of levelling to determine the appropriate location of eleven discrete job. The overall results were submitted in the consultant's final report presented in November 2013.

Committee Members of the Job Evaluation included:

Ms. Anna-Alicia Des Vignes – Manager, Student Services

Mr. Darren Antoine – Librarian I

Mr. David Mark – Accountant

Ms. Diane Hector – HR Specialist I

Ms. Dionne Mills – Quality Assurance Officer

Mr. Ian Daniel – Faculty: Labour Studies

Ms. Marsha Callender – Accounting Assistant

Ms. Nyasha Pierre – Operations Supervisor

Ms. Shayla Caesar- Hayde – Administrative Assistant: Academic Affairs

Mr. Sheldon Salino – Faculty: Co-operative Studies

Ms. Vanessa Baird – Faculty: HR Management

Ms. Wendy Sutherland – Administrative Assistant: Registrar's Office

2.4 DELEGATED LEVELS OF AUTHORITY

2.4.1 GOVERNANCE STRUCTURE

The College's affairs are governed by a Board of Governors (BOG). The Chairman of the BOG reports directly to the Line Minister, the Honourable Errol McLeod, Minister of Labour and Small and Micro-Enterprise Development (MLSMED). The Director of the College reports to the BOG and is supported by an executive management team comprising of Deputy Directors and Management Professionals.

2.4.2 BOARD OF GOVERNORS

The Cipriani College of Labour and Co-operative Studies Act No. 4 of 1972, Chapter 39:51 stipulates that the affairs of the College shall be managed by a Board of Governors consisting of eleven (11) members appointed by the Minister of

The Ministry of Labour and Small Micro-Enterprises Development are as follows:

- a) Five (5) members nominated by the Trinidad and Tobago Labour Congress;
- b) The Permanent Secretary, Ministry of Labour and Small Micro-Enterprises Development or his representative;
- c) The Permanent Secretary, Ministry of Education and Culture or his representative;
- d) The Commissioner for Co-operative Development or his representative;
- e) Three (3) members from the general public.

2.4.3 BOARD OF GOVERNORS: December 2010 – March 2014

The following table identifies the Board of Governors as of 2013/14:

NO.	GOVERNOR'S NAME	DESIGNATION
1	Mr. Joseph Remy	Chairman
2	Dr. Jerome Teelucksingh	Deputy Chairman
3	Mr. Aynsley Matthews	Member
4	Mr. Trevor Johnson	Member
5	Mr. Anand Tiwari	Member
6	Mr. Nelson Sinnette	Member
7	Mr. Karyl Adams	Member
8	Mr. Gregory Jones	Member
9	Ms. Shanmatee Singh Ng Sang	Member

2.4.4 DUTIES AND POWERS

The Cipriani College of Labour and Co-operative Studies Act No. 4 of 1972, Chapter 39:51, section 12 identifies the following duties and powers of the BOG.

The College shall:

- a) Provide educational facilities and courses for Trade Unions and Co-operatives and workers generally in such fields as may be approved from time to time by the Board of Governors;
- b) Issue certificates and diplomas in connection with its courses;
- c) Co-operate with other educational institutions or bodies established for the advancement of workers' education generally;
- d) Co-operate with the labour movements in the Caribbean;
- e) Promote and encourage the educational facilities and courses referred to in paragraph (a) both in Trinidad and Tobago and elsewhere by the grant of prizes, scholarships, or other awards or distinctions and by such other means as may from time to time be determined;
- f) Pursue all charitable objects or things and undertake such charitable trusts as are incidental or conducive to the performance of the above duties.

2.4.5 EXECUTIVE MANAGEMENT

The Executive Management team executes the routine administration of the College as well as the execution of Board decisions and broader operationalized strategic priorities.

No	Executive's Name	Position
1	Ms. Wendy Augustus	Director , OIC
2	Dr. Joseph Mills	Deputy Director, Student Affairs
3	Mr. Hezron Veerasammy	Manager, Information Communication and Technology
4	Ms. Brenda John	Manager, Human Resource and Administration
5	Ms. Eudine Job-Davis	Manager, Tobago – Campus
6	Mr. Lesmore Frederick	Deputy Director, Academic Affairs OIC
7	Mr. David Mark	Manager, Fiscal Affairs OIC

2.5 LEGISLATIVE AND REGULATORY FRAMEWORK

2.5.1 LEGISLATION

The College's governance and administrative structures and practices are all aimed at the promotion of effective and ethical leadership. This Standard discusses both the present legislative arrangement of the College as outlined in Ciprani College of Labour and Co-operative Studies Act No. 4 of 1972, Ch. 39:51 and the proposed amendments to the Act which had been submitted by the Board to the Ministry of Labour and Small and Micro-Enterprise Development (MLSMED) for drafting and submission to Cabinet, and thereafter to Parliament.

As the legal context in which the governing body operates is examined with respect to its adequacy or lack thereof, the character, roles and responsibilities of the Board will be focused upon proving that the Board is continuously ensuring the academic integrity of the institution. By extension, the College will be led to achieve its goals and fulfill its mission and purpose.

The approach, therefore, shows two things: (1) how the present governance and administration outlined in the current Act attempts to create some of the dynamics of effective and ethical leadership and (2) to point out the shortcomings and the attempts over a period of time to correct these shortcomings, even before they were rectified within the legal document.

This standard will also demonstrate that the College's governance and administrative structures and practices work toward the firm establishment of effective and ethical leadership which is in sync with the institution's mission and purpose. The success of this leadership will be apparent in the operations and relationships of the internal stakeholders, and also the success of the mission and goals of the institution.

2.5.2 GOVERNANCE

The original system of governance and administrative practices is based on the legal framework for the functioning of the College, established by the passage of the Cipriani College of Labour and Co-operative Studies Act No. 4 of 1972, Ch. 39:51, although the College had begun operations on October 19th, 1966. That piece of legislation contemplated a limited use of the institution primarily by trade unions. It restricted itself to detailing only the roles of the Board and the Minister responsible for the College; in this case, the Minister of Labour and Small and Micro-Enterprise Development. There is little evidence to suggest that when this Act was promulgated, the authorities had in mind a tertiary institution such as the College has become over a period of time.

The nature of the governance structure would be influenced primarily by the fact that the Conference which adopted the resolution to establish the College, saw it principally as an institution to provide trade union training and worker education, to conduct seminars and courses and other activities in the field of Industrial Relations and to undertake research into problems of Labour. Sufficient autonomy allows the Board to take responsibility of the institution's operational successes and by extension, its integrity and quality.

2.5.3 AUTHORITY OF THE BOARD

The authority of the Board of the Cipriani College of Labour and Co-operative Studies was established in Act No.4 of 1972, Chapter 39:51. As a public institution, CCLCS is also subject to the public policies and laws of the Republic of Trinidad & Tobago. The Board is given the authority to manage the affairs of the College. The Board is given extensive duties and powers to ensure that it becomes effective and efficient in performing its functions with respect to the operations of the College. These responsibilities include the provision of educational facilities and courses, the issuing of certificates and diplomas, the appointment of personnel, and the ensuring of the financial integrity of the institution.

Subject to this Act, the board may:

- a) Do all such things that are necessary and convenient for the purpose of exercising the powers and performing the duties and functions conferred on it by this Act and in particular the Board may charge fees for admission to and in participation in its courses.
- b) Appoint, subject to the approval of the Minister on such terms and conditions as it thinks fit, a Director, a Secretary/Treasurer and such other staff as may be necessary for the proper performance of the duties of the College.
- c) The Board shall act in accordance with any general directions of the Government given to it by the Minister: the Board shall when exercising and performing its functions, powers and duties, be subject to the control or direction of no other person or authority.
- d) The Board may appoint a committee to examine and report to it on any matter whatsoever arising out of or connected with any of its powers and duties under this Act.

2.5.4 BOARD MEETING

The Board Members shall meet at least once a month and at such other times as may be necessary to expedient business transactions.

2.5.5 SUB-COMMITTEES OF THE BOARD

In order to carry out its functions effectively and ethically, the Act gives authority to the Board to establish committees to examine and report to it on any and all matters arising out of or connected with any of its powers and duties under this Act. Monthly Sub-Committee meetings are held to give members of the Board an opportunity to learn of any issues regarding the operations of the College, and more importantly to determine whether the policies of the Board are being implemented or adhered to. These meetings facilitate additional planning, monitoring and evaluation of the operations of the College.

The Sub-Committees of the Board include:

- Academic Committee
- Finance and Tenders Committee
- Human Resource and Administration Committee
- Infrastructure Committee
- Audit Committee

Terms of Reference have been developed for the Sub-Committees of the Board to enable members to better meet responsibilities in their leadership role as policy makers.

The present Cipriani College of Labour and Co-operative Studies, Act No. 4 of 1972, Chapter 39:51 also permits the Board to appoint persons who are not members of the Board to serve on these Sub-Committees with the approval of the Minister, particularly with respect to the remuneration for such persons. The ability to find expertise in specific areas of the College's operations outside of those nominated to sit on the Board of Governors, adds to the effectiveness of those operations.

The frequency of meetings of both the Board and its several sub-committees contributes to the effective operations of these entities. Additionally, the Board of Governors reviews its governance practices and those of the administration with a view towards assessing its effectiveness.

2.5.5.1 ACADEMIC SUB-COMMITTEE

Some of the responsibilities of the Academic Sub-Committee of the Board are:

- Reviewing existing academic programmes and staff
- Recommending new academic programmes and staff
- Recommending policies and processes for faculty evaluation
- Recommending policy for professional development of faculty
- Considering and recommending articulation agreements and other academic arrangements

These responsibilities, together with the fact that the Board is the only internal body which can approve new programmes and award qualifications of the College, emphasize the role of the Academic Sub-Committee in overseeing at the policy level, the quality of the teaching and learning business of the institution.

2.5.5.2 FINANCE AND TENDERS SUB-COMMITTEE

The responsibilities of the Finance and Tenders Sub-Committee of the Board are outlined in the document entitled “Rules for the invitation and consideration of offers and tenders and the Award of Contracts for Goods, Services and the Execution of Works for CCLCS”. The work of this Board Sub-committee allows the Board to ensure strong financial management on the part of the Director and other members of the College’s Executive Management. This Committee ensures that ethical standards and behaviours are maintained throughout the Institution. The Board members on this committee have expertise in the area of finance. This is another modality of ensuring that the leaders and the organization maintain integrity and transparency in its operations.

Some of the duties of this Committee include:

- Safeguarding assets from inappropriate use and loss from fraud or error
- Facilitating compliance with applicable laws and regulations and internal policies
- Taking responsibility for all published financial information

2.5.5.3 HUMAN RESOURCE AND ADMINISTRATION SUB-COMMITTEE

The Human Resource and Administration Sub-Committee is responsible inter alia for the following: reviewing and recommending corporate goals and objectives relevant to the remuneration of the Management; reviewing the total compensation practices of the College on an annual basis; ensuring the appropriateness of the current and future organizational structure; succession planning; and ensuring an environment of good industrial relations.

2.5.5.4 INFRASTRUCTURE SUB-COMMITTEE

The Infrastructure Sub-Committee is responsible for supervising the College's physical accommodation and service facilities, for e.g. water and wastewater systems, offices and classrooms, with a view to advising the Board and Executive Management of the requirements for constant upkeep and upgrade. This is an indispensable facet of the institution's focus on maintaining an environment conducive to learning and self development, as well as an environment that is aesthetically pleasing to the staff and other stakeholders.

2.5.5.5 AUDIT SUB-COMMITTEE

Based on the review of a document prepared by the Ministry of Finance entitled "State Enterprises Performance Monitoring Manual, the Board noted that it was essential for good governance to establish an Audit Sub-Committee. The Committee has the responsibility to conduct, inter alia, the periodic review of financial and operational reports. In addition, the Committee established an Audit Charter and Manual, to govern the operations of the Sub-committee and the Internal Audit Department.

2.5.6 AMENDMENTS TO THE ACT

There is no doubt that when the Act was first promulgated, it provided for efficient and ethical leadership, consistent with the nature of and circumstances surrounding the College, as they were then perceived. The College has not remained static in the context of the changing environment. As a result five amendments of the Cipriani College of Labour and Co-operative Studies Act No. 4 of 1972, Chapter 39:51 were made primarily in relation to the Labour movement representation and the powers of the Board. The original Act was amended by 62 of 1975 and 32 of 1976. This was followed by Act No. 24 of 1988, Act No. 1 of 1994 and Act No. 21 of 1997.

Act No 24 of 1988 amends section 4 of the original Act with respect to the number and composition of the Board. The Labour movement at the time was divided into two umbrella organizations. Seeking to reflect this change, the government of the day called

for two members of each labour organization to be appointed to the Board. Act No. 1 of 1994 amends that same section—Section 4—by again changing the trade union representation on the Board. It changed to “four members nominated by the organization of trade unions most representative of Labour in Trinidad and Tobago.” Act No. 21 of 1997 further amends the original Act, authorizing a change in name of the College from Cipriani Labour College to Cipriani College of Labour and Co-operative Studies and said change reflecting the dual focus of its two most targeted constituents. This has since been reflected in both its Mission and Vision statement, articulated in its Strategic Plan 2003-2007 and further refined in its second and third Strategic Plans.

Throughout the years, there was a growing realization on the part of the College that the Act, even with all of its amendments, had become outmoded and had long fallen way behind the realities of the College. There was, therefore, an urgent need to correct the many legal gaps in governance and administration so as to bring the Act in line with the activities of the College in order to achieve the objectives outlined in the current Strategic Plan of the institution. Even though the present Act had attempted to cover all the bases in a broad and sweeping way, provisions for operating a tertiary education institution were absent. This, therefore, left too many loopholes, bringing into question the Act’s effectiveness from time to time and the nature of the governance and administrative practices emanating from it. As examples of such loopholes, the present Act is silent on the issues of the appointment, termination, promotion or discipline of members of the Academic, Administrative or other staff of the College. The relative lack of autonomy of the Board of Governors in these changed circumstances has been of great concern to all, so too, the other huge gaps in areas of relevance to a tertiary education institution.

The response to these shortcomings in the legal framework in both the governance and administrative structures and practices was twofold. The first response was to allow the Strategic Plan 2003-2007 to address the issue of the amendments to the Cipriani College of Labour and Co-operative Studies Act. The second stage is in progress, to develop policies and make recommendations for sweeping changes in the operations of the Board and the Administration of the College. The College has used its history of strategic planning to institutionalize many of these sweeping changes in governance and

administrative structures and practices so as to ensure that they promote effective and ethical leadership that is congruent with the Mission and Vision of the College.

The College's Strategic Plan (2011-2015) cited weaknesses in the legislative framework regarding its Organizational Governance and Legal Environment. The Plan noted that the Act needs to be amended to change the way that the Board members are selected and to clarify their powers, the structure, composition and responsibilities of Standing Committees of the Board. It goes on to note that there is an absence of holistic policy framework based on the new global, regional, national and institutional realities. These are the kinds of specifics that would go a long way in encouraging and in some instances guaranteeing effective and ethical leadership within the governance and administrative structures of the College. The discussion which follows, focuses on the specific draft amendments to the Act, with a view to documenting how the College has gone about ensuring that its governance and administrative structures and practices promote effective and ethical leadership, congruent with the mission and purpose of the College.

To remove the limitations inherent in the present Act and to extend the responsibility of the Board in the area of educational offerings which would allow the College to fulfill more effectively its purpose, clause 12(a) is to be changed to read "provide educational facilities, programmes and courses for Trade Unions and Co-operatives and workers generally in such fields as may be approved from time to time by the Board of Governors, undertake relevant research and consulting services, promote the advancement of knowledge and scholarship and provide relevant services within its competence to the community." This amendment will bring the Act in line with the reality of the work being carried out by the College and projections for the future, especially in its training work with external stakeholders. It also lays the basis for strengthening the administrative structures of the College. It should be noted that the Government has put on its legislative agenda the amendment of the Cipriani College of Labour and Co-operative Studies' Act No. 4 of 1972, Chapter 39:51.

2.6 **REPORTING FUNCTIONS – DEPARTMENT REPORTS; REPORTS TO MINISTRIES**

CCLCS evaluates the achievement of its mission and purpose and consequently, gauges its institutional effectiveness through various reports. These reports are key reference documents used for monitoring the organization's performance. These documents lend support to the organizational decision-making and planning process and include the following: The Annual Administrative Report required by the MLSMED; the Annual Report of the Director at Graduation and; the Annual Financial Report.

Each year the College submits to its line ministry the Annual Administrative Report which gives account of the extent to which progress has been made in achieving the goals of the College. It is an integral part of the College's governance framework describing the achievements, performance, outlook and financial position of the College for each reporting year. This is also a means of demonstrating accountability to the ministry and the public. It compels CCLCS to evaluate its achievement of stated objectives and to provide a full and complete overview of the College's performance to the line ministry and stakeholders. These goals and objectives are directly related to the College's Strategic Plan and usually carry with them measures for meeting benchmarks within a prescribed time.

The Board reports to the Minister of Labour and Small and Micro-Enterprise Development and it is the responsibility of the Secretary to the Board, to submit on a monthly basis, records of minutes of Board meetings to this Minister. This allows the Minister to be aware of the operations of the College, placing him/her in a position to question activities and decisions that are deemed injurious to stakeholders.

3.0 POLICIES AND DEVELOPMENT INITIATIVES

3.1 POLICIES

For the past few years, the budgetary allocations, expansion in physical spaces and subsequent growth of the College's staff, management has increased and strengthened. Established documented policies and procedures have been realized and include the following:

- **FINANCIAL POLICIES**

As a statutory body, the College is governed by the Financial Instructions of 1965 and Exchequer and Audit Act 1959. In addition, CCLCS has developed Financial Regulations that outline the procedures and policies for receipt and disbursement of funds.

- **FINANCIAL INSTRUCTIONS OF 1965 & EXCHEQUER AND AUDIT ACT 1959**

These documents provide for the control and monitoring of public finances. Since the College is a statutory body and receives public funds from the government, it is required to adhere to the regulations of these documents. These documents provide for the control and management of the public finances of Trinidad and Tobago, for the duties and powers of the Auditor General, the collection issue and payment of public money, for the audit of public accounts and the protection and recovery of public property.

- **CCLCS FINANCIAL REGULATIONS**

Procedures and policies for the receipt and disbursement of funds of the College are prescribed in this document. The document is also aligned to the Tenders Rules and adopts the fundamental principles in government accounting. This document is patterned after and works in tandem with the Financial Instructions 1965 and Exchequer and Audit Act 1959.

- **FINANCE AND TENDER RULES**

This document forms the guidelines for procurement, including the operations of the Finance and Tenders Committee of the Board. As a sub-committee of the Board, this Committee is entrusted with the responsibility of authorizing the acquisition of goods and services with values over \$100K, but not exceeding \$250K, while all services over \$250K are approved by the Board. Officers or members of the Central Tenders Board may be invited to attend the Committee where items of more than \$500,000 are being considered. In this tendering process the Director can solely authorize services not exceeding \$60K while an internal committee must be established to review services with values over \$60K but not exceeding \$100K. These rules are based on the provision of the Central Tenders Board Ordinance, 1961 and related Regulations dated 1965.

- **SURPLUS FUNDS**

This policy provides guidelines to management via the Finance and Tenders Committee in establishing and managing an investment portfolio from surplus funds. This authority to invest surplus College funds was granted to the College through Act No. 4 of 1972, Chapter 39:51.

In the event of exigent circumstances, these funds may be used once prior approval is granted by the Board or in its absence, by the Permanent Secretary of the Ministry of Labour and Small and Micro-Enterprise Development (MLSMED).

- **HUMAN RESOURCES POLICIES**

The College is committed to effectively recruit, develop and retain quality personnel and meet future human needs for its efficient operations. The Human Resource Management policies deal primarily with recruitment and selection of employees, training and development, promotions, transfers and termination, compensation and employee relations.

- **FACILITIES MAINTENANCE POLICY**

This policy guides the programmes and procedures relevant to usage, maintenance and security of the physical infrastructure and grounds.

- **TENDERS RULES**

This document forms the guidelines for procurement, including the operations of the Finance and Tenders Committee. This Committee is a sub-committee of the Board entrusted with the responsibility of authorizing the acquisition of goods and services with values over TT\$100, 000.00 but not exceeding TT\$250,000.00.

- **STUDENT ADMISSION**

The provision for non-traditional entry to students is central to the mission of the College. The College encourages applications from groups that have been traditionally under-represented at the tertiary level, bearing in mind the applicants' aptitude for a particular course of study. The Student Support Centre is also available for students who require extra teaching and learning assistance.

- **EXAMINATIONS**

Examinations play a critical role in the evaluation and assessment of students, faculty and the academic programmes of the College. CCLCS has documented and published its policies on examinations so that every student and all academic staff are made aware of their respective responsibilities in ensuring the integrity of the process.

- **STUDENT GRIEVANCE POLICY**

The student grievance policy and procedure guards against discriminatory action against student and gives them the opportunity to have their grievances addressed in a structured manner.

3.2 DEVELOPMENT INITIATIVES

- Curriculum Review - The College effected a programme of Curriculum Review on October 21, 2013. CCLCS is in consultation with faculty, students and other main stakeholders. It was acknowledged that the programmes were to be updated and streamlined in an attempt to remove redundancies and identify a clear articulation of three or four years matriculation through the College for entering fulltime students coming in with CAPE or CXC qualifications respectively.
- Excellence in Teaching – In recognition of faculty’s hard work and dedication an Excellence in Training function was held on October 27, 2013. The programme recognized a full-time and part-time lecturer.
- Waste Water Treatment Plant – Engineering Agencies Ltd was approved as the Waste Water Treatment Plant upgrade provider. Tenders were invited to bid, to expand the physical capacity of the Waste Water Treatment Plant to meet the needs of the College’s clientele.
- HR Department re-location – The new commodious HR department location was equipped with ergonomic furnishings. The space will allow for improved staff and filing accommodation.
- On-line Courses – To further penetrate its credit union sector market with the introduction of an Online Certificate in Credit Union Management (OCCUM) was developed. The programme will provide participants with the necessary skills to function at either the middle management or as an elected officer of a credit union. Similar to the one year Certificate in Credit Union Management, OCCUM is a one year (two semesters) programme which requires participants to undertake the same six courses that are delivered in the face to face programme. The College marketed this online programme regionally and we are anticipating to formally commence in early 2015.

4.0 FINANCIAL OPERATIONS

4.1 BUDGET FORMULATION

Several factors are combined to ensure that the College has the financial capacity to support the educational programmes which it offers and is likely to offer in the near future. The College receives approximately 90% of its financial resources from the government of Trinidad & Tobago through its line ministry, the Ministry of Labour and Small and Micro-Enterprise Development (MLSMED) as approved by the Ministry of Finance based on the budget submitted to the Ministry. This assists the College in meeting both its operational and capital expenses. The other 10% comes from tuition and miscellaneous income such as returns on investment, rental of the auditorium, and monies obtained from specialized training programmes offered by the College to organizations, industries and ministries.

4.1.1 BUDGETING PROCESS

The budgeting and allocation processes of the College ensures that financial resources are adequate for faculty, staff, administration and other forms of support made available for sustaining and improving the quality of the educational programmes.

This process entails the following:

- Managers and Supervisors prepare departmental budgets for the following financial year (October 1st to September 30th) and submit these budgets to the Manager Fiscal Affairs (MFA) no later than the end of February of each year.
- The MFA compares these estimates to actual expenditure of the previous year as well as ensure there is a justification for the proposed expenditure.
- Taking into consideration the strategic objectives of the College, this information is compiled into one document by the MFA and submitted to the Executive Management for review and approval.
- Once approved by Executive Management, the Budget is taken to the Finance and Tenders Sub-Committee and then for final approval by the Board of Governors.

- When this document reaches the Board, it is titled “Draft Estimates of Recurrent Expenditure”. Each budget item has an explanatory note giving a justification for the increase or decrease of the proposed expense.
- After approval by the Board, the budget is submitted to the Ministry of Finance no later than April 30th of each year.

It should be noted that in the preparation of this budget, the human resource aspect of the College is taken into consideration. This is evidenced as the full number of employees are shown under personal emoluments subheads and provisions are made for posts expected to be filled on October 1st of the current year. Provisions are also made for any post which will be vacant on October 1st expected to be filled during the year. Appropriate reductions shall be made for posts, which are expected to become vacant during the year.

All items of the estimates are subject to careful scrutiny by MFA in order to ensure that they represent an accurate forecast, both of revenue and expenditure. Those items of expenditures which are no longer essential are eliminated and where experience has shown that previous provisions have been excessive, those provisions must be reduced. Managers are therefore required to carefully examine their departmental estimates before forwarding them to the MFA with their comments and observations. As the departmental heads carry out this activity, they are mindful of the need to ensure that their requests for resources are sufficient for sustaining the quantity and quality of the programmes of the College.

4.2 **EXPENDITURE versus INCOME**

4.2.1 **GOVERNMENT SUBVENTION**

The College receives its majority of funds from the Ministry of Finance on a monthly basis to meet the day to day expenditure of the College.

In 2013 the College’s subvention request was \$31, 546, 962 but its actual income from the government for the period was \$28, 667, 030. The College was able to increase its income through fees, photocopying services, repayment of loans, fines and miscellaneous to a total of \$42, 467, 627.

Actual expenditure in 2013/14 was at the tune of \$41, 622, 814 and comprised of personnel expenditure, salaries, overtime payment, government contributions, remuneration to Board Members, goods and services, minor equipment purchases and current transfers and subsidies.

4.2.2 TUITION FEE STRUCTURE

Funds collected from the tuition charged for the educational programmes are added to those of the government subvention and are utilized to further finance the programme offerings and expenses of the College. Cipriani College of Labour and Co-operative Studies has an established tuition fee structure which is outlined in the College's Student Handbook.

4.2.3 GOVERNMENT ASSISTANCE FOR TUITION EXPENSES (GATE) PROGRAMME

The College's programmes are approved for funding through the Ministry of Science, Technology and Tertiary Education Government Assistance for Tuition Expenses (GATE) Programme. For the financial year October, 2013 – September, 2014 the College invoiced GATE \$8.2M and received \$4.05M. The main benefit derived from this programme is it:

- i. gives access to many, who on their own, would not have been able to afford tertiary education and;
- ii. income, coming as it does from the government, assists greatly in ensuring that the College has the necessary resources to run the institution and to improve the quality thereof.

4.2.4 ADDITIONAL SOURCES OF FINANCIAL SUPPORT

Additionally, the College's Specialized Training Programmes, which are offered to Government ministries, businesses, industries and departments, credit unions, trade unions, non-governmental organizations and other public and private institutions across Trinidad and Tobago and the region, as well as the rental of the auditorium, are all classified as additional income which aid in ensuring that the College obtain the necessary resources to

sustain and improve quality. While the College's auditorium is earmarked as a centre for intellectual debate, it is rented out at times to bring in additional income.

4.2.5 INVESTMENT POLICY

The College has authority through Act No. 4 of 1972, Chapter 39:51 to invest its surplus funds. While the Board has broad authority to invest, there are guidelines in the Investment Policy that are pertinent to authorization limits, classifications and types of investment instruments.

The College's investment policy provides guidelines to management via the Finance and Tenders Committee in establishing and managing an investment portfolio from surplus funds. This authority to invest surplus College funds was granted to the College through Act No. 4 of 1972, Chapter 39:51. This policy sought among other things to:

- Establish reasonable expectations as to the objectives, constraints, guidelines and procedures applicable to investments of the financial resources of the College;
- Provide meaningful guidance in the financial management for the College without being overly restrictive given the changing economic, business and investment environment; and
- Create a framework for a well-diversified investment portfolio mix that can be expected to minimize risk and generate appropriate and sustainable financial.

The College utilizes the returns from its investments to deliver resources for students, staff and other activities when the subvention falls short of its requirements. One example of this was the construction of the College's first computer laboratory. It is to be noted that these funds are very limited due to the relatively small sums of investment on the part of the College. The last two Strategic Plans 2007-2011 and 2011-2015 have noted the great potential to be realized in the development of the College's Investment Portfolio as support for the future sustenance of the College's operations. This is seen as yet another strategic objective of the Financial Management Strategic Goal.

4.2.6 AUDIT FUNCTIONS

CCLCS has several levels of audit operations, all in an attempt to ensure that sound policies are adhered to and that the College has the financial capacity to sustain its programmes. Setting the example, the Board has formed an internal Audit Committee. This Audit Committee helps to ensure the financial integrity of the College, operating as the financial watchdogs, to ensure the College's Financial Regulations and procedures are maintained and followed. CCLCS is committed to ensuring its financial integrity by its processes for internal and external audits.

4.2.6.1 INTERNAL AUDIT

The College has an Internal Audit Unit (IAU) headed by an Internal Auditor, as a part of its organizational structure, to ensure that the systems of internal control are implemented and functioning in accordance with the established parameters. The Internal Auditor, who reports directly to the Board, also identifies areas of risk and possible opportunities for cost reduction and suggests activities toward increasing efficiency, economy and the effectiveness of the College's operations.

The Audit Charter which guides the operations of the Internal Auditor describes the purpose of the Internal Audit Unit as intended "to help the organization accomplish its objectives by bringing a systematic disciplined approach to evaluate and improve the adequacy and effectiveness of risk management, control and governance process." The core values that support this audit approach are integrity, professionalism and the highest standards of performance.

The Internal Auditor produces monthly reports which are submitted to the Board of Governors through the established audit sub-committee. The Internal Audit Charter outlines the responsibility of the Internal Auditor and the relationship with the Board of Governors.

4.2.6.2 EXTERNAL AUDIT

Since 2004, the College in an effort to maintain a certain level of integrity and transparency has engaged external auditors to audit the accounts of the College in accordance with international accounting standards. Notwithstanding, the accounts of the College are still open to be audited by the Auditor General in accordance with part 5, sections 24-30 of the Exchequer and Audit Act. Further to this, these audited statements are also subject to the review of the Public Accounts Committee (PAC).

4.3 PUBLIC SECTOR INVESTMENT PROGRAMME (PSIP)

The upgrade of the Waste Water Treatment Plant (WWTP) and a Curriculum Review (CR) are two PSIP projects that have been undertaken by the College during 2013/14. The WWTP is an IDF project and the CR is a PSIP project.

4.3.1 Waste Water Treatment Plant

Works on the Waste Water Treatment Plant is ongoing and the first payment occurred in 2013/14 amounting to \$1, 548, 998.50. The total cost is expected to be \$4, 089, 248.00. The main contractor is the Engineering Agencies Ltd (EAL).

4.3.2 Curriculum Review

Deloitte and Touch was contracted to review the curricula of 32 programmes offered at CCLCS; which included programmes from the Certificate to Bachelor Degree levels. October 2014 is the project's proposed start date. The cost of the project is \$2, 596, 125 and is to be sourced from the Consolidated Fund under the aegis of the Ministry of Labour and Small and Micro-Enterprise Development. The project is expected to end in July 2015.

The project objective is to ensure that:

- i. Curricula are aligned to the institution's Vision, Mission and Strategic Plan
- ii. the application of the principles of breadth, coherence, continuity, balance and flexibility are constant with the institution's goals
- iii. recommendations be made on revision of curriculum where applicable

5.0 HUMAN RESOURCES

5.1 ORGANIZATIONAL ESTABLISHMENT

Internal Staff at the College can be categorized as follows:

1. Executive Management - Full-time Contract Employment
2. Faculty – Full-time Permanent Employment
3. Faculty – Full-time Contract Employment
4. Faculty – Part-time Contract Employment
5. Support/Administrative Staff – Full-time Permanent Employment
6. Support/Administrative Staff – Full-time Contract Employment
7. Support/Administrative Staff – Part-time Contract Employment

5.2 CAREER PATH SYSTEMS

Consistent with our values, CCLCS assures each employee equal opportunities without regard to race, colour, creed, class, religion, age, nationality, marital status, gender or political persuasion. Each employee is assured of equal opportunity in recruitment, appointment, training, promotion, compensation, retention, discipline, separation and other employment practices.

All vacancies on the CCLCS permanent establishment are first advertised internally on College Notice Boards and through other internal media. Where a position cannot be filled internally, external recruitment will be done from the widest field of applicants sourced through mass media advertising and employment agencies. Recruitment and Selection is conducted in accordance with the College's Recruitment and Selection policy. These processes are conducted based on fair and equitable treatment of all applicants and will be consistent, transparent, professional and timely.

5.3 PERFORMANCE ASSESSMENT/MANAGEMENT STRATEGIES

The aims of the Performance Management, Planning and Review System are to facilitate and promote improvement in organizational performance through the work of employees, to enhance job satisfaction, to advance career and staff development strategies and to maintain accurate records of performance outcomes. This is a pay for performance

system based on the satisfactory attainment of targets. Increments are tied to Performance Assessments.

5.3.1 PROMOTION – SELECTION PROCESS

The College is committed to the development of its employees as outlined in its Mission Statement. In keeping with this, promotions are made in accordance with the terms and conditions as outlined in the Collective Agreement.

5.4 EMPLOYEE SUPPORT SERVICES

The College allows for multiple facets as employee support by means of the following:

- **Study Incentive Policy (SIP)**

In 2013, the College modified its SIP policy to include access to all full-time staff whether such staff were permanent or contractual employees.

- **Employee Assistance Programme (EAP)**

The EAP services are available to all full time staff. The service was designed by the provider to suit the needs of the College. It includes EAP Orientation for all Managers, Supervisors and Staff, Supervisor/Management Training, Assessment, counseling, referral and follow up, crisis intervention and critical incident stress, educational workshop/seminars, management consultation, management reports, quality assurance and community networking. Assistance is provided to all employees, retirees and their families and assists employees to resolve personal and/or work related problems which may affect their job performance.

6.0 PROCUREMENT PROCEDURES

6.1 CCLCS FINANCIAL REGULATIONS

Procedures and policies for the receipt and disbursement of funds of the College are prescribed in this document. The document is also aligned to the Tenders Rules and adopts the fundamental principles in government accounting. This document is patterned after and works in tandem with the Financial Instructions 1965 and Exchequer and Audit Act 1959.

6.2 TENDERING AND CONTRACTUAL PROCEDURES

This document forms the guidelines for procurement, including the operations of the Finance and Tenders Committee of the Board. As a sub-committee of the Board, this Committee is entrusted with the responsibility of authorizing the acquisition of goods and services with values over \$100K, but not exceeding \$250K, while the Board approves all services over \$250K. When items of more than \$500,000 are tendered, Officers or members of the Central Tenders Board may attend the Committee. The Director has authorization to approve services not exceeding \$60K while an internal committee must be established to review services with values over \$60K but not exceeding \$100K. These rules are based on the provision of the Central Tenders Board Ordinance, 1961 and related Regulations dated 1965.

All stores and materials purchased locally shall be obtained from the appropriate contractors where contracts exist. Where no contract exists, the authority for the purchase of local stores shall be a requisition with three (3) quotations attached b) If three (3) quotations cannot be sourced an explanation must be given for this occurrence. Purchase of articles, under no circumstances must be subdivided into two or more portions, so as to bring the purchases within the jurisdiction of a lower authority. If such subdivision takes place the officer responsible may be surcharged by the executive for any financial loss arising.

In the case of Local Purchases not covered by contract Managers and Heads of Department when making local purchases not covered by a contract shall ensure:

- The article purchased is the lowest priced, good quality article, which meets the requirements of the department concerned.
- Any special discount allowed by the sellers has been obtained and have been accrued by the college.
- Payment for the articles is made within the discount period and that the discount is in fact deducted from the price.
- Articles manufactured, produced, and assembled in Trinidad and Tobago are purchased in preference to imported articles, where local articles are superior or comparable to the imported article in quality and price.

In inviting quotations for stores and materials, Managers and Heads of Department shall observe the under mentioned principles:

- All the known principle agents for the type of articles required shall be invited to quote in writing so that the most favourable quotation can be obtained.
- Complete specifications covering the articles required shall be supplied to the tenderers so that they will not be in doubt of what is required.
- Specifications shall allow tenderers a certain scope and shall not be framed in such a way as to indicate that a department has in mind only one particular make or brand.
- In submitting recommendations to MFA for the articles to be purchased the Managers or Heads of Departments shall give an explanation in any case where the lowest priced article is not recommended.
- Records of all stores purchased shall be kept in the form of an inventory stores ledger.

6.3 **OPEN TENDER, SELECTED TENDER AND SOLE TENDER**

Open, Selected and Sole Tenders are procured by the College using procedures mentioned above and in accordance with the Guidelines stipulated in the Rules for the Invitation and Consideration of Offers and Tenders and the Award of Contracts for Goods, Services and the Execution of Works for CCLCS. This document outlines the following, as it relates to the three types of tendering stated above:

- The Membership of the CCLCS Tenders Committee
- The frequency of meeting of the CCLCS Tenders Committee
- The procedures to invite and consider tenders
- Specifications for the Tenders Box
- Criteria for the Receipt of Tender; and
- Criteria for the Opening of Offers

7.0 **CHALLENGES**

- 7.1 Over the period October 2013 to September 2014, the College continued to operate with an outdated legislation. CCLCS has moved from a certificate granting institution to a tertiary institution, offering diplomas and bachelor degrees, all approved by the Accreditation Council of Trinidad and Tobago. It is critical therefore, for the recommendations for the amendments to the legislation to be addressed urgently.

Another major challenge the College faces is the relatively low salaries of faculty and staff when compared to what is paid to their counterparts in other tertiary institutions in the country. The College continues to operate on 2007 salaries. The Board is aware that the relatively low salaries are an obstacle to recruiting and retaining high-quality faculty and staff. It is also characterized as a cause of the lowering morale amongst the existing faculty and staff.

Entrance to the College

The Government has since completed most of its road development exercise in the East West corridor. The College continues to engage the Ministry of Works with respect to the possible creation of a walk over and also creating an additional entrance/exit to the College. Commitments have been made on the part of the Ministry of Works and Infrastructure to address all College requests and to facilitate a highly collaborative process.

Proposed Tobago Campus

The College is experiencing inadequate facilities at the Tobago Campus. The management is currently seeking a new building that will better facilitate the stakeholders.

Leadership Issues

Responses to an advertisement to fill the Director's post was not overwhelming. Despite the leadership woes and concerns the Officer in Charge was asked to hold on until the position is filled.

WIFI Solutions

Wifi connectivity coverage continues to be insufficient for the Campuses (Trinidad and Tobago). Students situated on the East Wing, the Pre-Fab and Tobago venue are often without the service. ICT is in quest of increasing the bandwidth throughout the College.

8.0 CONCLUSION

CCLCS' Caribbean Journal was launched on November 6, 2013. The online, multidisciplinary publication is directly linked to the current programme offerings and research initiatives of the College.

The Caribbean Journal of Labour and Co-operative Studies position itself as one of the leading sources for Caribbean specific and information media. The intended audience of this journal includes Labour Organizations, Credit Unions, Civil Society Organizations, Governments, Researchers and Academics.

Thus, the College continues to make every effort to maintain the institution as the premier provider of tertiary educational programmes for working people of Trinidad and Tobago and the region as a whole.

The College anticipates a more proactive and productive academic year 2014 - 2015. The end result for the implementation is a wide ranging and College broad base suite of detailed policy initiatives, projects, programmes and measures to encourage growth, development, economic stability and transformation.



CIPRIANI COLLEGE
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