

ADMINISTRATIVE REPORT



The Vehicle Management Corporation
of Trinidad and Tobago Limited



FISCAL 2016-2017

TRUST US WITH YOUR VEHICLE



SERVICE THAT SAVES YOU...

FLEET MANAGEMENT | MAINTENANCE SERVICES | DIAGNOSTIC CENTRE



The Vehicle Management Corporation
of Trinidad and Tobago Limited

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THE VEHICLE MANAGEMENT CORPORATION OF TRINIDAD AND TOBAGO LIMITED

ANNUAL ADMINISTRATIVE REPORT: FISCAL 2016-2017

In accordance with in accordance with the Section 3.26 of the State Enterprise Performance Monitoring Manual, State Agencies are required to submit to the President of the Republic of Trinidad and Tobago – via our Line Ministry an Annual Administrative Report detailing the execution of our functions and powers for each fiscal year.

Accordingly, The Vehicle Management Corporation of Trinidad and Tobago Limited (VMCOTT) is pleased to submit our report on the operations and activities undertaken for the fiscal year 2016-2017.



The Vehicle Management Corporation
of Trinidad and Tobago Limited



PURPOSE / GOVERNANCE

SERVICE THAT SAVES YOU...

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- Mandate
- Mission
- Philosophy



GOVERNMENT MANDATE

The Vehicle Management Corporation of Trinidad and Tobago Limited (VMCOTT) was established in 2000 by the Government of Trinidad and Tobago (GORTT), as a Special Purpose State Enterprise. VMCOTT was created to serve as a 'system wide' solution to the collapse in the maintenance of State vehicles.

Specifically, VMCOTT was charged with the responsibility to fulfil the transportation needs of GORTT Ministries and State Agencies/Enterprises throughout Trinidad and Tobago, by enhancing the mobility of all State owned and operated vehicles via timely, transparent, efficient and effective systems.

GORTT held the position then, that centralizing the maintenance function for vehicles owned/operated by the State is beneficial to GORTT for economic and other gains.

GORTT's position was reaffirmed when VMCOTT was approved by Cabinet to be a central controlling agency providing fleet management services to the public sector as a whole.....

(Re: Cabinet Minute No. 481 of March 5th, 2009)

Later, Cabinet allowed for VMCOTT to expand its services to the private sector interests; offering all and/or any services that are related and/or incidental to the business mandate of fleet management.

(Re: Cabinet Minute No. 1030 of April 21st, 2005)



VISION

The Leader in delivery of Total Fleet Management Services in Trinidad and Tobago.

MISSION

Delivering value to our customers through innovative products and reliable fleet management services in Trinidad and Tobago.

CORE VALUES

Professionalism

Maintaining undaunted integrity through the provision of on-time, high-quality service and adherence to the highest ethical standards.

Dependability

Maintaining reliable fleets and vehicles for our customers and stakeholders to achieve dependability. (We commit to use quality replacement parts – original or OEM, unless otherwise requested – to meet original equipment manufacturer’s specifications).

Efficiency

Providing cost effective, timely customer solutions by ensuring the efficient use of resources through optimized workflows and processes. (We commit to provide professional service and expert advice, as a fleet specialist)

Customer Service Excellence

Promoting high levels of engagement and service delivery to exceed the expectations of our customers and stakeholders. (We commit to timely, friendly service from an honest team of automotive professionals)

PHILOSOPHY

VMCOTT's Philosophy is intended to define a way of thinking to propel the right attitudes within the organization, so as to foster productivity and ensure that VMCOTT delivers on government's mandate. It sets key organizational and individual requirements for a modern and effective VMCOTT, by adhering to the core institutional values of the organization. The philosophy is intended to engender principle-based, purpose-driven behaviour to achieve results, greater accountability and transparency in decision making through a change in attitude to achieve efficiency and effectiveness in the delivery of services.

To deliver service that satisfies the needs and exceeds the expectations of our customers, VMCOTT takes a win-win approach; i.e. utilizing a qualified and skilled technical team, using OEM or original parts, and use of modern high-tech equipment.

These were further clarified as follows:

- Dedicated continuous improvement in the quality and efficiency of our service delivery to our valued customers.
- Pride in the provision of professional service and expert advice, as a fleet specialist with the use of modern high-tech equipment and a qualified and skilled technical team.
- Use of quality replacement parts – genuine or OEM – to meet original equipment manufacturer's specifications (unless otherwise requested by the customer).
- Commitment to prompt, friendly service from an honest team of automotive professionals.
- Promotion of Preventative/Predictive Maintenance as a paramount to achieving consistent roadworthy fleets.



The Vehicle Management Corporation
of Trinidad and Tobago Limited



STRATEGIC PLAN

SERVICE THAT SAVES YOU...

FLEET MANAGEMENT | MAINTENANCE SERVICES | DIAGNOSTIC CENTRE

- Strategic Goals
- Strategic Pursuits





STRATEGIC GOALS

LONG-TERM GOAL

Break-even – sustain operations by the end of the fiscal year 2019-2020.

SHORT-TERM GOAL #1

50% Increase in Throughput (Workshops: Beetham, San Fernando and Tobago)

- Attracting New Clients from the Public and Private Sectors
 - *Saturday Operations*

SHORT-TERM GOAL #2

5% Reduction in Operating Cost

- 5% Reduction in the Cost of Services
- 0% Increased Cost of Consumables/Utilities

SHORT-TERM GOAL #3

25% Growth in Monthly Revenue

- Revenues from New Business Ventures
 - *CNG Conversions*
 - *Automatic Carwash*
 - *Procurement Services*
 - *Private Vehicle Inspection*
- Revenue from New Products/Services
 - *Tyres; Batteries; Auto Air Condition Services*
- Revenues from New Joint Ventures
 - *Regional Borough Corporations (Workshop Management)*

STRATEGIC PURSUITS

Efforts were geared toward reinforcing the business processes and by extension the organization in itself in addition to attracting business interests from the Public and Private Sector.

Accordingly, change management initiatives commenced with the revision/development, roll-out, implementation and execution of policies and procedures. These were aimed at influencing the methods employed in the day to day activities at VMCOTT. They were also intended to assist in creating a more customer oriented VMCOTT.

In this regard, the core operational areas – with two (2) exceptions – were fortified and a new pricing strategy implemented. Prices were revised to be on par with, or lower than competitors.

Consistent with the Strategic plans for the fiscal year under review, VMCOTT executed a number of promotional and incentivized strategies aimed at reactivating, attracting and retaining Public Sector Entities.

Additionally, to counteract the precarious cash position, VMCOTT's service portfolio was diversified and expanded. Strategic cash incentivized or 'cash on delivery' services within the tenets of the core function of fleet management, were added to the existing services. These included – but was not limited to – the addition of an Automated Carwash at the Beetham facility, extending the services offerings to the general public and increasing the operating hours to incorporate Saturdays operations from 8:00 am to 2:00 pm.

(Refer to Appendix I)



STRATEGIC PURSUITS

As well, VMCOTT continued in the aggressive pursuit of plans to launch a CNG Conversion Centre that will facilitate a partnership arrangement with the company (The NGC-CNG Company Limited), mandated by GORTT to convert an initial 17,000 gasoline fuelled State vehicles to CNG.

By Memorandum of Understanding Signed in September 2016, NGC-CNG has agreed that VMCOTT together with the private sector will play a strategic role in achieving the Mandate. In particular, through the pursuance of the Project, VMCOTT has agreed to work with NGC CNG to convert GORTT Owned Vehicles to CNG fuelled vehicles, on a phased basis. VMCOTT has been working to establish its CNG Conversion Centre and obtain its CNG Service License.

Given the strategic plans being executed, the decision was taken to rebrand VMCOTT and its service offerings. The intent; to the communicate the new and improved VMCOTT and create a new image, in the minds of the clients of the targeted market sector.



The Vehicle Management Corporation
of Trinidad and Tobago Limited



PERFORMANCE ACCOMPLISHMENTS

SERVICE THAT SAVES YOU...

FLEET MANAGEMENT | MAINTENANCE SERVICES | DIAGNOSTIC CENTRE

- Corporate Structure
- Organizational Structure
- Service /Product Offerings
- Level of Authority



INSTITUTIONAL STRENGTHENING

Efforts were made to address the lack of guidelines to adequately equip the staff to undertake the newly revised/established business processes. Particular focus was placed on ensuring that service was delivered promptly without compromise for quality and agility. The pricing structure was also revised.

Accordingly we implemented, the Finance Manual; and Standard Operating Procedures (SOPs) for the core operational areas of the business:- Workshop, Customer Service Reception and Stores.

Consequentially, the positive effects of the implemented policies and procedures/SOPs were seen as follows:

FINANCE DEPARTMENT

With the low cash flow situation – a product of non-paying customers – the Finance Manual has played a vital role in the astute management of finances available.

There has been vast improvement in the accuracy, timeliness, storage and completeness of financial data since establishing financial controls within the organization. This has significantly reduced the occurrences of bad debts, which has in the past mainly resulted from the loss of documents.

Improvements in the accuracy and timeliness of reporting and invoicing have also been noted.



INSTITUTIONAL STRENGTHENING

WORKSHOP

Renewal of these processes/strategies and adherence has improved the levels of quality and efficiencies in the Workshop.

The implementation of redesigned workflow processes ('red/green line') at the workshop, based on the SOPs, as well as the re-introduction of daily planning meetings has promoted vast efficiencies in the scheduling of jobs. This has allowed for prompt and efficient repairs of customer vehicles, where parts are received in a timely manner.

Bi-weekly HSE Tool Box meetings are held to help maintain the 'zero' incident/accident reporting in the Workshop.

To further improve Workshop efficiencies, independent of the SOPs; new scanning tools and other equipment such as Nitrogen Tyre Fill machine and the Air Condition Diagnostic and Service machine have been procured and are in use.

Along with these efficiencies, a reduction in vehicle returns have been noted.

Additionally, in preparation for CNG Conversion, selected Technicians have been trained in this regard. On engaging a supplier for CNG Kits, it is expect that supplemental training will be conducted in this area.

INSTITUTIONAL STRENGTHENING

SERVICE RECEPTION DEPARTMENT

Customer Service Reception has benefited from improved intra-department communications as mapped out in the SOPs. This has resulted in a reduction in some of the gaps, as well as the number of queries in the invoicing process, between the Workshop and Service Departments. Invoicing efficiencies has also vastly improved.

There has been further improvement in the efficiencies as it pertains to customer service delivery, in this area. The introduction of a Service Officer has aided the execution of the SOPs.

Notwithstanding the above, a customer outreach programme was introduced to determine the satisfaction levels of all private customers.

An internal customer training program is to be conducted at VMCOTT's three (3) facilities in the very near future to further enhance customer service delivery.

STORES DEPARTMENT

The Stores department has recorded the lowest variance since establishment of the company. The total inventory as at March 31st, 2017 stood at TT\$10.5M (unaudited), this included all inventory, tools and obsolete stock.

The last stock count carried out on March 31st, 2017 recorded a variance of TT\$32,000.00; which is equivalent to 0.03% of the actual stock. (In the Stores industry, a variance of 5% of Stock value is usually allowed.)

INSTITUTIONAL STRENGTHENING

STORES DEPARTMENT cont'd.

This reduction also represents a significant decrease of approximately 97%, when compared to the variation of TT\$855,000.00 recorded as at September 30th, 2012.

This gives evidence that the basic function of the Stores – i.e. accounting for stock/items received via the maintenance of proper records of all the incoming, stored and outgoing stock/items for proper accounting and audit trails – have been maintained. Inventory control / management thus are a vitally important aspect of any stores function.

PRICING

VMCOTT engaged in a market analysis and has since moved from a cost plus pricing strategy. Alternatively, the competitive pricing strategy was adopted; and the pricing structure was revised to be set within a comparable range of competitors. (i.e. prices are on par with or, in some instances, lower than those of competitors).



With the adoption of this strategy, VMCOTT must now ensure continuous service delivery improvements with the aim to attain superior levels. This will then give the option to slightly increase prices gradually in the future.

VMCOTT must now be fully informed of competitors prices and also be able to determine how discerning customers are on price.

RE – BRANDING VMCOTT

The process of rebranding VMCOTT was initiated with the fragmenting of the services into three (3) distinct brands offered to the various segments of the target markets identified.

The ‘VMCOTT’ brand remains dedicated to the State Enterprises with the aim to fulfill VMCOTT’s mandate to be ‘the central controlling agency providing fleet management services to the public sector as a whole...’ All services within VMCOTT’s fleet management portfolio is offered under this service brand.

With the rebrand the logo was changed from  to 

‘VMCOTT Auto Stop’ brand offers Turnkey Vehicle Management and Maintenance Solutions for the Commercial and Private Sector. Under this service brand, while all services are offered, particular focus is placed on the fleet maintenance category of VMCOTT’s entire fleet management portfolio.

This brand is symbolized by the logo:



‘VMCOTT Auto Sure’ brand integrates Corporate Social Responsibility into the business model, and thus VMCOTT has embarked on the establishment of strategic partnerships to develop programmes and incentives geared toward fostering vehicular eco-efficiency, safe driving practices and improved driver behavior.



This brand is centered on VMCOTT’s inaugural initiatives to be integrated into the service offerings: CNG Conversions and servicing of Hybrid vehicles.



SERVICE PORTFOLIO DIVERSIFICATION

In an attempt to neutralize the cash flow challenges, a number of cash incentive strategic initiatives, were introduced as outlined hereunder:

AUTOMATIC CARWASH SYSTEM AT VMCOTT'S BEETHAM FACILITY

In June of 2014, VMCOTT launched its first automated carwash at the San Fernando facility. This carwash was the one of the first diversification strategies to be implemented, within the tenets of VMCOTT's Cabinet mandate to be a fleet management organization.

Given that this new business unit has performed well, (i.e. generated revenues that allowed for recovery of the capital investment within a two (2) year period); the decision was taken to establish a similar system at VMCOTT's Beetham facility.

This second carwash was opened to the public in April 2017 and has up to the end of the fiscal period under review, been attracting interests from commuters on the Beetham highway.

The Beetham carwash is equipped with a pre-paid system that allows for advance selling of washes. This feature has allowed for VMCOTT to offer wash cards that can be topped-up by customers.

Complimentary washes were given to key stakeholders including Ministers and Permanent Secretaries, as part of the promotion campaign.

SERVICE PORTFOLIO DIVERSIFICATION

MUNICIPAL CORPORATIONS – JOINT VENTURES

In April 2016, VMCOTT finalized its arrangement with the Mayaro Rio Claro Regional Corporation (MRCRC) for refurbishment of MRCRC workshop to facilitate the maintenance of vehicles. On June 8th, 2016 the facility was officially launched and has since been operational.

This arrangements has resulted in a monthly revenue generation of TT\$35,000.00 for VMCOTT, in addition to revenues from parts supplied.

VMCOTT continued its pursuit of this arrangement with all other Municipal Corporations. During the period under review, discussions are currently being held with Sangre Grande Regional Corporation (SGRC) and Chaguanas Borough Corporation (CBC) in this regard.

SGRC in particular, is at an advanced stage with the building/infrastructure works almost completed. The next stage will be to sign-off on an agreement similar to the MRCRC model.

VMCOTT sees itself as the driver; propelling these corporations to perform more efficiently using the MRCRC model. In so doing, VMCOTT will utilize its core competencies as a fleet management organization as mandated, while these Corporations too will have the opportunity to focus on fulfilling its mandate.



SERVICE EXPANSION

VMCOTT also considered measures aimed at expanding its service portfolio/offerings as well as its clientele. Some of these initiatives are as follows:

FLEET/VEHICLE MAINTENANCE SERVICES

With the withdrawal of business from state customers, VMCOTT has taken the initiative to extend the customer base by pursuing – more seriously – the private sector.

The ultimate goal was to increase sales and revenues generated.

Strategies included a number of promotional packages that were

SERVICE EXPANSION

CNG CONVERSION CENTRE ESTABLISHMENT

VMCOTT made progressive attempts at championing the CNG initiatives as appropriated by the GORTT. To this end, we partnered with the NGC CNG Company Limited to convert State vehicles to CNG powered vehicles.

The company approached VMCOTT to play a strategic partnering role, in the CNG conversion project and VMCOTT has accepted this offer.

Consequently, a MOU was signed-off between NGC-CNG and VMCOTT on September 22nd, 2016 in this regard.

Up to the end of the fiscal period, VMCOTT was in the process of applying for a CNG Service License (CSL) with the Ministry of Energy and Energy Industries, as is required to carry out CNG Conversions.

Plans to establish a CNG Conversion Centre at our Beetham facility were also underway.

VMCOTT will be the fourth “licensed” entity in Trinidad to carry out these conversions, when the CSL is obtained.



MARKETING STRATEGIES

MASS MEDIA:

Radio advertising was effectively utilized to attract customers to both Car Washes at our San Fernando and Beetham. The promotions were done via Hott 93.5FM and Slam 100.5Fm mainly to attract Private Sector clientele with the aim to enhance revenue generation.

Television commercials, 30 seconds, were aired on TV6 with the aim to create awareness of VMCOTT and inform the general public of the service offerings as well as availability of VMCOTT.

To further the efforts at create awareness of VMCOTT, flyers giving details of the VMCOTT Auto Stop Services brand were also circulated, by means of Newspapers inserts and TTPost Mail Box drops.

PROMOTIONAL CAMPAIGNS:

Flyers promoting the Automated Car Wash Systems and VMCOTT's Auto Stop Services at both the Beetham and San Fernando Facilities. An Account Executive was charged with the responsibility to follow up on interests.

Promotional campaigns were also launched online as part of the customer attraction strategy, as well as to establish VMCOTT's Auto Stop in the eyes and minds of the general public.

Additionally, engaged a brand ambassador to promote special packages aimed at increasing private sector clientele. The ambassador 'Tag' had the responsibility of trading these packages to the public, on VMCOTT's behalf.

MARKETING STRATEGIES

Packages included:

- i. discount cards offerings giving over twenty (20) discount coupons valued at over TT\$2,500.00 with the purchase of various services. These cards has a one (1) year validity and can be purchased at a special value of TT\$250.00;
- ii. various vehicle makes/models were targeted for discounts on a monthly basis. Parts were pre-packaged for the selected vehicles for faster turnover.

As well, a number of other similar initiatives are being pursued and are expected to come to fruition in the near future.

SOCIAL MEDIA:

VMCOTT expanded its marketing strategy to include social media platforms such as: Facebook, Twitter, Instagram, Google+, YouTube. These platforms were utilized to attract attention to VMCOTT's suite of Services with 'Stay Safe' Tips (*such as safe driving, and what should be done in case of emergency*) and 'Vehicle Care' Tips (*How to know when your vehicle needs specific services, parts replaced, etc.*)

The website too was upgraded to allow more user friendly interaction and provide users with fundamental information about VMCOTT in a vivid and attractive virtual environment. Added features to the website included, but was not limited to:

- 'Book your next service appointment online' and
- 'Request your quote online'

As a result of these strategies/promotions, VMCOTT saw a 40% increase in private customers



The Vehicle Management Corporation
of Trinidad and Tobago Limited



ORGANIZATIONAL STRUCTURE

SERVICE THAT SAVES YOU...

FLEET MANAGEMENT | MAINTENANCE SERVICES | DIAGNOSTIC CENTRE

- Corporate Structure
- Organizational Structure
- Service /Product Offerings
- Level of Authority





CORPORATE STRUCTURE

Similar to each State Enterprise, by Act No. 5 of 1973 (Chapter 69:03), the Minister of Finance remains VMCOTT's Corporation Sole – the single Shareholder. While the Shareholder provides for VMCOTT's Corporate Governance, the Ministry of Works and Transport (Line Ministry) commissions policy mandates for the operations of VMCOTT. In corporate governance compliance, the Board reports to the Ministry of Finance (Investment Division).

As a Special Purpose State Enterprise, VMCOTT's Corporate Governance Structure is set out by legislation. This set up effectively places responsibility for the overall direction of the organization with VMCOTT's Board of Directors, which was appointed by the Shareholder in July 2016.

The Board of Directors provides strategic guidance and monitors the activities and effectiveness of management. All members are accountable for the quality of the services provided by VMCOTT. They are also responsible for ensuring that VMCOTT honors the commitments made in the mission and values statements, and for assuring that VMCOTT acts within the laws governing its operations as a State Enterprise.

As it relates to the laws governing its operations, VMCOTT has maintained an independent Corporate Secretary – Ms. Linda Rajpaul – who was appointed since inception. The Corporate Secretary is responsible for maintaining statutory and other records (including Minutes of Board of Directors Meetings and Shareholders Meetings), convening meetings and ensuring VMCOTT's compliance with requirements under the Companies Act, VMCOTT's By-Laws and other Statutes. Additionally, the Corporate Secretary is responsible for executing other duties delegated by the Board of Directors.

CORPORATE STRUCTURE

The Government-appointed Board of Directors additionally serves as the advisory body for policy and plans for the overall development of VMCOTT. During the fiscal period 2016-2017 these members included:

- Lt. Col. Neil H. Bennett (Ret'd.) – Chairman
 - Mr. Marvin Gonzales
 - Mr. Mark Lee Son
 - Ms. Melissa Boodhoo-James
 - Mr. Roddy Batchasingh
 - Ms. Linda Rajpaul – Corporate Secretary
- } Director

GOVERNANCE COMMITTEES

The performance monitoring regulations for State Agencies requires the appointment of a number of governance committees to support the Board in the carrying out of its duties.

Since the Board of Directors consists of only four (4) members who could be appointed to these sub-committees it was determined that three (3) most critical Governance/Sub-Committees of the Board of Directors would be established as follows:

- Audit
- Finance
- Tenders

The Board appointed Committees comprised of members of the Board and Officers of VMCOTT. However, an external independent professional – Mr. Varuna Ramdial, Senior Audit Analyst, Central Audit Committee, Investments Division, Ministry of Finance – was appointed by the Minister of Finance to sit on the Audit Committee Sub-Committee.

Due to the small number of Directors appointed, other Committees pertinent to attaining greater efficiencies in monitoring/directing the operation of VMCOTT, could not be established.



CORPORATE STRUCTURE

EXECUTIVE MANAGEMENT

The Executive Management Team is charged with the implementation of good governance at VMCOTT. The Team reviews the strategic direction, priorities and performance objectives of the organization – as set out in the Strategic Plan – to enable the efficient and effective achievement of outcomes.

During the fiscal period under review, the Executive Management team consisted of:

- Mr. Ramesh Lackhan – Chief Executive Officer
- Ms. Cintra Singh – Human Resource Manager
- Ms. Natasha Prince – Operations Manager (*effective Nov. 2016*)
- Mr. Terence Sammy – Finance Manager (Ag.)
- Mr. Learie Cummings – Internal Auditor

ORGANIZATIONAL STRUCTURE

As part of VMCOTT's Strategy and Action Plan 2016-2017, a new organizational structure was developed and approved by the Board of Directors on March 3rd, 2017. (See Appendix II).

Prior to revising the organizational structure, an assessment of the existing structure was conducted. Based on the assessment consideration was given to the establishment of an organizational design that would be more conducive to new operational direction of the company.

The new structure focuses on internal capacity building, organizes VMCOTT around its strategically important and revenue-generating roles and seeks to obtain maximum output from all support units.

Human Resource Department was then appointed as the driving unit that will ensure the new structure is effectively implemented.

Approval of the new organizational structure and direction was sought from VMCOTT's Line Ministry, but had not yet been attained up to the end of the fiscal year under review.



DEPARTMENTS PROFILE

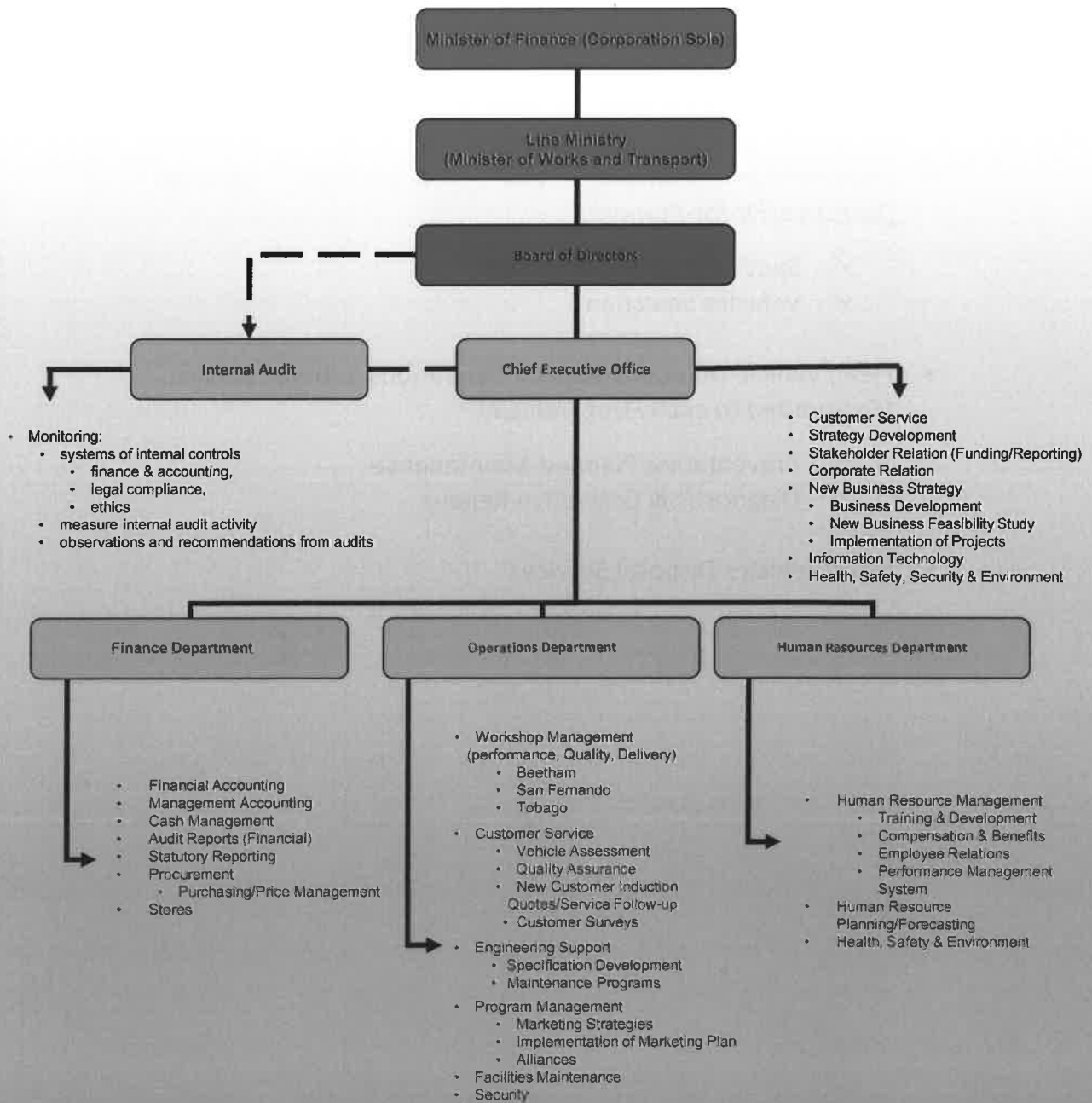


Figure 1

PRODUCTS AND SERVICES

VMCOTT provides fleet management services in three (3) separate and distinct categories.

Our fleet management portfolio includes, but is not limited to:

- Fleet/Vehicle Planning and Procurement Services
(Selective/Fit-for-Purpose)
 - ✓ Specification Development
 - ✓ Vehicles Selection

- Fleet/Vehicle Maintenance and Operations Support Services
(Customized to each Fleet/Vehicle)
 - ✓ Preventative/Planned Maintenance
 - ✓ Diagnostic & Corrective Repairs

- Fleet/Vehicles Disposal Services



SERVICE PRODUCTS

In providing our services, the customer has the option of VMCOTT providing all spare parts required. Our stock includes, but is not limited to:

SERVICEABLE SPARE PARTS

- Oil filter
- Air Filter
- Fuel Filter (if applicable)
- Spark Plugs
- Disc Pads – Front & Rear
- Brake System (Rotors, Brakes Shoes, etc.)

REPLACEMENT SPARE PARTS

- Batteries
- Tyres
- Bulbs
- Shocks
- Suspension spares (Outer/Inner Steering Ends, Cradles, Linkages etc.)

MAJOR REPLACEMENT PARTS

- Timing Chain/Belts
- Tensioners
- Mounts
- Differentials
- Cooling Systems Units (Radiators, Fans, Hoses, Thermostat, etc.)
- Clutch Systems (Clutch, Pressure Plate, Release/Pilot Bearing, Fly Wheel etc.)

VMCOTT boasts of using quality replacement parts to meet original equipment manufacturers' (OEM) specifications, as far as practical, unless otherwise agreed by our customer.

FLEET MAINTENANCE SERVICES OFFERINGS

VMCOTT avails our Customers the convenience that goes with a One-Stop-Shop, where our fleet maintenance service offerings can be accessed under one 'umbrella', within the tenets of our fleet management model.

Quality and competitively priced fleet maintenance services – inclusive of, but not limited to the following, can be accessed at VMCOTT:

- Preventative / Planned Maintenance (*Customized to each Fleet /Vehicle*)
- Fleet Management Solutions
- Private Vehicles Inspections
- Corrective Repairs
- 3D Wheel Alignment
- Brakes Service & Repair
- Auto Body Works
- Tyre Sales & Services
- Tyre Maintenance
- Battery Sales & Services
- Fuel Injection Services
- 40 Point Multipoint Checks
 - ↳ Vehicle Assessments
- Steering & Suspension Repairs
- Vehicle Roadside Assistance
- Transmission & Drive Train Repairs



FLEET MAINTENANCE SERVICES OFFERINGS

- Diagnostic Scan
- Nitrogen Inflation
- Complete Engine Overhaul
- Air Condition Services
- Oil Change
- Personal Maintenance Packages
- Automatic Carwash Services
- Major Parts & Supplies
- And much more.....

LEVELS OF AUTHORITY

The limits of authority designated to specified positions of responsibility within VMCOTT, have been defined to establish the types and maximum amount that may be approved by individuals.

CHEQUES

VALUE (UPPER LIMIT)	DESIGNATED AUTHORITY
Up To TT\$25,000.00	Chief Executive Officer and Finance Manager
Up To and Over TT\$25,000.00	Chairman – Board of Directors / Chairman – Finance Sub-Committee of the Board and Chief Executive Officer or Finance Manager

Table 1

PETTY CASH

VALUE (UPPER LIMIT)	DESIGNATED AUTHORITY
UP To TT\$499.99	Chief Executive Officer, Executive Managers, Accountant and Operations Coordinator
Up To and Over TT\$499.99	Chief Executive Officer and Finance Manager only

Table 11

LEVELS OF AUTHORITY

PURCHASE ORDERS

VALUE (UPPER LIMIT)	DESIGNATED AUTHORITY
Up To TT\$3,000.00	Purchasing Officer
Up To TT\$50,000.00	Purchasing Coordinator
Up To TT\$200,000.00	Finance Manager
Over TT\$200,000.00	*Chief Executive Officer and Finance Manager

**based on the appropriate approvals having been obtained from the Board of Directors*

Table 111



The Vehicle Management Corporation
of Trinidad and Tobago Limited



FINANCIAL OPERATIONS

SERVICE THAT SAVES YOU...

FLEET MANAGEMENT | MAINTENANCE SERVICES | DIAGNOSTIC CENTRE

- Budget Formulation
- Revenues vs. Budget
- Expenditure vs. Budget
- Trade Receivables



BUDGET FORMULATION

Formulation of the budget was subject to projected revenues conditional on the retained existing and the attraction of new clients. An average mark up of 20%, which is down from 30%, was reflected in the calculation of the anticipated revenues and the associated.

Departments review of previous years' expenses and the pursuits for the fiscal year 2016-2017, was the determining factor for planned expenditure for each cost element.

Subsequent, to review by the Executive Management, the budget was approved by the Board of Directors and later submitted to VMCOTT's Line Ministry – Ministry of Works and Transport – for inclusion in the National Budget.



REVENUES VS. BUDGET

There was a shortfall in revenue of \$12.6M which was directly linked to significant reduction of business from the Trinidad and Tobago Police Service (TTPS).

In addition, the anticipated business from the Public Transport Service Corporation (PTSC) did not materialise despite numerous discussions with regard to VMCOTT resuming maintenance of the International and Yutong fleet of buses.

With the delayed commissioning of new services, non-materializing of anticipated business from PTSC, other State Entities and private sector clients as well as the reduction of TTPS business; the fiscal year saw less than anticipated revenues.

The total revenue was \$6.7M compared with the budgeted revenue of \$19.3M.

EXPENDITURE VS. BUDGET

As VMCOTT rationalized its operations to accommodate reduced revenues, expenditure for fiscal 2016-2017 was reduced to \$13.3M; \$8.7M lower than budget.

The Gross Profit for the year was \$472K.

An Operating Loss of \$13.1M was realized as at September 30, 2017, compared to a budgeted loss of \$18.2M.

These figures are before consideration of Deficit Funding received from the Government of Trinidad and Tobago which amounted to \$10M for the fiscal period under review.



OPERATING FINANCES

The Trade Receivables at the end of the fiscal year stood at \$36M. Of this amount, the TTPS and PTSC had outstanding balances of \$16.6M and \$12.4M respectively; accounting for 81% of the receivables.

VMCOTT continued to pursue these debts in an effort to reduce the receivables portfolio and numerous discussions were held with both entities.

However, despite commitments from TTPS for the settlement of all debt which can be substantiated, this has yet to materialise. TTPS has sighted the lack of funding releases as main cause.

As it pertains to the settlement of PTSC receivables account, the settlement of this debt has been discussed as a prerequisite for VMCOTT's acceptance of any further works. This however, has not been fruitful despite VMCOTT's proposed settlement of 25% of overall debt owed.

During the fiscal year end financial audit process, VMCOTT will be re-evaluating these balances to determine if any further provision for non-settlement should be made.

Notwithstanding that VMCOTT received payment against its receivables, these payments were sporadic and minimal. As it remained, the lack of significant collections continued to hamper VMCOTT in its efforts to settle with suppliers. This resulted in several suppliers suspending credit facilities, which in turn impacted negatively on performance, delaying repairs and maintenance to vehicles.



The Vehicle Management Corporation
of Trinidad and Tobago Limited

A black and white photograph of a car's engine compartment, showing various hoses and mechanical parts. The image is slightly blurred, creating a sense of depth.

HUMAN RESOURCE DEVELOPMENT

SERVICE THAT SAVES YOU...

FLEET MANAGEMENT | MAINTENANCE SERVICES | DIAGNOSTIC CENTRE

- Organizational Establishment
- Employment Conditions
- Career Path Management
- Recruitment and Selection
- Performance Assessment
- Training Programme



ORGANIZATIONAL ESTABLISHMENT

VMCOTT employs staff on contractual, permanent or temporary basis, dependent on the requirements of the position.

Contract appointments are made by formal agreement for a specified period which is terminable by either party giving notice stipulated in the terms of contract. At the end of an employee's term of engagement, their contract may be subject to renewal or a new contract issued at the sole discretion of the Company. Consideration of renewal or a new contract is based on the fit between the employee's skills, competencies, experience and demonstrated performance over the term of the expired contract together with a projected or existing job vacancy within the organization.

Employees hired for permanent employment are confirmed in the position after a three (3) to six (6) months probation. Confirmation is based on the fit between the employee's skills, competencies and demonstrated performance over the probationary period.

Temporary employment is for a limited period as a substitute for an employee on leave, or until a particular project outside the core business of VMCOTT – which may last for more than six months – is completed. Temporary employees are not eligible for any benefits other than those agreed to upon appointment.

The number of staff as at September 30, 2017 totaled **94**, and is broken down as follows:

- Permanent – 78
- Temporary – 8
- Contract – 8
- Trainees – 0

EMPLOYMENT CONDITIONS

VACATION LEAVE

Permanent and Contract employees are eligible for paid vacation leave on the completion of twelve (12) months continuous service or as stipulated in their contract. Vacation leave is accrued during the probationary period; the employee is not eligible to paid vacation leave during his/her probation.

Staff are eligible to receive vacation leave in accordance with the table hereunder:

CATEGORY OF STAFF	LENGTH OF SERVICE	ANNUAL ENTITLEMENT
Chief Executive Officer	1-6 years of service	20 working days
	7 years & over service	25 working days
Senior Management	1-10 years of service	20 working days
	Over 10 years	25 working days
Junior Management & Professional Staff	1-5 years of service	15 working days
	6-10 years of service	20 working days
	Over 10 years service	25 working days
Supervisory, Administrative/Clerical Technical, Manipulative	1-5 years of service	12 working days
	6-10 years of service	15 working days
	Over 10 years service	20 working days

Table IV

Each employee is allowed to have only seven (7) working days roll over to the next year following their anniversary date of employment.

EMPLOYMENT CONDITIONS

SICK LEAVE

Employees with a minimum of one (1) year service become eligible for payment of fourteen (14) days sick leave per calendar year. Leave for illness in excess of two (2) consecutive days must be certified by a registered medical practitioner. A Certificate of Fitness after leave for illness in excess of five (5) consecutive working days must be presented before resumption of duties.

CASUAL LEAVE

A total of seven (7) days casual leave per calendar year is also granted to employees with a minimum one (1) year service. Casual leave must be applied for, at a minimum two (2) working days in advance with no more than two (2) consecutive day at any one time.

Casual days are approved at the discretion of the manager/supervisor.

ABSENTEEISM

Absenteeism at VMCOTT for fiscal 2016/2017 was notably high. Consequently, employees found to be abusing their leave entitlement were disciplined. Discipline measures included written warnings up to suspensions. (See table hereafter)

EMPLOYMENT CONDITIONS

FACILITIES	NO. OF EMPLOYEES	NO. OF DAYS ABSENT	AVERAGE DAYS ABSENT PER EMPLOYEE %	EMPLOYEES ON EXTENDED SICK LEAVE	TOTAL NO. OF WORKING DAYS AVAILABLE
October 2016					
Beetham	62	155	6	0	20
San Fernando	21	29	1.5	0	20
Tobago	10	19	1	0	20
November 2016					
Beetham	62	54.0	0.6	0	22
San Fernando	21	43.0	2	0	22
Tobago	10	14.0	2	0	22
December 2016					
Beetham	62	149	7	0	20
San Fernando	21	36	1.8	0	20
Tobago	10	9	0.5	0	20
January 2017					
Beetham	63	102	5	0	21
San Fernando	21	45	2.1	0	21
Tobago	10	3	0.1	0	21
February 2017					
Beetham	62	167	8	0	20
San Fernando	22	56	3.3	0	20
Tobago	10	13	0.7	0	20
March 2017					
Beetham	63	129	6	0	22
San Fernando	21	62	2.8	0	22
Tobago	10	12	0.5	0	22

EMPLOYMENT CONDITIONS

FACILITIES	NO. OF EMPLOYEES	NO. OF DAYS ABSENT	AVERAGE DAYS ABSENT PER EMPLOYEE %	EMPLOYEES ON EXTENDED SICK LEAVE	TOTAL NO. OF WORKING DAYS AVAILABLE
April 2017					
Beetham	62	134	7	0	18
San Fernando	21	38	2.1	0	18
Tobago	10	12	0.7	0	18
May 2017					
Beetham	62	154	7	0	22
San Fernando	21	30	1.36	0	22
Tobago	10	10.5	0.5	0	22
June 2017					
Beetham	62	176	9	0	19
San Fernando	21	41	2.2	0	19
Tobago	10	16	0.8	0	19
July 2017					
Beetham	62	171	8	0	21
San Fernando	21	33	1.6	0	21
Tobago	10	13	0.6	0	21
August 2017					
Beetham	63	129.5	6	3	21
San Fernando	22	29.5	7	0	21
Tobago	9	7	1	0	21
September 2017					
Beetham	62	149	10	3	20
San Fernando	22	37.5	2.2	0	20
Tobago	10	26	1.5	0	20

Table V



CAREER PATH MANAGEMENT

VMCOTT continues to make every effort to fill positions by promoting from within the organization. However, succession planning remains void.

Promotional opportunities are offered to employees who are considered to have the required knowledge and aptitude for a vacant position. Key considerations for promotion are:

- Qualifications and suitability for the position under consideration;
- Current performance;
- Demonstrated potential to undertake the duties and responsibilities of the position sought – e.g. technical skill, leadership, human relations skills, conceptual and analytical skills.

VMCOTT may promote an employee internally if a qualified employee is available within the respective Department/Section.

Promotions are linked to performance; consequently promotions are considered the reward for successful job performance.

Employees with demonstrated potential but lacking qualifications are made aware of the developmental opportunities inherent with the offer; and are given the opportunity/time to fill any gaps (qualification) as necessary.

In the case of two (2) or more candidates possessing equal skill, competence, and track record of achievement, seniority of service is the determining factor.

CAREER PATH MANAGEMENT

If no qualified employee is available within the Department/ Section, the vacancy is advertised internally and the selection process applies.

A promoted employee who meets the criteria is required to serve a three (3) month probationary period prior to confirmation in the new position and shall receive a salary and benefit package at an appropriate point along the range, guided by qualification and experience.

Employees required to fill gaps for promotion remains under probation for an agreed time and are granted a promotional increase to at least the minimum of the new salary. At the end of the agreed period a performance assessment is conducted, with consideration being given to the employees' performance and acquisition of the qualifications.

Upon successful completion of the probationary period, as established by performance levels and output, the employee is confirmed in the new position, in writing.

An employee who is offered a promotion may decline the promotion without prejudice.

To achieve best-fit within VMCOTT, employees can also be transferred laterally. Where the employee is transferred or reassigned and his/her existing salary is at or above the mid-point of the salary range for the position, the employee's salary remains unchanged.



CAREER PATH MANAGEMENT

TRANSFERS / PROMOTIONS:

The following transfers and promotions during the fiscal period 2016/2017:

- Sheldon Ramnath transferred from the position of Stores Coordinator to the position of Service Officer on November 14th 2016.
- Natasha Prince promoted from the position of Purchasing Coordinator to Operations Manager on November 14th 2016.
- Anthony Ramdhan promoted from the position of Auto Technician 3 to Workshop Supervisor on January 9th 2017.
- Alistair Martin promoted from the position of Auto Technician 3 to Workshop Supervisor on January 9th 2017.
- Russel Rambharose promoted from the position of Auto Technician 2 to Workshop Supervisor on January 9th 2017.
- Mukesh Baboolal promoted from the position of Workshop Supervisor to Workshop Manager on January 16th 2017.
- Ancil Hoi Pong promoted from the position of Workshop Supervisor to Workshop Manager on January 16th 2017.
- Christine John promoted from the position of Administrative Assistant to Service Supervisor on March 1st 2017.
- Roshan Kawal promoted from the position of Apprentice to Automotive Technician 1 on March 1st 2017.
- Michael Fortune promoted from the position of Apprentice to Automotive Technician 1 on March 1st 2017.

CAREER PATH MANAGEMENT

- Jonathan Lowtan promoted from the position of Apprentice to Automotive Technician 1 on March 1st 2017.
- Brian Alexander promoted from the position of Apprentice to Automotive Technician 1 on March 1st 2017.
- Joshua Daniel promoted from the position of Apprentice to Automotive Technician 1 on March 1st 2017.
- Kymberly Davidson transferred from Marketing Assistant to Marketing Account Executive on July 17th, 2017 for a six (6) month trial period.



RECRUITMENT AND SELECTION

It is the policy of VMCOTT to first advertise ALL vacancies internally; giving preference to employees for the vacant positions.

If no suitable personnel are available internally, the position is publicized via advertisements in the daily newspaper or through a reputable recruitment service provider.

External searches commence two weeks after internal searches.

SELECTION

The HR Department formulates a preliminary shortlist of the applications received for a given vacancy. This preliminary shortlist is forwarded to the relevant line manager (or Board of Directors in the case of Executive Managers) to conduct further short-listing.

Short listings are conducted in accordance with the requirements and qualifications as advertised. The line manager submits the final list to the HR Department, which then requests that candidates attend an interview.

Should there be insufficient candidates; VMCOTT advertises again, repeating the process as outlined above.

Failing to shortlist candidates from within, during the fiscal period under review the following positions were advertised externally and candidates were short-listed: Finance Manager, Inventory Coordinator, Purchasing Coordinator, Procurement Officer and Marketing Account Executive.

RECRUITMENT AND SELECTION

INTERVIEW

All interviews are conducted by a panel, the composition of which varies depending on the position.

The HR Department prepares the interview packages for each member on the panel. This package includes the short list of candidates, a copy of each curriculum vitae, a score sheet for each candidate and interview guides. The interview package is forwarded to the interviewing panel at least one (1) day prior to the date of the interview/s.

The interview panels are comprised as outlined below:

POSITION	PANEL
Chief Executive Officer	Board of Directors
Executive Managers	Two (2) Board Members, CEO and HR Manager
Managerial Staff	CEO and HR Manager
Professional Technical	HR Manager and Line Manager or his designate
Administrative Staff	HR Manager and Line Manager or his designate
Temporary Staff	HR Manager and Line Manager/ Supervisor

Table VI

Subsequent to the interviews of short-listed candidate, Mr. Kevin Govia was engaged on June 1st, 2017 to fill the position of Purchasing Coordinator.

The other advertised positions remained unfilled.



PERFORMANCE ASSESSMENT

VMCOTT's present performance review system is conducted on a bi-annual basis for permanent employees; allowing for:

- The identification of critical training needs
- The best fit within VMCOTT for the employee
- The movement of staff to fill vacancies from within

Performance reviews are also conducted prior to employment contract expiration dates as well as at the end of probationary periods. This is to determine suitability for renewal of contract or confirmation of an employee, respectively.

Bi-annual appraisals were conducted in November 2016 and July 2017 of the fiscal year under review.

PROPOSED DEVELOPMENT ACTIVITIES

Arising out of the performance assessments, the following initiatives were proposed for the development of staff during fiscal 2016/2017:

- Leadership Development program for all key leadership positions: Operations Manager, Finance, and Workshop Supervisors.
- Customer Service program specialized for our industry for all members of staff. However, to begin with the Service Department and other front line employees such as Receptionist.

PERFORMANCE ASSESSMENT

- To implement the Competence Assessment program (Conducted in 2014) for all Automotive Technicians.
- Training on the management of Absenteeism and Punctuality for all Managers and Supervisors.
- “Lunch and Learn Sessions” on Financial Management, Retirement Planning and Personal Safety.
- Introduce in-house training programs for Microsoft Excel and Power Point by utilizing in-house expertise.



TRAINING PROGRAMME

Arising out of the company's bi-annual performance review exercises, training programs are identified for employees. However, due to the continued limited cash flow, with the exception of CNG training, the training needs of the VMCOTT remained unfulfilled.

In pursuit of the CNG initiative, selected Technicians were exposed to CNG Training.

Notwithstanding our inability to fund training, VMCOTT continued to encourage employees to engage in continuous learning by offering flexi-time/ time-off to attend classes.



The Vehicle Management Corporation
of Trinidad and Tobago Limited

A black and white photograph of a person working on a vehicle in a garage. The person is wearing a dark shirt and is focused on the task. The background shows various tools and equipment.

REPORTING RELATIONSHIPS

SERVICE THAT SAVES YOU...

FLEET MANAGEMENT | MAINTENANCE SERVICES | DIAGNOSTIC CENTRE

- Department Reporting
- Reports to Ministries,
President/Parliament



DEPARTMENTAL REPORTING

Monthly department reports are submitted to the office of the CEO by the various heads of Departments – Operations, Finance and Human Resources – along with updates from the Procurement, Stores and Marketing units.

These reports together with the CEO's Report and Internal Audit Update are submitted to the Board of Directors and are considered at the monthly meetings of the Board of Directors.



REPORTS TO MINISTRIES, PRESIDENT/PARLIAMENT

CONFIRMED MINUTES OF BOARD OF DIRECTORS MEETINGS

All minutes of the monthly meetings of the Board of Directors were forwarded to the Ministries of Works and Transport (MOWT) and Finance (MOF) following its confirmation.

Accordingly, there were several requests for clarification and/or instructions from the Ministries as it relates to the contents of these minutes. All such requests were satisfied in a timely manner.

CONTRACT AWARDS

VMCOTT submitted to its Line Ministry – the MOWT – the details of each contract awarded including its value, subsequent to the award as required of state enterprises. Together with a copy of the executed contract, also submitted were the related Tender Evaluation Report and Minutes of the Tender Sub-Committee of the Board of Directors; justifying the contract award.

One (1) such contract awarded to Infotech Caribbean Limited was reported to MOWT and MOF as required.

ADMINISTRATIVE REPORTS

Thirty (30) copies of VMCOTT's Annual Administrative Report for fiscal 2015-2016 to the Central Planning Unit at VMCOTT's Line Ministry – MOWT – on April 6th, 2018.

In addition, one (1) copy each was submitted to the Permanent Secretaries in the MOWT and MOF.

REPORTS TO MINISTRIES, PRESIDENT/PARLIAMENT

FINANCIAL STATEMENTS

VMCOTT was unable to provide its Audited Financial Statements in the stipulated four (4) months after year end to the relevant Ministries for submission to Parliament in a timely manner.

VMCOTT's untimely submission commenced with the 2010 Audit; for which the main reasons were as follows:

- Delay in having an AGM during periods when the organization was without a Board of Directors
 - May 2010 to February 2011 (9 months)
 - September 2015 to July 2016 (9 months)
- Auditors scheduling (i.e. Times set by external auditors for audit of VMCOTT)
- Delays due to audits taking longer than planned
- Delays by VMCOTT to begin audit due to staffing limitations, etc.

Accordingly, VMCOTT further advised that the 2013 Audit was completed in July 2015. However, the 2013 Financial Statements were accepted at an Annual General Meeting (AGM) held in September 2016. This AGM was held upon appointment /installation of a full Board of Directors in July 2016.

Ministry of Finance/Corporation Sole instructed the External Auditors – PKF Chartered Accountants & Business Advisors (PKF) – to proceed with the audit for fiscal period ending 2014 only.

Up to the end of fiscal 2017, these were being prepared by PKF.



REPORTS TO MINISTRIES, PRESIDENT/PARLIAMENT

FREEDOM OF INFORMATION ACT OF 1999

All quarterly returns for the fiscal period 2016-2017 were submitted to the Freedom of Information Unit. VMCOTT received one (1) request for information under the act dated May 24th, 2017.

In accordance with the stipulations of the FOI Act, the response was satisfied in full on July 13th, 2017.

STATUTORY REQUIREMENTS

VMCOTT satisfies all statutory requirements (Value Added Tax, National Insurance, Green Fund Levy, Business Levy, PAYE, Corporation Tax and Health Surcharge).

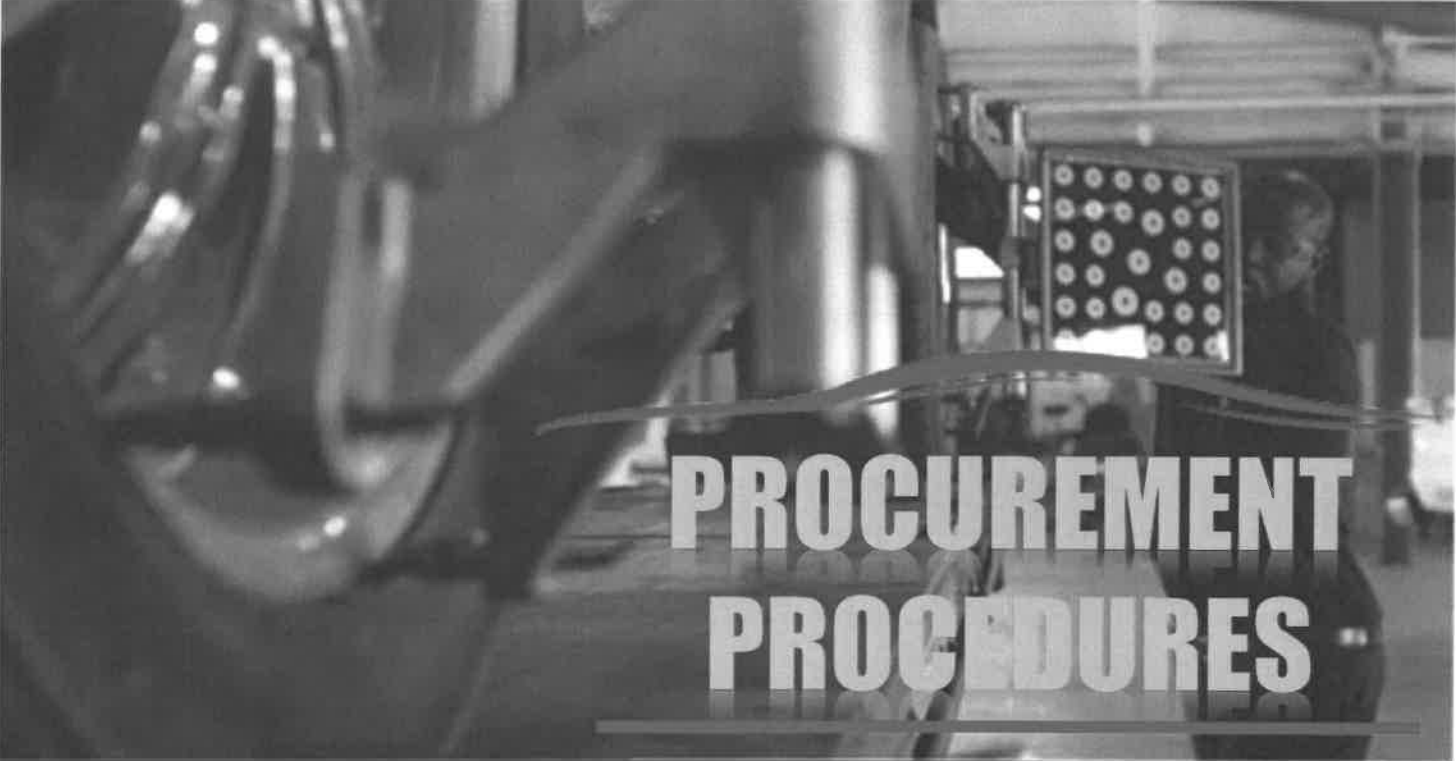
OTHER – FINANCE DEPARTMENT

Other reports were submitted by VMCOTT's Finance Department to the Ministry of Finance included:

- **Monthly** [*Cash Statement of Operations; Award of Contracts*]
- **Quarterly** [*Quarterly Returns Reports; Status of Loan/ Overdraft and Investments in Securities Portfolios*]
- **Annually** [*Annual Budget*]



The Vehicle Management Corporation
of Trinidad and Tobago Limited



PROCUREMENT PROCEDURES

SERVICE THAT SAVES YOU...

FLEET MANAGEMENT | MAINTENANCE SERVICES | DIAGNOSTIC CENTRE

- Tenders and Contracts
 - Selective Tender Process



PROCUREMENT PROCEDURES

TENDERS AND CONTRACTS

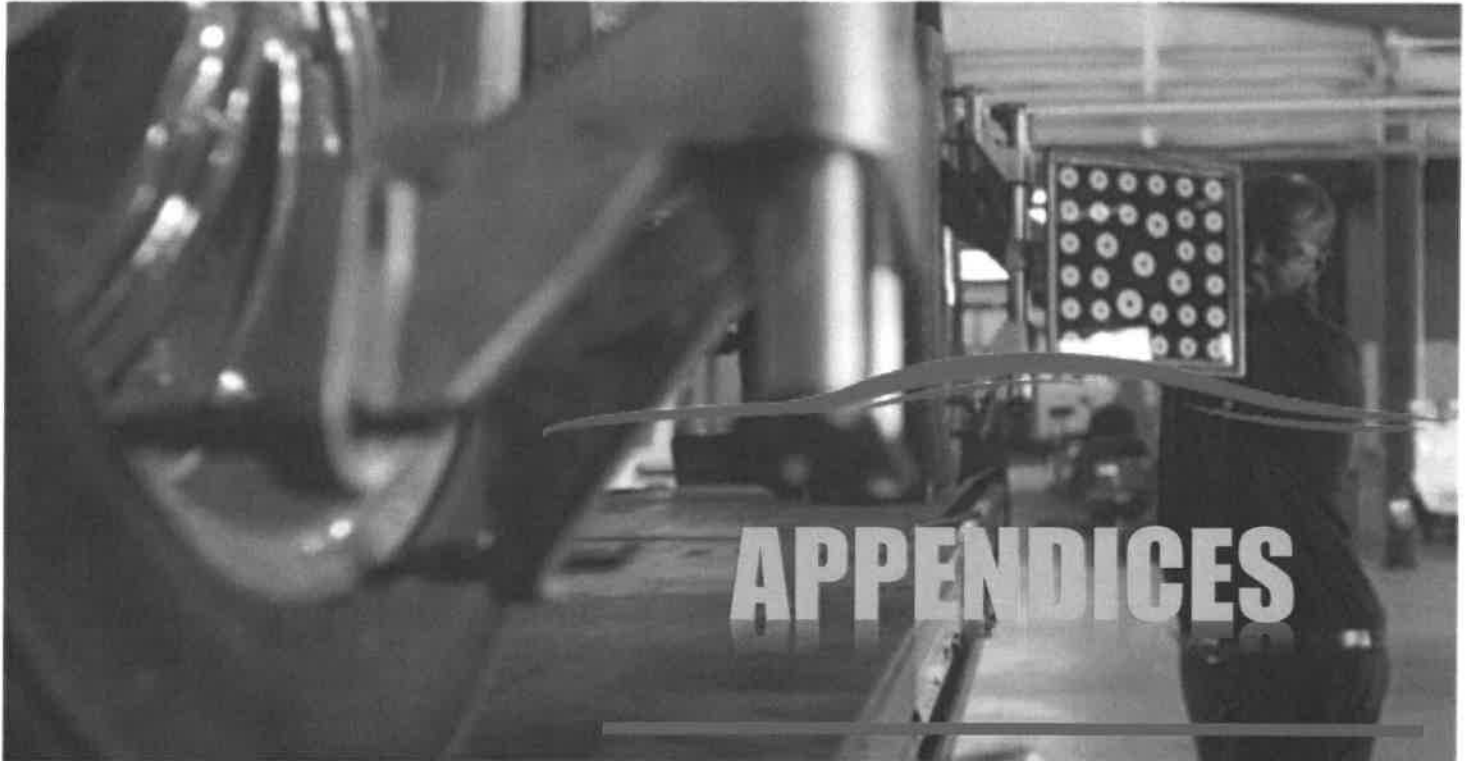
VMCOTT's Tenders and Contracts Procedures are governed by its internal policy: Tenders and Contracts Procedures (Articles, Works & Services) as well as the State Enterprises Performance Monitoring Manual (SEPM).

One (1) contract was awarded during the 2016/2017 financial year. The contract was awarded to Infotech Caribbean Limited at a cost of TT\$343,195.88 VAT Inclusive, for the implementation of the Great Plains Programme. Great Plains is an accounting software bought by VMCOTT during the period 2010-2012.

The contract was awarded following a selective tender process, where Infotech Caribbean Limited and Davyn Limited submitted bids.



The Vehicle Management Corporation
of Trinidad and Tobago Limited



APPENDICES

SERVICE THAT SAVES YOU...

FLEET MANAGEMENT | MAINTENANCE SERVICES | DIAGNOSTIC CENTRE

- Appendix I – Strategy Map
- Appendix II – Organizational Chart

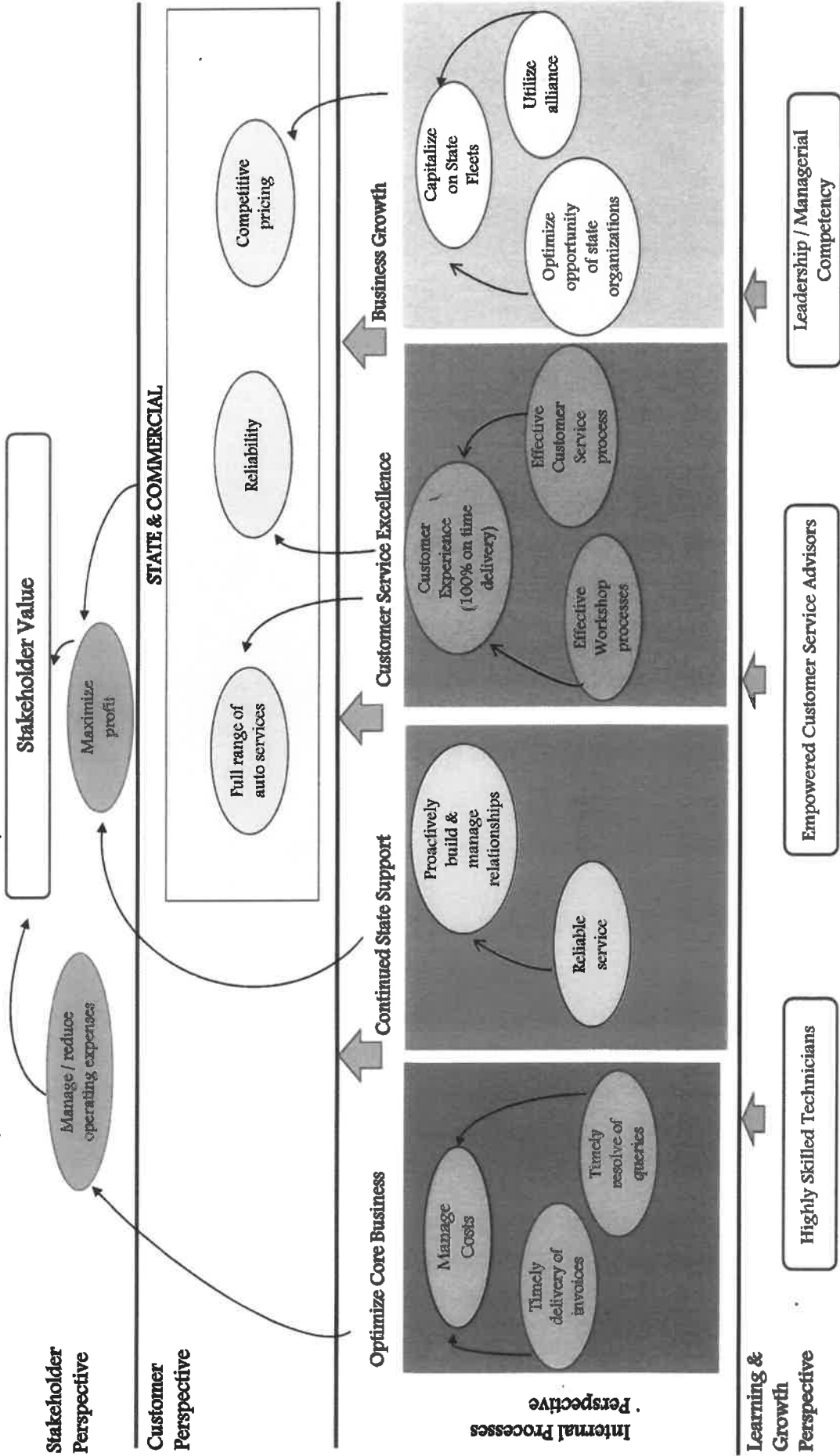




APPENDIX I

STRATEGY MAP

STRATEGY MAP – VMCOTT (STATE ORGANIZATION)



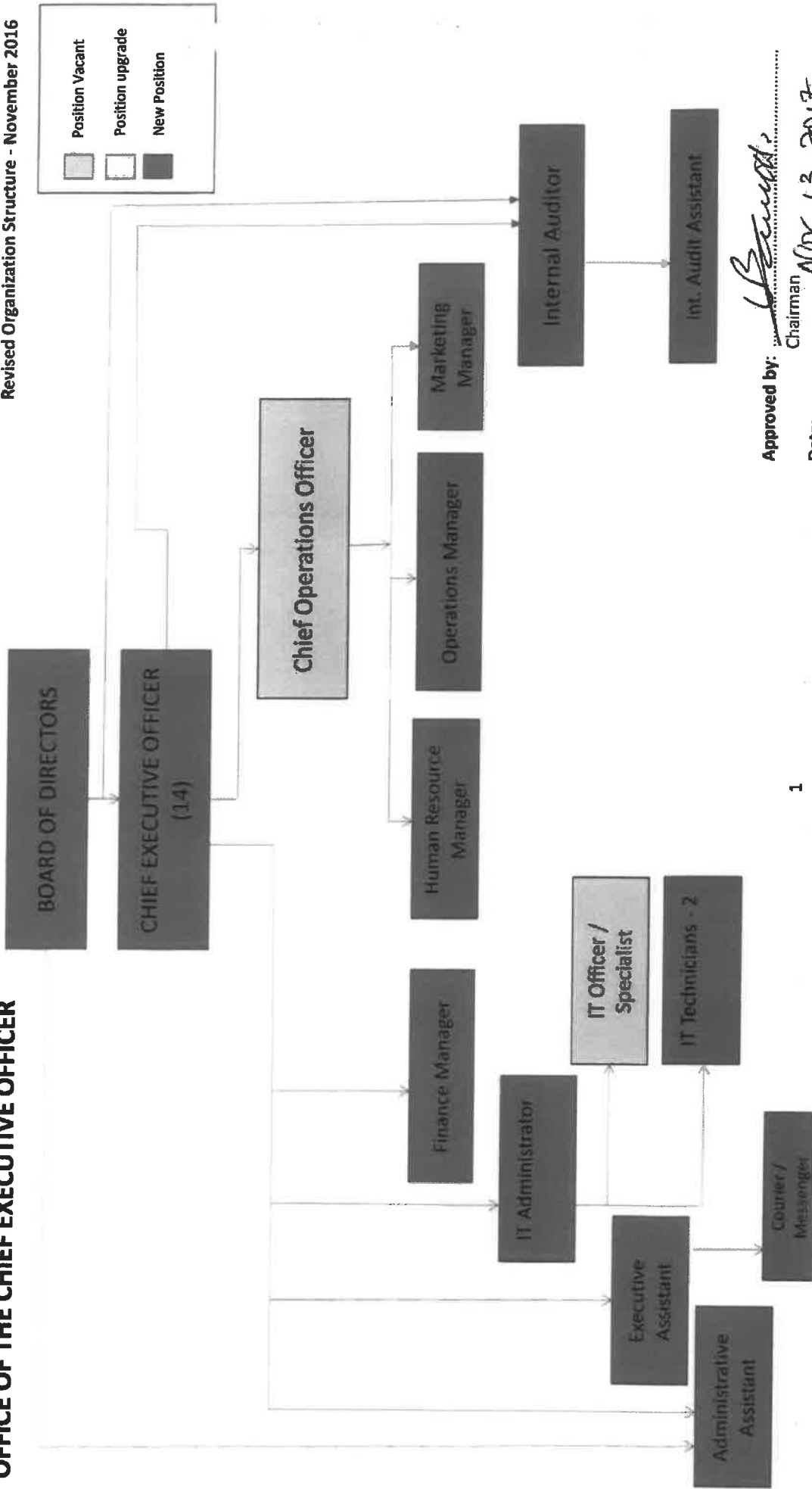


APPENDIX II

ORGANIZATIONAL CHART

OFFICE OF THE CHIEF EXECUTIVE OFFICER

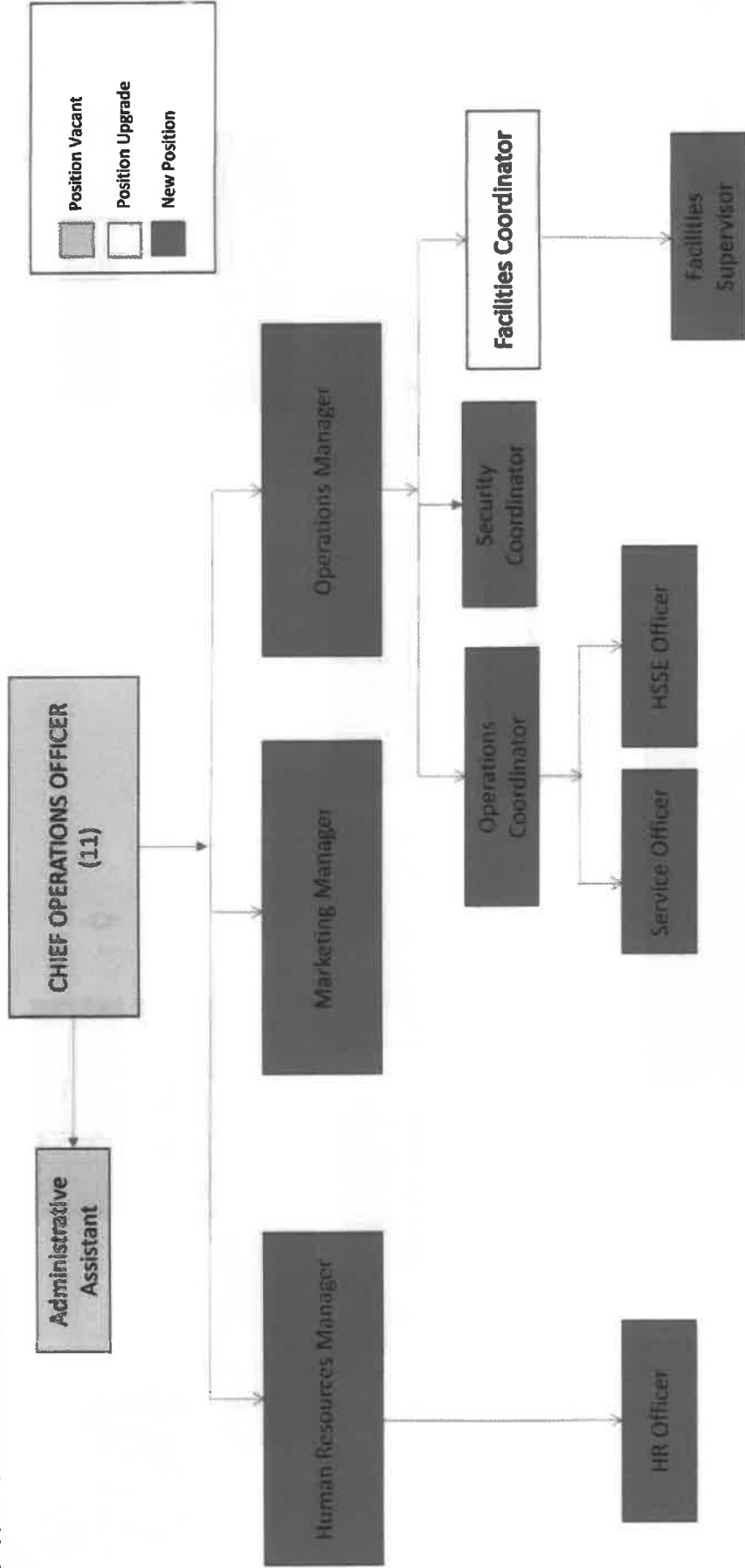
Revised Organization Structure - November 2016



Approved by: *[Signature]*
 Chairman
 Date: Nov 13 2017

*Approved by the Board of Directors in March 2017
 See Minutes reflecting same 1/13/17*

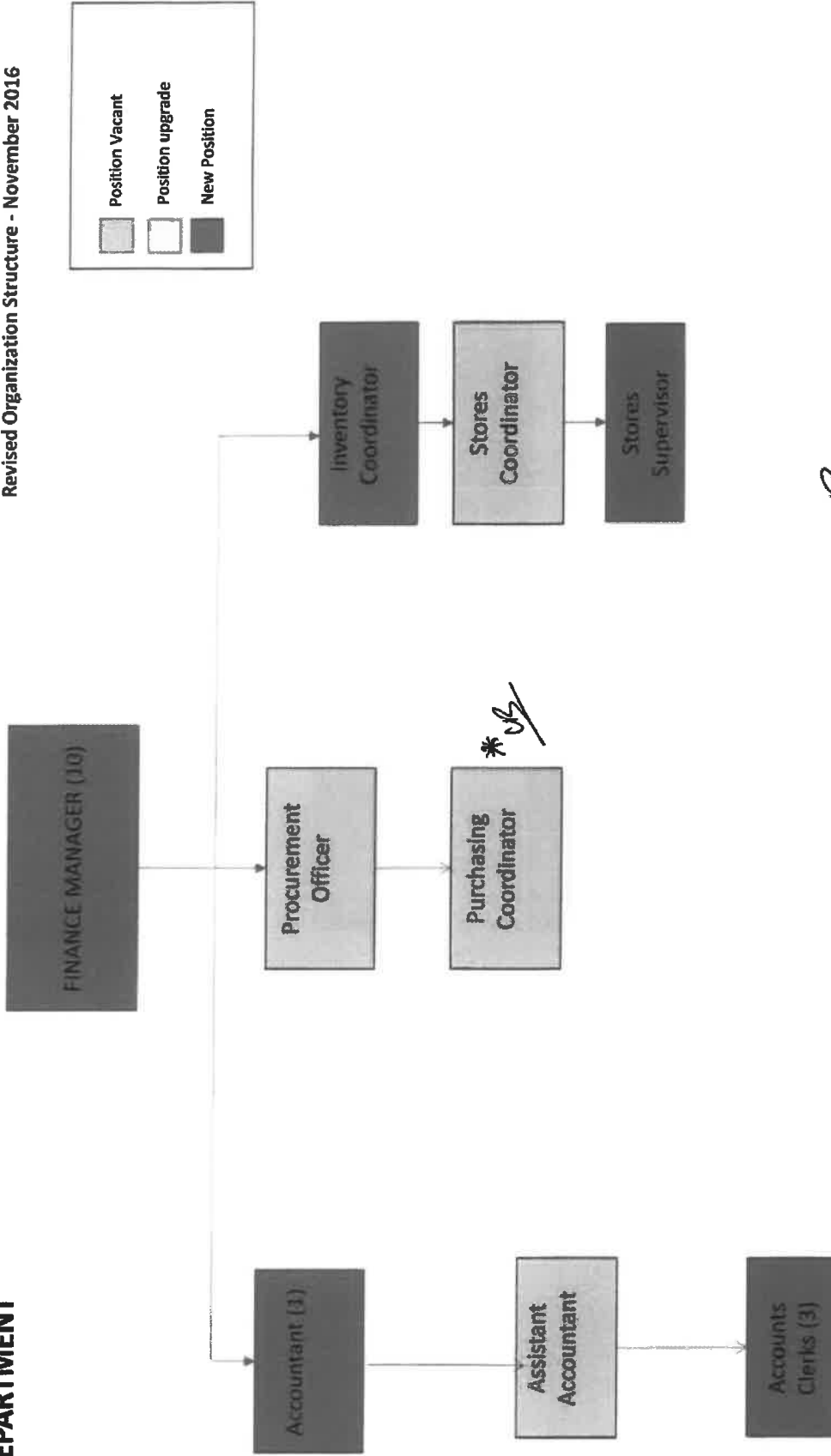
OFFICE OF THE CHIEF OPERATIONS OFFICER



Approved by: *[Signature]* Chairman
 Date: Nov 13 2017

FINANCE DEPARTMENT

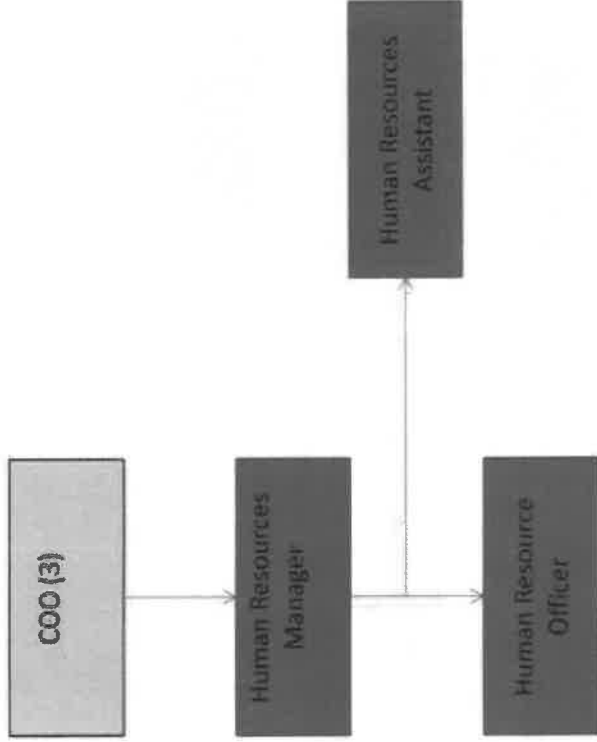
Revised Organization Structure - November 2016



Approved by: *[Signature]* Chairman
 Date: Nov 13, 2017

* Filled at this time. *[Signature]*

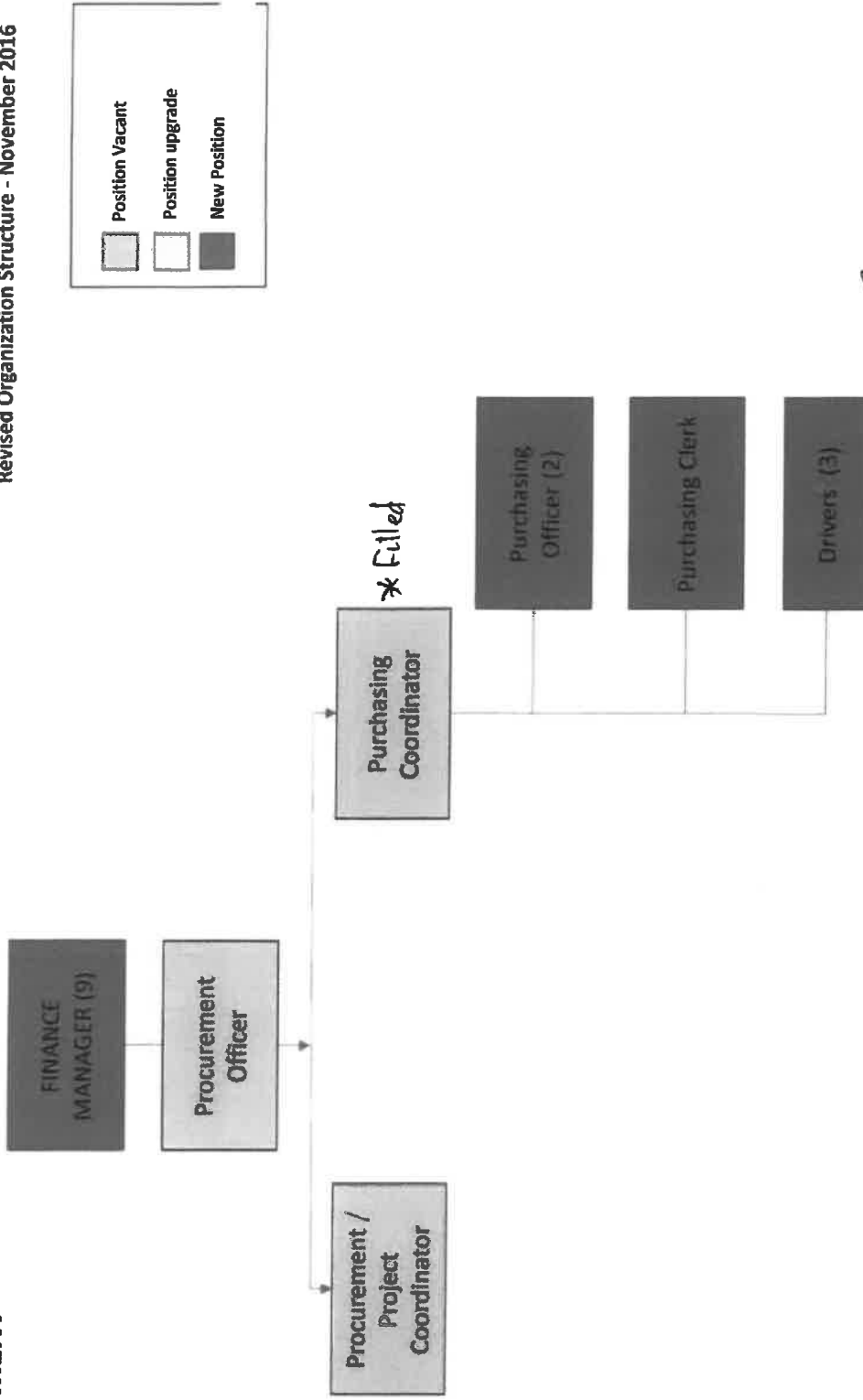
HUMAN RESOURCE DEPARTMENT



Approved by: *[Signature]* Chairman
Date: Nov 13, 2017

PROCUREMENT DEPARTMENT

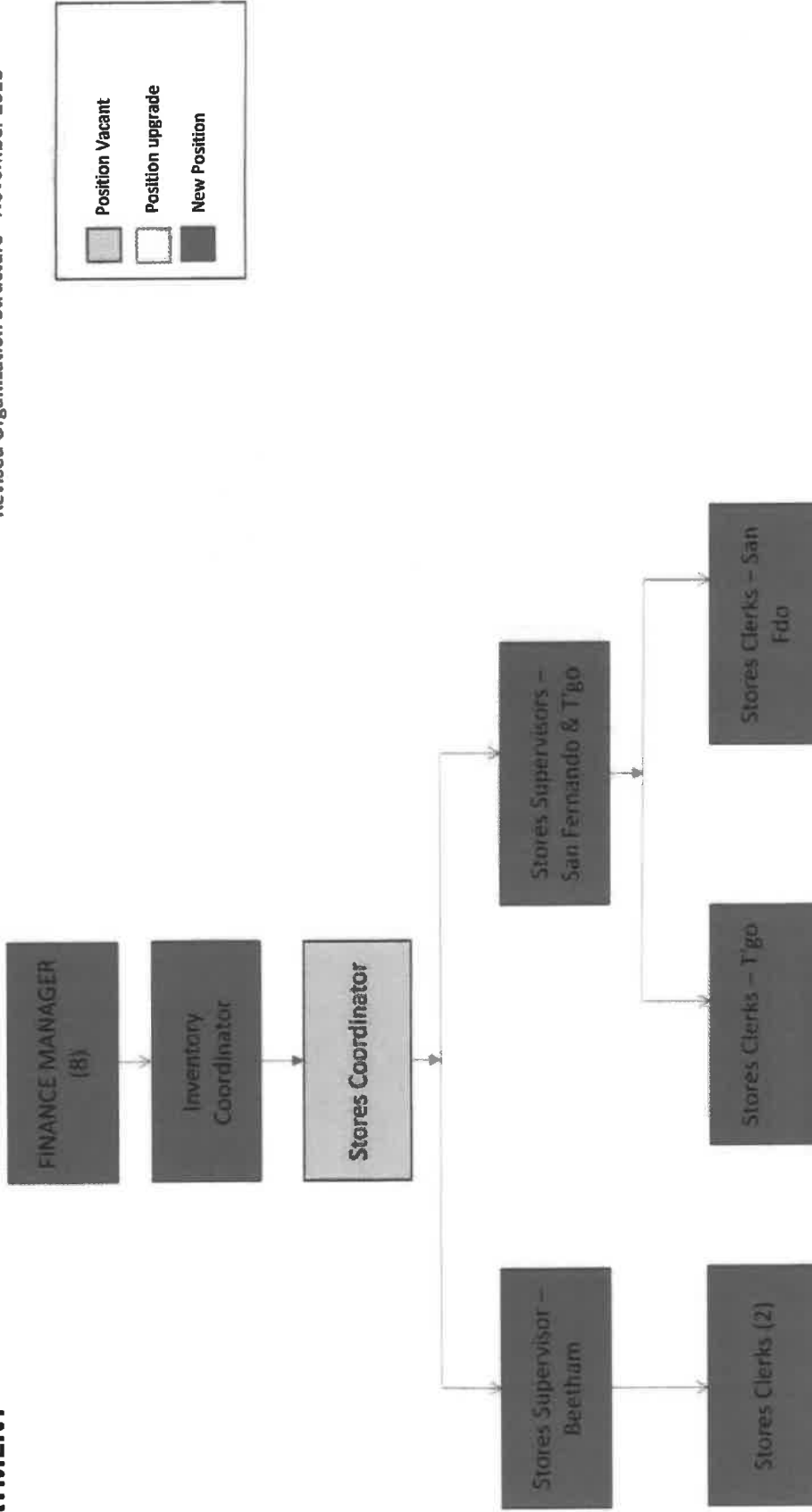
Revised Organization Structure - November 2016






Approved by: *[Signature]*
Chairman Nov 13 2017
Date:

STORES DEPARTMENT

Revised Organization Structure - November 2016

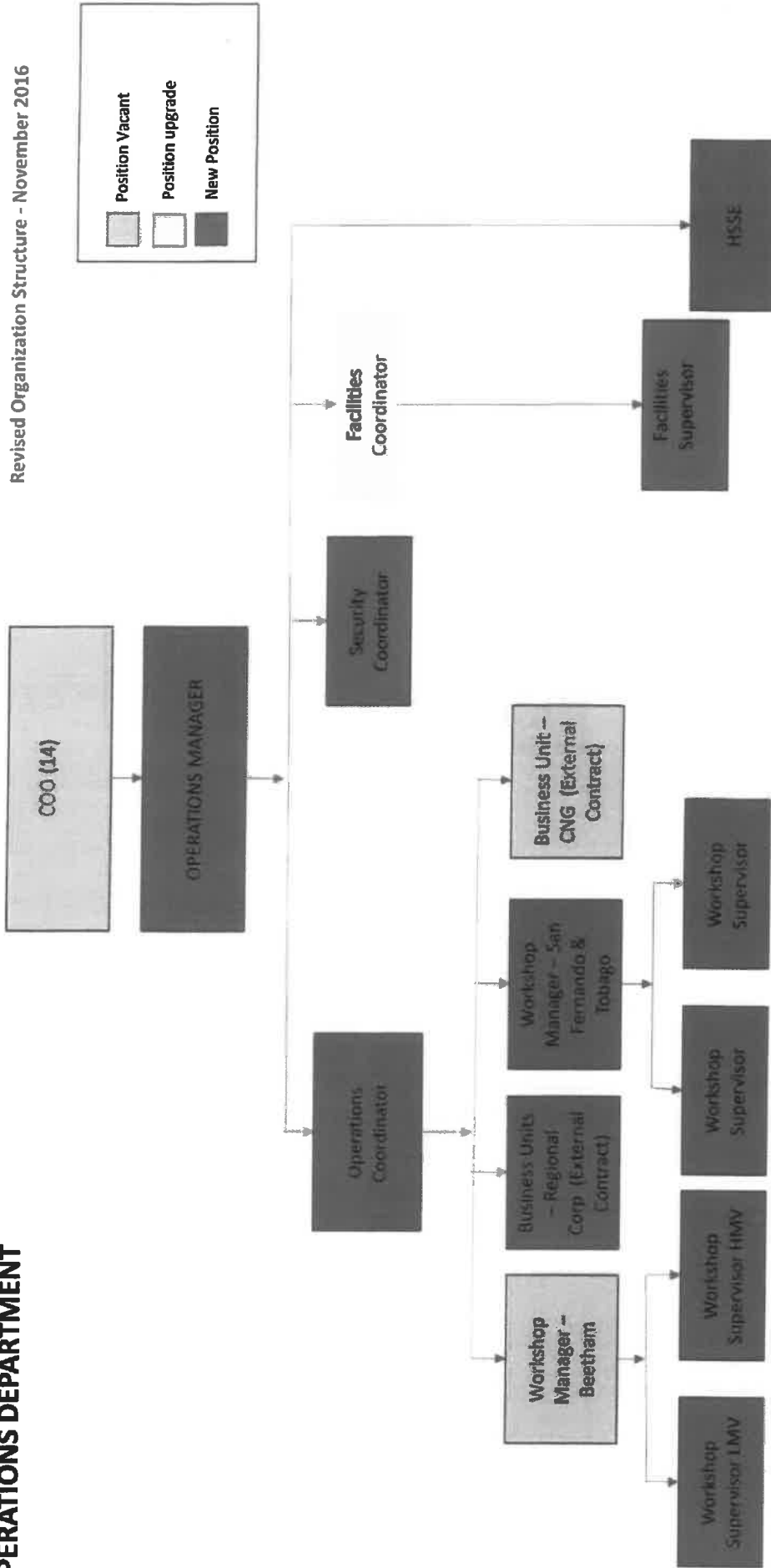


	Position Vacant
	Position upgrade
	New Position

Approved by: *[Signature]*
Chairman
Date: Nov 13 2017

OPERATIONS DEPARTMENT

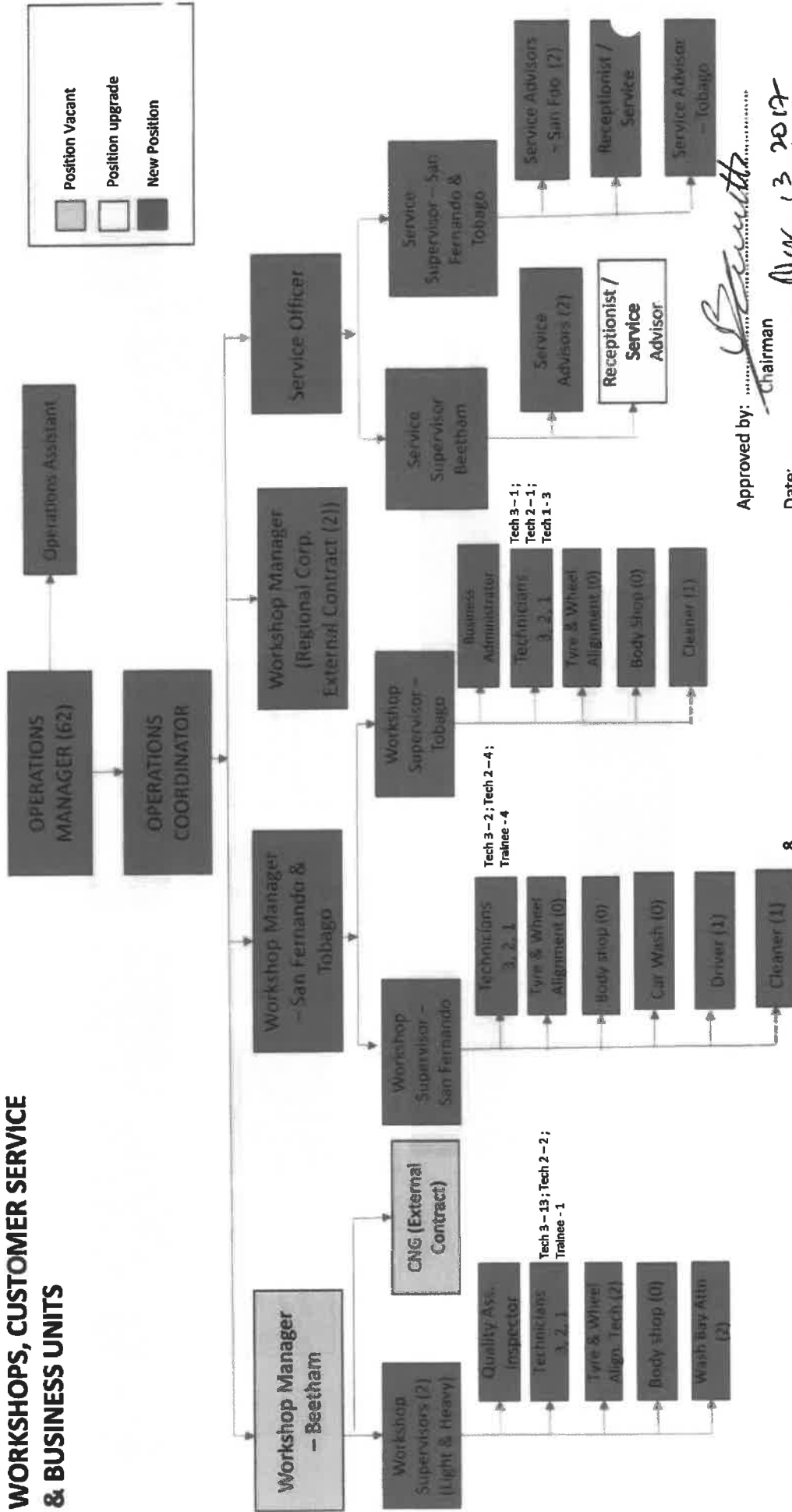
Revised Organization Structure - November 2016



Approved by: *[Signature]*
 Chairman
 Date: Nov 13 2017

OPERATIONS DEPARTMENT – WORKSHOPS, CUSTOMER SERVICE & BUSINESS UNITS

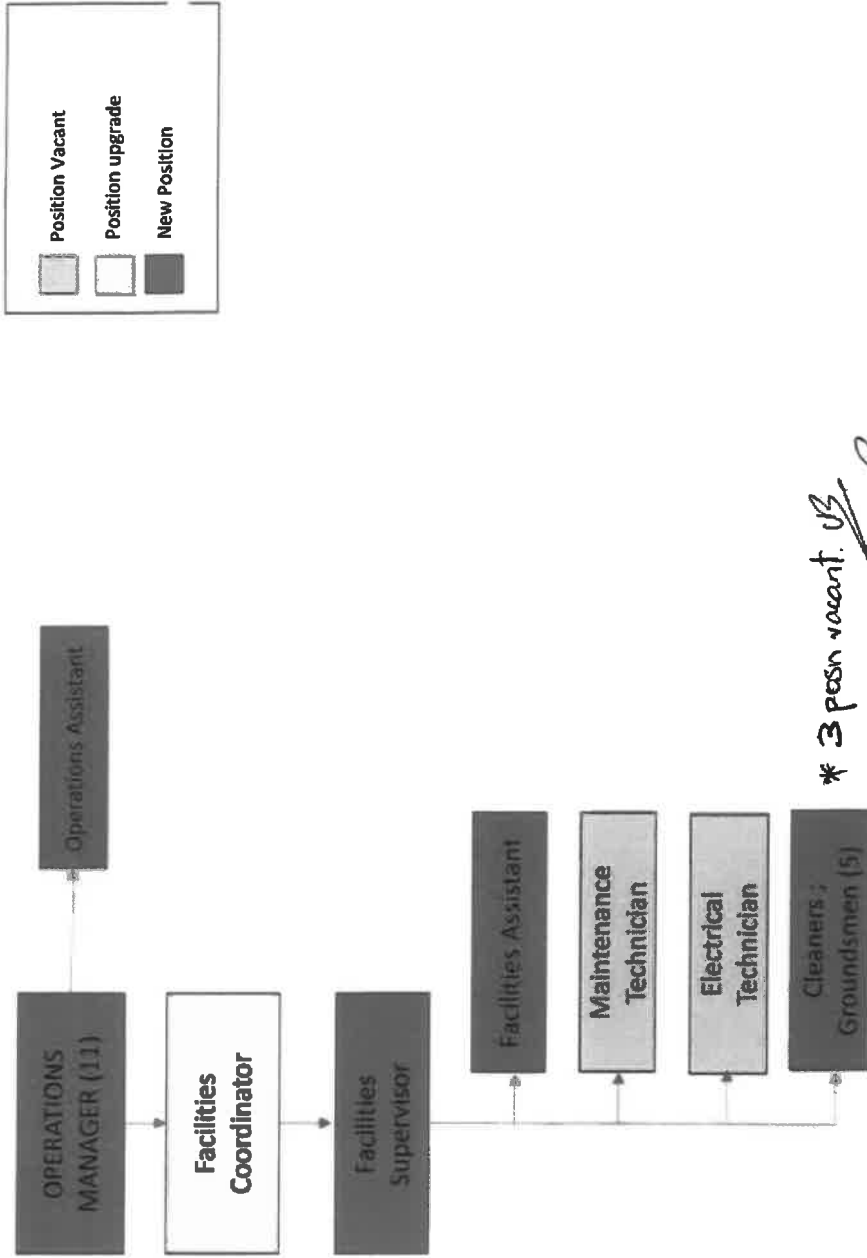
Revised Organization Structure - November 2016



Approved by: *[Signature]*
 Chairman
 Date: Nov 13 2017

OPERATIONS DEPARTMENT FACILITES

Revised Organization Structure - November 2016



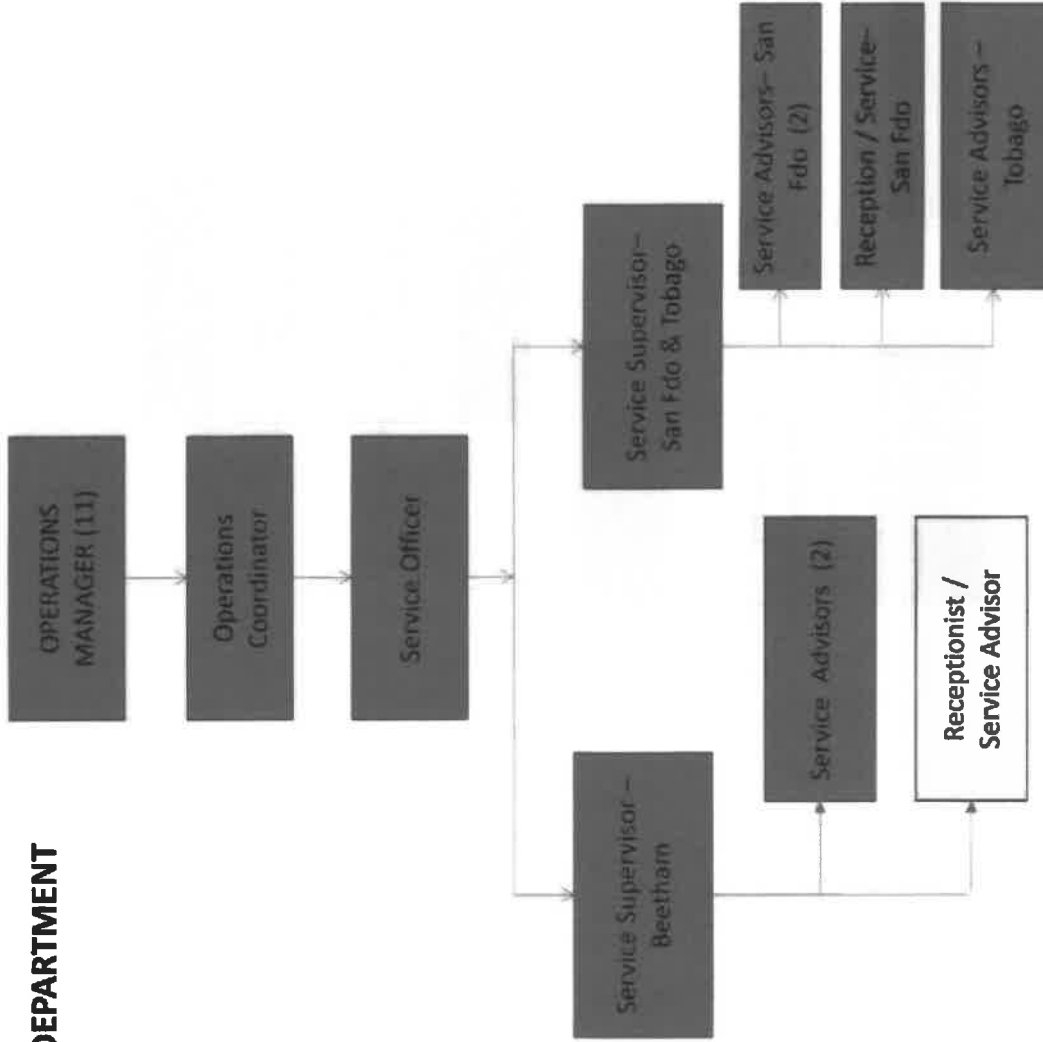
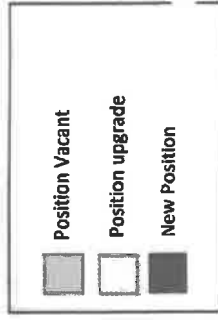
	Position Vacant
	Position upgrade
	New Position

* 3 posn vacant. 03

Approved by: *[Signature]*
Chairman
Date: Nov 13 2017

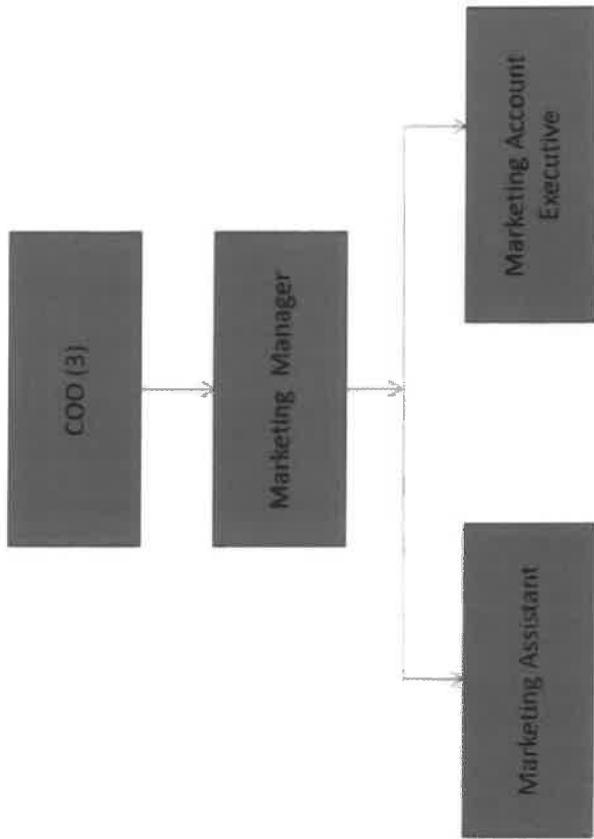
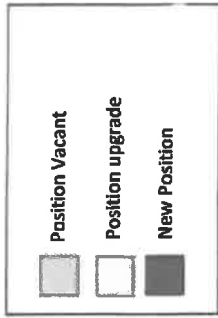
OPERATIONS DEPARTMENT SERVICE

Revised Organization Structure - November 2016



Approved by: *[Signature]*
Chairman Nov 13 2017
Date:

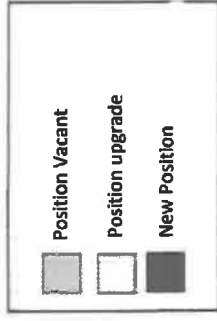
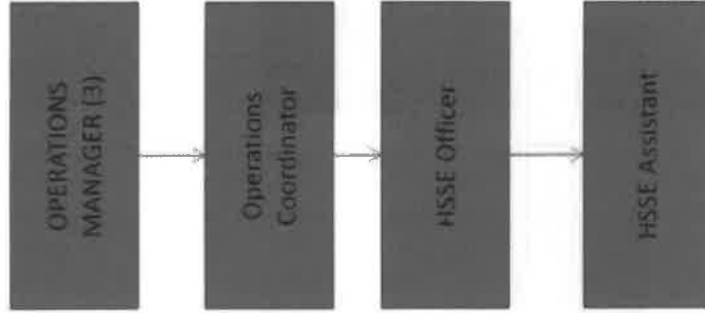
MARKETING DEPARTMENT



Approved by: *[Signature]*
Chairman **Nov 13 2017**
Date:

**OPERATIONS DEPARTMENT
HSSE**

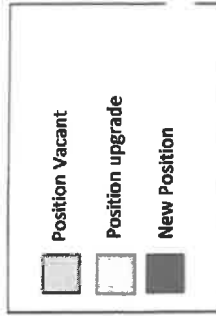
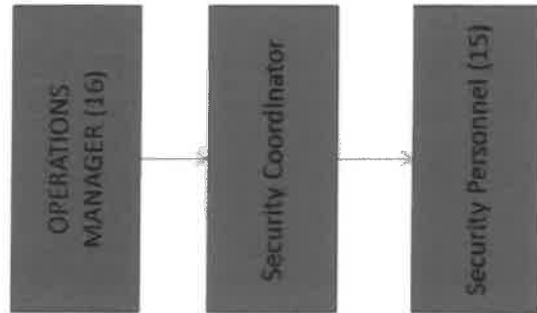
Revised Organization Structure - November 2016



Approved by: *U. B. Smith*
Chairman
Date: *Nov 13 2017*

OPERATIONS DEPARTMENT SECURITY

Revised Organization Structure - November 2016



Approved by: *[Signature]* Chairman
Date: Nov 13 2017

