



Administrative Report 2013/2014



Foreword

The Youth Training and Employment Partnership Programme (YTEPP) Limited is a limited liability company, funded by the Government of the Republic of Trinidad and Tobago (GORTT) and is a training organization which focuses on Technical Vocational Education and Training (TVET) throughout Trinidad and Tobago. YTEPP was established in 1988 as a pilot project and became a registered limited liability company in 1990. YTEPP was originally funded by the World Bank and the GORTT as a short-term intervention programme aimed at addressing the issue of escalating youth unemployment, particularly among young persons between the ages of 15 to 25.

The mandate of YTEPP was expanded in February 2011 when the Retraining Programme which targets mainly retrenched/displaced persons was repositioned from the then Ministry of Science, Technology and Tertiary Education (MSTTE) to YTEPP Limited. With this change YTEPP Limited also assumed responsibility for the Rehabilitating Inmates through Training and Retraining (RITTR) Programme which is executed in partnership with the Ministry of National Security and provides training to the incarcerated with the intent of reducing re-offending and recidivism and thereby contributing to national efforts for crime reduction.

In addition, in 2011 the GORTT approved the re-definition of the target audience of YTEPP Limited to expand the offerings of the Retraining Department to persons up to 50 years. Therefore, the institution now targets youth, unemployed, underemployed, retrenched and displaced citizens between 15 and 50 years.

YTEPP Limited offers a wide range of courses in both the production and service areas at levels I, II and III. Training is available throughout the country at YTEPP's full-time Training Centres; part-time Centres; contracted Training Providers; and through its Community Based Projects.

Consequently, the Organisation is in the process of reviewing its course offerings, with a view of providing higher levels of training in skill areas that are matched to the needs of expanding sectors in the economy, so as to ensure a greater absorption of its graduates into the labour force.

Contents

1. VISION, MISSION, PHILOSOPHY AND STRATEGIC OBJECTIVES	5
Vision.....	5
Mission.....	5
Philosophy.....	5
Strategic Objectives	5
2. ORGANISATIONAL STRUCTURE.....	7
a. Organisational Profile	7
b. Corporate Structure – Departments, Divisions, Units	7
c. Services/products provided and Special Projects.....	9
d. Delegated Levels of Authority.....	13
i. Authority to sign cheques.....	13
ii. Approval Limits	14
iii. Recurrent	14
e. Legislative and Regulatory Framework.....	14
f. Reporting Functions – Departmental Reports, Reports to Ministries, President/Parliament.....	15
3. POLICIES AND DEVELOPMENT INITIATIVES.....	16
a. Short Term Plans.....	16
b. Medium Term Plans.....	18
c. Long Term Plans.....	18
d. Performance Objectives.....	18
Remedial plans.....	19
4. FINANCIAL OPERATIONS.....	20
a. Budget Formulation	20
b. Expenditure versus Income.....	20
c. Debt Policy	21
d. Investment Policy.....	21
e. Internal Audit Functions	21
5. HUMAN RESOURCE DEVELOPMENT PLAN.....	22
a. Organizational Establishment	22
b. Category of Employees	22

c.	Career Path Systems	22
d.	Performance assessment/management strategies	23
e.	Promotion – selection procedures.....	23
f.	Recruitment Process	24
g.	Promotion & Transfers.....	25
h.	Employee support services	25
6.	PROCUREMENT PROCEDURES	26
a.	Open Tender	26
b.	Selected Tender	26
c.	Sole Tender	26
7.	PUBLIC AND COMMUNITY RELATIONS	27
a.	Client and Public access to services/service delivery systems.....	27
b.	Community and Stakeholder relations/outreach	29
c.	Strategic Partnerships.....	31
8.	Enrolment and Certification.....	34
a.	Retraining.....	34
b.	RITTR	34
c.	Youth Training – Centre Based.....	35
d.	Youth Training – Community Based.....	35
e.	Certified Welders and Fabricators Project (CWFP).....	35
	Conclusion.....	36
	Appendix 1 – COURSE OFFERINGS 2013 – 2014 FISCAL YEAR	37
	Appendix 2 - HUMAN RESOURCE DEVELOPMENT PLAN	41
	Table 4 Category of Employees (Full-time positions)	41
	Table 5 Category of Employees (Temporary/Part-time positions)	43
	Table 6 Category of Employees (contract positions)	44

1. VISION, MISSION, PHILOSOPHY AND STRATEGIC OBJECTIVES

Vision

To be a performance leader, in building human capacity for a competitive economy.

Mission

To prepare citizens for a changing economy, through delivery of innovative, market driven technical vocational education and training and entrepreneurial development.

Philosophy

All personnel shall strive to ensure that each trainee is treated fairly and justly regardless of sex, ethnic origin, social or economic status, political and religious affiliation, ensuring that the principles of natural justice prevail at all times.

Strategic Objectives

The aim of the organization is to support human capital development through market driven technical education and employability skills training to citizens of Trinidad and Tobago. Education and training interventions are executed to enhance the employability and self-employment opportunities for programme participants. The organization accomplishes this goal with a focus on a variety of targets which include the unemployed and underemployed, displaced and retrenched workers, the socially dispossessed and the incarcerated.

Strategies used to achieve the objectives of the organization include demand driven skills training as well as entrepreneurship training and exposure to the use of information and communication technology particular to vocations. The organization also attempts to foster creativity and innovation amongst tutors and trainees to ensure their contribution to sustainable growth in the modern economy.

To meet these objectives, the organization has adopted the following strategic approaches:

Goal 1: Effective and Efficient Institutions

- ❖ Implement an action-based learning programme (e.g. executive coaching) to engender training and development for all staff
- ❖ Engage the various functional divisions in a process of enhancing internal processes toward the increased efficiency of the departments and thereby the overall organization
- ❖ Establish cross-functional teams to drive the development of specific strategic deliverables
- ❖ Link the (functional or individual) performance of departments to the realization of the strategic deliverables and the contribution to organizational development
- ❖ Develop specialized centres with assistance of corporate partners to meet the training demands created by changing industry needs

Goal 2: Service Delivery Excellence

- ❖ Develop a system to continuously review and update curricula, database services and software
- ❖ Develop Tutor Licensure programme to ensure effective and efficient delivery of curricula
- ❖ Advance Quality Assurance systems to incorporate the effective implementation of the Caribbean Vocational Qualification (CVQ)
- ❖ Identify and develop strategic locations that would serve as the regional centres through which to engage the identified market segments
- ❖ Develop and execute a Customer Service training plan

Goal 3: Management Performance

- ❖ Provide leadership and guidance, to achieve objectives of the organization
- ❖ Develop an entrepreneurial approach to the YTEPP Limited business model
- ❖ Expand the business model through Strategic Business Units
- ❖ Effectively manage and control budgetary allocations
- ❖ Advance policy development for organizational growth
- ❖ Introduce greater transparency and accountability in management performance
- ❖ Initiate organizational transformation in all performance sectors

2. ORGANISATIONAL STRUCTURE

a. Organisational Profile

YTEPP Limited was launched in 1988 as a pilot project under the University of the West Indies Extra Mural Studies Unit with 2,650 persons between the ages of 18 and 25. Over the past 27 years the programme has grown and remains committed to the main initiatives of providing technical and vocational skills training to citizens of Trinidad and Tobago.







The organization provides technical vocational and educational programmes in various occupational skill areas to persons between 15 – 50 years. The courses are delivered at 25 part-time Centres and 8 full-time Centres throughout Trinidad and Tobago. The institution also implements some courses as community based projects where skills classes are established to serve the needs of specific communities.

In addition, the company has introduced a series of mobile computer buses. The computer labs are stationed in different villages throughout Trinidad and Tobago to improve access to computer training in remote communities. YTEPP Limited also plans to add to its fleet of mobile training units a Cosmetology Training Unit in March 2015 and has intentions to complete a mobile Welding Training Unit as well. These mobile training units represent YTEPP's exploration of creating a mobile training academy which will be capable of providing quality training in a more flexible format.

As a strategic initiative, YTEPP Limited has established a strategic business unit for cosmetology in San Fernando. Signature Creations provides graduates with an opportunity to hone their skills in an authentic business environment. The operation of the salon also benefits the public (cosmetology consumer) as quality cosmetology services are offered at the salon at competitive prices.

b. Corporate Structure – Departments, Divisions, Units

YTEPP Limited's corporate structure includes the following functional areas:

-  Corporate Administration
-  Youth Training Department
-  Accounts – Fixed Assets/Payroll/Purchasing
-  Finance
-  Entrepreneurial Development and Support Services (EDSS)
-  Research – Monitoring and Evaluation/Data Management/Occupational Research

- ✚ Curriculum Development
- ✚ Human Resource – Health and Safety
- ✚ Facilities Management
- ✚ Audit
- ✚ Communications – Events Management
- ✚ Retraining Department
- ✚ Information Technology

The following chart identifies the reporting relationships of these functions:

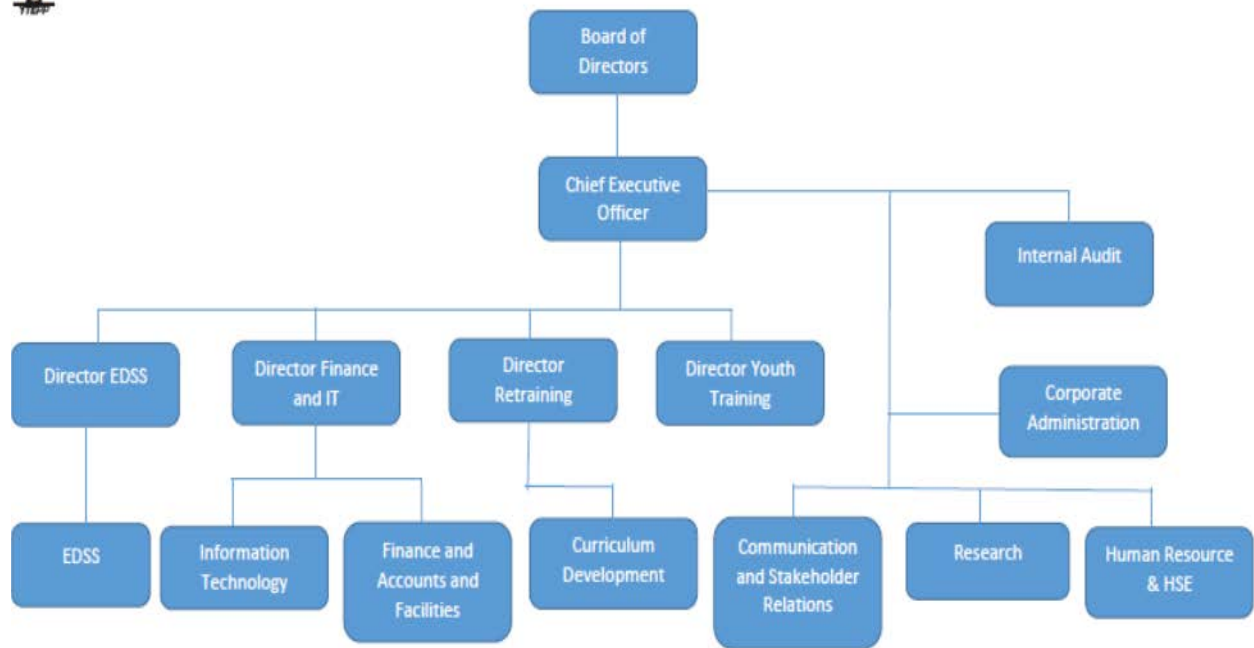


Figure 1 YTEPP Limited Organisation Chart

c. YTEPP Limited – Current Status

Through its present programmes, YTEPP Limited has trained 183,575 persons from inception to date:

- 174,788 beneficiaries for the Youth Training Department at our full and part-time centres:
- 7919 with the Retraining Department:
- 868 in the RITTR Programme.

In the 2013 – 2014 fiscal year 6,446 (see Section 8) persons were trained through YTEPP Limited. Training was offered in a variety of occupational areas for the 2013 – 2014 fiscal year. These course offerings are listed in Appendix 1.

During the 2013 – 2014 fiscal year, YTEPP Limited also added to its list of skills offerings. These new skills included:

- Jewelry Production (Precious Metals) – CVQ Level 2
- Leather Craft Leather Goods Manufacture – CVQ Level 2

d. Services/products provided and Special Projects

1. Micro-Entrepreneurship Training – CEPEP Feb - Aug 2014

Micro-Entrepreneurship training was facilitated for CEPEP workers throughout Trinidad and Tobago.

2. YTEPP Limited Digital Animation Lab April 2014

Construction has commenced on the Organisation's Digital Arts Academy at the Carapichaima/Waterloo Business Education and Training Campus. This facility will facilitate training for occupations within the digital and creative sectors of the economy, for example, multimedia animation, live sound engineering, television and video production and camera editing.

3. Tilapia Production Facility – Phase 1 April 2014

Phase one of the Organisation's Tilapia Production Facility was completed. This included outfitting of a hatchery and a grow-out pond as components of the fish farm. The facility has the capacity to produce both fingerlings and adult fish for sale.



Figure 2 Tilapia production facility producing fingerlings and adult tilapia for commerce



Figure 3 Phase 1 of the Tilapia Production Facility with a hatchery and grow out ponds

4. Participation in the Trinidad and Tobago Hair and Beauty Trade Show

May 2014

The YTEPP Cosmetology class participated in the Trinidad and Tobago Hair and Beauty Trade Show. YTEPP trainees attained 1st place in three categories – make up, upsweep and fantasy competitions.



Figure 4 YTEPP Cosmetology class attained 1st place in three categories at the Trinidad and Tobago Hair and Beauty Show

5. Woodford Lodge Integrated Campus

June 2014

YTEPP Limited has begun construction of an integrated campus at Woodford Lodge, Chaguanas. The Woodford Lodge Campus is expected to be operational by October 2015. This Campus will see the introduction of an entrepreneurial training model for the areas of Cosmetology and Culinary Arts.



Figure 5 Woodford Lodge Integrated Campus expected to be operational by October 2015

6. Preparation for the Introduction of Blended Learning

July 2014

With the pending inclusion of online/blended learning courses, YTEPP Limited developed an online course for the skill of Television and Video Production. The organisation has also conducted training for the instructors for this course along with administrators and other skill instructors as part of the overall strategy to introduce blended approaches to learning.

7. Establishing a Training Lab for TOON BOOM Software Training

September 2014

Also at WBETA an animation lab is being outfitted for an October 2014 launch specifically for training persons in the use of the Toon Boom animation software.

Figure 6 The opening ceremony of the Toon Boom Training Centre in Digital Animation



8. National Symposium on the Future of Learning through Technology

September 2014

YTEPP Limited hosted Dr Sugata Mitra renowned scholar and Professor of Educational Technology at the School of Education, Newcastle University, United Kingdom. Dr Mitra is known for his “Hole in the Wall Experiment” which utilizes digital technology to increase access to education. At the conference, Dr Mitra and several other academics presented research on the future of technology in education.



Figure 7 Dr Sugata Mitra making a presentation at the Trinidad Hilton

e. Delegated Levels of Authority

i. Authority to sign cheques

Differing levels of delegated authority exist to ensure the Organisation's efficient operations.

i. More than \$125,000 to Unlimited

Chairman, Board of Directors

Vice Chairman, Board of Directors

Chairman, Finance Committee (sub-committee of Board of Directors)

Chief Executive Officer

ii. Up to \$125,000

Chief Executive Officer

Director, Finance and Information Technology

Director, Youth Training

iii. Up to \$20,000

Regional Manager – Tobago

ii. Approval Limits

\$5,000 -	Managers
\$10,000 -	Director, Entrepreneurial Development & Support Services
\$25,000 -	Directors: <ul style="list-style-type: none">• Finance & IT• Youth Training• Retraining
\$50,000 -	Chief Executive Officer – Capital Projects
More than \$50,000 -	Tenders Committee (sub-committee of the Board)

iii. Recurrent

Up to \$250,000 -	Chief Executive Officer – Recurrent Expenditure
More than \$250,000 -	Board of Directors for Recurrent Expenditure
\$10,000,000 -	Cheque signatories for Automatic Clearing House (ACH) Payrolls Only

f. Legislative and Regulatory Framework

YTEPP Limited is a Limited Liability Company established by the GORTT in 1990 and was incorporated under the Companies Act October 10, 1990.

The Organisation reports to the Ministry of Tertiary Education and Skills Training and complies with the Ministry of Finance regulatory requirements.

g. Reporting Functions – Departmental Reports, Reports to Ministries, President/Parliament

Monthly reports are prepared by the Retraining, Youth Training, Finance, IT, Entrepreneurial Development and Support Services (EDSS) Departments for submission to the CEO and Board of Directors. Additionally there are monthly and quarterly financial reports prepared for the Ministry of Finance.

Quarterly, Semi-Annual and Annual achievement reports are sent to the Ministry of Tertiary Education and Skills Training. These reports include Parliamentary Administrative Reports as well as reports to the Social Sector Investment Programme Unit and the Public Sector Investment Programme Unit as required.

3. POLICIES AND DEVELOPMENT INITIATIVES

a. Short Term Plans

The Organisation is in the process of restructuring its processes which includes discontinuation of outdated courses and introduction of new courses based on labour market information. The Organisation also intends to move to a semester system to allow for a universal start date for all classes. This strategy is intended to synchronise much of the activities involved in the implementation of training for diverse groups.

The Organisation's mobile academy will benefit from the introduction of a mobile computer training bus for persons with disabilities in 2015. It is the intention that this resource will allow persons with disabilities in rural areas to access computer literacy training at times and venues that cater to their needs.



Figure 8 YTEPP Mobile Computer Bus for the differently-abled sponsored by Republic Bank

The Organisation is also increasing its entrepreneurial activity with its Tilapia farm. The farm has been in operation during the present fiscal year and it is intended that the produce from the farm will be available for sale to the public on a consistent basis.

The Organisation also plans to redesign the curricula for three (3) skills in order to utilise a blended approach for these skills – Television and Video Production, Cosmetology and Jewellery Production.

Within the 2014 -2015 fiscal year, it is intended that YTEPP Limited will resume operations of the Diego Martin Training and Enterprise Academy.



Figure 9 YTEPP Limited Diego Martin Training and Enterprise Academy

Discussions have begun between YTEPP Limited and COSTAATT to form a partnership which will allow graduates of YTEPP Limited’s Patient Care Assistant course to access COSTAATT’s Allied Health programmes once competency is attained.

Acting for Film is another training initiative to be developed. In light of the growing need to improve and address acting skills within the local film industry, a twelve (12) week programme has been designed to address this need.

As an element of the entrepreneurial approach to teaching and learning, YTEPP Limited has established an apprenticeship programme for its air conditioning and refrigeration course. This initiative is intended to provide hands-on authentic learning experiences to enhance retention and competence. This programme will be conducted over a two (2) year period.

b. Medium Term Plans

YTEPP Limited intends to complete construction of its Woodford Lodge Campus. This Campus will house centres of excellence for the cosmetology and culinary arts occupational areas. YTEPP Limited has established partnerships with two foreign Universities to establish these Centres. The Vancouver Island University, of Canada, has partnered with YTEPP Limited under the Caribbean Education for Employment (CEFE) Programme to establish a centre of excellence for cosmetology, and, talks are being held with the Highbury College, of England, to establish a centre of excellence in culinary arts with the inclusion of a patisserie shop as part of an apprenticeship initiative for graduates from the culinary arts classes.

It is also intended that, over the coming fiscal year, YTEPP Limited introduce strategies that will enable the Organisation to be in a better position to comprehensively infuse technology as a core component in all programmes resulting in work ready graduates.

As an element of the entrepreneurial approach to teaching and learning, YTEPP Limited intends to establish an apprenticeship programme for at risk youth especially catering to ex-inmates in conjunction with food and beverage employers as well as hotels and restaurants. This initiative is intended to provide hands-on authentic learning experiences to enhance retention and competence.

The Organisation intends to enhance its mobile training academy with the introduction of a mobile training unit for welding training. In addition, the establishment of YTEPP Marketing Limited is intended to facilitate the promotion and marketing of the entrepreneurial output from YTEPP graduates. In particular this initiative will focus, at the inception, on the produce of the Tilapia Fish Farm at the Carapichaima/Waterloo Business Education and Training Campus.

c. Long Term Plans

The Organisation intends to establish more full-time campuses owned by YTEPP Limited to facilitate the growing demand for higher level courses which go beyond the demands of part time courses. It is intended that these campuses will be purpose driven and will focus on the provision of training for skill clusters.

d. Performance Objectives

YTEPP Limited's performance objectives for the subsequent fiscal year, as identified in our short and medium term plans, necessitate the implementation of particular activities. These activities, and the relevant target dates, are identified below:

WORK ACTIVITY	PERFORMANCE OBJECTIVE
Introduction of a semester system to allow for a universal start date for all classes	Commenced October 2014
Curricula redesign for blended learning for 3 pilot skills	To be completed by December 2015
Introduction of new occupational areas in keeping with labour market needs	Three curricula reviewed per academic year as part of a continuous curricula revision process with the addition of at least one new skill to the slate of offerings per academic year
Launch of a mobile computer training bus for persons with disabilities.	Bus launched in April 2015
Tilapia farm fully operational making produce and fish stock available for commercial sale.	October 2015
Re-introduction of the Diego Martin Training and Enterprise Academy.	Launched December 2014
Establishment of a Cosmetology Academy at the Woodford Lodge Campus	October 2015
Establishment of a Culinary Arts Academy at the Woodford Lodge Campus	October 2015
Establishment of YTEPP apprenticeship for air conditioning and refrigeration	November 2015
Introduction of YTEPP Marketing	To be launched in 2016
Infusion of technology in all courses	To commence in October 2015
Apprenticeship for At Risk Youth	January 2016
Establishment of Day time centres	September 2016

Remedial plans

The Organisation's principal risk is that of inadequate funding for projects, to this end, the organization, as a proactive measure, has written a number of funding proposals for grant funding from European Development Fund (EDF) and the People's Republic of China and United States Agency for International Development (USAID).

4. FINANCIAL OPERATIONS

a. Budget Formulation

Each department submits its Budgetary Estimates to the Director, Finance & Information Technology ensuring that its plans are in line with the company's Strategic Plans. The Director then collates the various submissions into the Organisation's Master Plan aimed at achieving the overall goals set by the Government of the Republic of Trinidad and Tobago. The company's Budgetary Submission for the ensuing year is then sent to the Board of Directors for review and approval, before being sent to the line Ministry.

b. Expenditure versus Income

Table 1: 2013-2014 Recurrent Income and Expenditure Report

Income:

	Budget \$	Actual \$
Government Subventions	123,757,000	123,757,000
Enrollment Fees	600,000	773,755
Other Income	1,300,000	1,315,798
Interest Income	100,000	45,036
Fixed Deposit	-	3,000,000
Total Income	125,757,000	128,891,589

Expenditure:

Sub-Head	Budget Estimates \$	Actual Expenditure \$	Variances \$
01 Personnel Expenditure	85,142,909	81,134,971	4,007,938
02 Goods and Services	38,364,091	42,776,304	(4,412,213)
03 Minor Equipment	250,000	3,945,887	(3,695,887)
04 Current Transfers and Subsidies	-	-	-
06 Current Transfers to Statutory Board and Similar Bodies	-	-	-
Total Recurrent Expenditure	123,757,000	127,857,162	(4,100,162)

Explanation for variance

The variance was caused by the purchase of a bus from China, and other equipment acquisitions, which were funded from funds generated.

Table 2: 2013-2014 PSIP Income and Expenditure Report

Project No.	Project Name	Budget Estimates \$	Actual \$	Variance \$
D013	Waterloo Training Centre	2,000,000	2,209,144	(209,144)
J057	Woodford Lodge Campus	30,710,000	3,728,086	26,981,914
Total Capital Expenditure		32,710,000	5,937,230	26,772,770

Explanation for variance:

The overrun for the Waterloo Training Centre was mainly attributable to the purchase of computers needed for outfitting the Media Lab. The funds came from internal funds generated by the company.

Payments for the award of contracts at Woodford Lodge Campus would be subsequently paid in FY 2014 – 2015 for the construction and outfitting of the buildings.

c. Debt Policy

YTEPP Limited is not authorised to enter into debt obligations without the approval of the Ministry of Finance. Accordingly, as at September 30, 2014 YTEPP Limited has no debt.

d. Investment Policy

YTEPP Limited is authorised to invest internally generated funds in reputable institutions that offer maximum prevailing returns with low risk.

e. Internal Audit Functions

The Internal Audit Department reports to the Audit Committee of the Board of Directors and submits quarterly reports to the Ministry of Finance. The Department is authorised to audit any

department, activity or function in the Organisation with a view to ensure proper accountability, transparency and reporting.

5. HUMAN RESOURCE DEVELOPMENT PLAN

a. Organizational Establishment

YTEPP Limited is a training organization which focuses on Technical Vocational Education and Training (TVET) throughout Trinidad and Tobago. YTEPP was established in 1988 as a pilot project and became a registered limited liability company in 1990. The organization is governed by a Board of Directors and the executive management and operations lie with the Chief Executive Officer.

b. Category of Employees

The attached Tables (pg. 40 – 43) show the categories of employees at YTEPP Limited along with the number of persons in the positions.

c. Career Path Systems

Career development is provided by YTEPP Limited through:

- Continuous training and development to address skill gaps that may exist. This will better position staff to fill future vacancies.
- Encouraging employees to improve academically; as such, there is a policy to reimburse the employee 50% of the costs incurred on degree programmes.
- Giving staff the opportunity to act in positions to provide exposure at a higher level of responsibility and by extension improve their competency.
- Providing opportunities for persons to be promoted, this is not based strictly on seniority but rather on general performance.
- Preference given to employees when filling vacancies before external candidates are considered.

d. Performance assessment/management strategies

Through the Performance Management System annual performance reviews are conducted for the period October to September – the Organisation’s financial year. During this period, performance is assessed and feedback is provided to employees through quarterly assessments. This system is applicable to all employees of YTEPP Limited however, Contract and Temporary/Part-time employees are appraised at the end of the contract of employment.

YTEPP’s Performance Management System provides for the context of linking individual objectives with departmental and organizational goals hence effectively meeting with the strategic objectives of the Organisation.

The purpose of the performance management process is to ensure that:

1. Work performed by employees accomplishes the mission of YTEPP Limited;
2. Employees have a clear understanding of the quality and quantity of work expected from them;
3. Employees receive ongoing information about how effectively they are performing relative to expectations
4. Salary increases based on employee performance are distributed accordingly
5. Opportunities for employee development are identified; and
6. Employee performance that does not meet expectations is addressed.

There is a formal appeal process for employees who may not be in agreement with the performance evaluation and are unable to reach an amicable understanding with the Supervisor.

e. Promotion – selection procedures

The policy of the organization is to attract, recruit and retain an adequate complement of the most suitably qualified, technically competent and well-disciplined personnel. The promotion and selection policies and procedures are designed to ensure that the Recruitment and Selection Process is free of bias and is maintained by a high level of integrity and transparency.

The Company subscribes to the principle of being an Equal Opportunity Employer in filling all vacancies and will not discriminate against any applicant on the basis of sex, race, colour,

religious and/or political affiliation. As far as possible, whenever vacancies exist, preference will be given to employees within the organization who possess the required qualifications and/or experience – the Company subscribes to the principle of promotion from within.

f. Recruitment Process

The position of the Chief Executive Officer (CEO) is recruited by the Board of Directors. The Directors are recruited by the Board of Directors in the consultation with the CEO. The Managerial positions are recruited under the consultation of the CEO and Directors. All other employees are recruited by the Manager, Human Resource and the CEO.

With the exception for positions that can be filled by a promotion, the Manager, Human Resource will inform all Staff of vacancies. Once there are no suitable internal applicants that have availed themselves of the vacancy, the Manager, Human Resource systematically uses every means available to attract suitable applicants, including, applicant pool, referrals, recruitment agencies, and external advertisements. The recruitment procedure is listed below:

- Applicants are reviewed and shortlisted based on suitability.
- Each short listed applicant is subject to an interview before a hiring decision is made. This interview is conducted by a panel of no less than three (3) persons.
- When a final candidate selection is made, the Manager, Human Resource submits a written proposal for hire to the Chief Executive Officer for approval.
- Candidates are given an Offer of Employment letter. All offers of employment are conditioned on completion of background checks, a pre-employment medical /psychometric test.
- Contract of employment is prepared and issued.
- All new employees undergo a formal orientation programme conducted by the Human Resource Department.
- All newly hired employees are required to undergo a Probationary Period of a maximum of six (6) months.

g. Promotion & Transfers

The Company recognizes its responsibility to provide equitable consideration and opportunity for qualified employees to be transferred or promoted to job openings that may become available from time to time. As such, the Company subscribes to the principle of promotion from within the ranks of existing staff that may be qualified to perform in such vacant position.

In selection of an employee to fill a higher position, the following are taken into account by the Manager, Human Resource:

- Attitude, skill, ability and past performance of the employee
- Level of experience, competence, efficiency and flexibility
- Qualifications and advance training
- Disciplinary record
- Attendance and punctuality record
- Length of service

If the Manager, Human Resource is unable to find a suitable qualified employee from the rank of staff for such promotion or transfer, then qualified, suitable candidates are sought outside of the Company. In extenuating circumstances, an advertisement may be placed internally and externally simultaneously.

h. Employee support services

There is no in-house Employees Assistant Programme (EAP) at YTEPP Limited. If there is a need employees requiring such services are referred to various recommended Consultants/Professionals.

6. PROCUREMENT PROCEDURES

a. Open Tender

Public advertisements are placed in the media inviting tenderers to submit proposals for the supply of Goods and Services, which must be submitted by a stipulated dead line. Tenders are deposited into a tender box, the keys of which are kept by the Chairman of the Tenders Committee. A special meeting is convened by the Tenders Committee to open tenders, review proposals and to make recommendations for the award of Tenders.

b. Selected Tender

Selected Tendering is used where there is a known pool of suppliers, who is perceived to have the resources to undertake the exercise, particulars where they have completed works previously for the company. Invitations to tender would be sent to pool, following the same procedures as outlined above.

c. Sole Tender

In extremely rare cases, sole tendering is used where the skill or supply is urgently required. In such a case, it is deemed that the failure to obtain the said resources would negatively impact the achievement of a major Organisational activity. In such cases, time is critical and a sole tenderer would be approached to provide the goods or service at short notice, ensuring that value for money is achieved.

7. PUBLIC AND COMMUNITY RELATIONS

a. Client and Public access to services/service delivery systems

☀ **Launch of YTEPP's Digital Animation Lab at Carapichaima/Waterloo Business Education and Training Campus** **September – October 2014**

This site is YTEPP's advanced lab for multimedia skills. During the 2013 – 2014 fiscal year YTEPP Limited became the authorised trainer for TOONBOOM animation software in the Caribbean Region, this allows individuals to develop the requisite skills at entry level into digital animation. This strategic alliance with Toon Boom is aligned to one of Government's seven strategic business clusters within its diversification plan, the Creative Industries, aimed at creating employment and opening the doors to international markets thus adding to the overall growth of the national economy. The first batch of graduates completed their training in October 2014 at this facility.



Figure 10 Digital Arts Academy based at the Carapichaima/Waterloo Business Education and Training Campus



Figure 11 Participant in the Toon Boom training

- ✦ **YTEPP Limited worked with the National Training Agency towards CVQ centre approval by October 2014.**

YTEPP Limited conducted a self-assessment exercise and worked along with the National Training Agency towards establishing CVQ centre approval status by October 2014.



Figure 12 YTEPP Limited received Centre Approval to offer the Caribbean Vocational Qualification

b. Community and Stakeholder Relations/Outreach

1. Ministry of People and Social Development – Direct Impact HEAL November 2013

YTEPP was present at the Ministry of People and Social Development – Direct Impact HEAL – an outreach event to promote government services in T&T. All age groups were targeted.

2. Mayaro Secondary Annual 5K November 2013

YTEPP was present at the Mayaro Secondary Annual 5K. The occasion was used to promote YTEPP as a preferred training provider in the area. In particular, this event highlighted the Certified Welders and Fabricators Project (CWFP) courses offered at HydroTech Limited.

3. Youth Capital Development & Entrepreneurial Forum December 2013

A Youth Capital Development & Entrepreneurial Forum was hosted in Mt Hope by the office of the Member of Parliament for St Joseph. YTEPP's objective at this event was to inform the public about all programmes available through YTEPP.

4. Health and Knowledge Fair March 2014

YTEPP participated in the Health and Knowledge Fair in Dow Village. The aim of this initiative was to educate the community on communicable diseases.

5. National Training Agency (NTA) forum “Meet The Ministry” May 2014

The National Training Agency (NTA) forum “Meet The Ministry” which allowed the residents of Bamboo and environs to familiarize themselves with the agencies of the Ministry of Tertiary Education and Skills Training (MTEST). YTEPP was present at this assembly where residents had an opportunity to obtain information on the training opportunities available through YTEPP Limited.

6. Ministry of Education – Symposium Virtual Educa May 2014

YTEPP participated in the Ministry of Education – *Symposium Virtual Educa*. The objective of this symposium was to introduce the use of ICTs in education. The learnings from this symposium provided strategic information for YTEPP's introduction of technology in the skills classroom.

7. Community career fair at St Madeleine Regional Complex July 2014

The Organisation participated in a community career fair at St Madeleine Regional Complex. The aim of this outreach exercise was to provide information on technical and vocational

education programmes to young persons to encourage their participation in post-secondary education.

8. Youth Workshop Point Fortin

July 2014

YTEPP was represented at Youth Workshop in Point Fortin. Persons between the ages 18-30 were targeted; the aim of the session was youth empowerment through participation in post-secondary education.

9. Public Access Learning System (PALS) Sea Lots and Barrackpore

September 2014

Public Access Learning System (PALS) were installed in Sea Lots and Barrackpore. These easy access technology points are designed to provide rural and depressed communities with information and communication technology facilities as a Minimally Invasive Education strategy to enhance technology readiness in these communities. The new additions in Sea Lots and Barrackpore will offer these communities the opportunity to explore and learn at their own pace at no cost.



Figure 13 Dr Sugata Mitra at the opening of the Public Access Learning System at Sea Lots

10. Career Fairs

YTEPP also participated in several career fairs and outreach programmes in the communities of Maracas Bay, Toco, Guayaguayare and Todd's Road.

c. Strategic Partnerships

1. Walk for Autism

November 2013

As part of its ongoing social and corporate responsibility, YTEPP Limited joined with the Autistic Society of Trinidad and Tobago to host a 5K Walk-a-thon. This effort was intended to highlight the issues surrounding the autistic condition and raise funds for the Organisation through the sale of t-shirts.



Figure 14 Minister Karim and YTEPP Limited representatives on the Walk for Autism

2. MoU between YTEPP and the Chaguanas Chamber of Commerce

April 2014

YTEPP has signed an MoU with the Chaguanas Chamber of Commerce. This partnership is to enhance human capital development, expansion of entrepreneurship and poverty alleviation in the Chaguanas and wider central area. With this arrangement the Chamber will actively post available opportunities to graduates and advise YTEPP Limited of labour shortages.



Figure 15 YTEPP Limited partnered with the Chaguanas Chamber of Commerce for new skills and opportunities for YTEPP participants

3. Vancouver Island University Partnership

May 2014

YTEPP Limited also entered into a three (3) year partnership agreement with the Vancouver Island University. This project focusses on the establishment of a Centre of Excellence in Cosmetology at the Woodford Lodge training site. The aim of this partnership is to increase efficiency and productivity for the Cosmetology sector in Trinidad and Tobago.



Figure 16 YTEPP Limited signs an MoU with the Vancouver Island University

4. Highbury College MoU

September 2014

YTEPP Limited initiated discussion with Highbury College, England to enter into an MoU. The agreement is to focus on enabling TVET curriculum development using ICT; continuous professional development; furthering of learning technologies; sharing of leadership and management programmes and facilitation of teacher training.

5. Authorised Toon Boom Animation Software Trainer

September 2014

YTEPP Limited negotiated a contractual arrangement with TOON BOOM Animation to make YTEPP Limited the authorized trainer for the TOON BOOM software in the Caribbean region. This strategic alliance with TOON BOOM will allow individuals to develop the required skills at entry level into digital animation.

8. Enrolment and Certification

In the 2013 – 2014 fiscal year YTEPP Limited trained 6,446 beneficiaries. The breakdown of this figure is identified in the tables below¹. The tables also reflect the number of persons certified for the period where certification can be confirmed. At the time of the preparation of this report, all CVQ claims made to the National Training Agency were not yet processed. Where this is the case, a notation has been included in the table.

a. Retraining

PERIOD	CYCLE	NO. ENROLLED			NO. CERTIFIED		
		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Mar 2013 - Nov 2013	26	199	474	673	148	423	571
Total		199	474	673	148	423	571

CVQ Levels 1, 2 & 3 Courses

b. RITTR

PERIOD	CYCLE	NO. ENROLLED			NO. CERTIFIED		
		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Mar 2013 – Nov 2013	7	147	8	155	140	7	147
Total		147	8	155	140	7	147

CVQ Levels 1 & 2 Courses

¹ Enrolment and certification figures related to training cycles that were completed during the 2013 – 2014 fiscal year.

c. Youth Training – Centre Based

PERIOD	CYCLE	NO. ENROLLED			NO. CERTIFIED		
		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
NEC: Oct 2013 - Apr. 2014	40	478	1513	1991	238	858	1096
NEC: Feb. - July 2014	41	414	1015	1429	181	487	668
CVQ: Mar. – Dec. 2013	38	499	1058	1557	227	474	701
Total		1391	3586	4977	646	1819	2465

NEC & CVQ Level 1 Courses

d. Youth Training – Community Based

PERIOD	CYCLE	NO. ENROLLED			NO. CERTIFIED		
		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Oct 2013 - Sept 2014	39	67	413	480	<i>Presently being processed</i>		
Total		67	413	480			

NEC Level 1 Courses

e. Certified Welders and Fabricators Project (CWFP)

PERIOD	NO. ENROLLED			NO. CERTIFIED		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Oct. 2013 – Sept. 2014	152	9	161	85	7	92
Total	152	9	161	85	7	92

Conclusion

YTEPP Limited, over the fiscal year 2013 – 2014 has further solidified the integration of the Programmes that have merged based on the directives of the Ministry of Tertiary Education and Skills Training. During this year, efforts were made to continue the synchronisation of process between the Youth Training and Retraining Departments with the intention to seek National Training Agency accreditation.

During the period, the institution trained 6,446 nationals of Trinidad and Tobago and we attempted to improve training quality and increase access to training opportunities through strategic initiatives which included the expansion of the institution's mobile training units and most notably the construction of a new campus at Woodford Lodge and the enhancement of training resources at our Waterloo Campus.

The various partnerships that we have forged with international universities also assisted the institution with its efforts to bring its operations and offerings to international occupational standards. These strategies will serve to propel the institution to consistently improve its quality.

Appendix 1 – COURSE OFFERINGS 2013 – 2014 FISCAL YEAR

No. of Trainees Enrolled & Certified – October 2013 to September 2014

Youth Training Department – Centre Based Projects

COURSE	NO. ENROLLED			NO. CERTIFIED		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Auto Electrical Maintenance & Repair	24	10	34	14	2	16
Beauty Therapy	1	157	158	1	57	58
Bread, Cakes and Pastry Making	44	350	394	17	140	157
Building Electrician Assistant	227	82	309	100	39	139
Cakes Making & Decorating	4	31	35	0	13	13
Child Care Attendant	2	230	232	1	152	153
Commercial Food Preparation	27	180	207	5	46	51
Cosmetology	1	301	302	0	123	123
Data Operations	40	307	347	18	193	211
Domestic Refrigeration Servicing & Repair	9	8	17	5	6	11
Dressmaking & Design	4	147	151	1	73	74
Electrical Installation	276	58	334	123	25	148
Engine Tune-up	63	26	89	29	12	41
Events Decorating	8	81	89	5	41	46
Fabricating	43	5	48	27	2	29
Food Preparation	29	181	210	11	86	97
Graphic Design	52	73	125	16	32	48
Hairdressing	1	134	135	0	59	59
Herbs Production	4	5	9	2	4	6
Hotel Room Attendant	0	33	33	0	16	16
Joinery, Furniture Design & Construction	52	20	72	17	9	26
Lawn and Landscape	10	20	30	6	8	14
Micro Entrepreneurship	78	309	387	57	224	281
Patient Care Assistant	12	322	334	4	187	191
Plumbing	67	37	104	31	15	46
Skills for the Automated Office	28	286	314	17	173	190
Small Parts & Simple Tool Making	28	4	32	18	1	19
Tailoring	7	58	65	4	35	39
Textile Design & Print	2	11	13	1	6	7
Tour Guide Escort	4	28	32	1	8	9
Vegetable Production - Grow Box Method	16	33	49	4	10	14
Welding	228	59	287	111	22	133
TOTAL	1,391	3,586	4,977	646	1,819	2,465

No. of Trainees Enrolled – October 2013 to September 2014
Youth Training Department – Community-Based Projects

LOCATION	COURSE	NO. ENROLLED		
		MALE	FEMALE	TOTAL
Biche Presbyterian School	Child Care Attendant	0	25	25
Biche Presbyterian School	Food Preparation	3	13	16
Coryal Festival Centre	Vegetable Production - Grow Box System	6	16	22
Coterie of Social Workers	Bread, Cakes and Pastry Making	0	10	10
Coterie of Social Workers	Food Preparation	0	18	18
Divine Destiny Worship Centre	Skills for the Automated Office	4	24	28
Institute of Health and Fitness	Food Preparation	2	11	13
Kingdom People International	Child Care Attendant	0	14	14
Mt. Lambert Learning Centre	Micro Entrepreneurship	5	12	17
P.A.V.I. Facility	Bread, Cakes and Pastry Making	4	6	10
READI Centre	Vegetable Production - Grow Box System	4	16	20
San Raphael Community Centre	Food Preparation	0	14	14
Barrackpore Regional Complex	Cake Making & Decorating	0	18	18
Cedros Community Centre	Bartending	5	14	19
Greater Love Christian Centre	Skills for the Automated Office	2	12	14
Islamic Hall Calcutta #2	Bread, Cakes and Pastry Making	0	19	19
Liberville Community Centre	Graphic Design	4	14	18
Marabella Family Crisis Centre	Bread, Cakes and Pastry Making	10	2	12
Mission for Christ Church, Caparo	Household Furnishings	0	16	16
Moolchan Trace Community Centre	Food Preparation	1	17	18
Rural Women for Development Centre	Lawn and Landscape Management	0	20	20
Betsy's Hope/Louis D'or Multi Purpose Centre	Micro Entrepreneurship	5	25	30
Mason Hall Secondary School	Hairdressing	0	18	18
Mt. St. George Methodist Primary School	Household Furnishings	0	13	13
Roxborough Secondary	Beauty Therapy	0	15	15
Tobago Technology Centre	Micro Entrepreneurship	12	31	43
TOTAL		67	413	480

No. of Trainees Enrolled & Certified – October 2013 to September 2014
Retraining Department

COURSE	NO. ENROLLED			NO. CERTIFIED		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Agro-Processing	4	33	37	4	33	37
Automotive Maintenance	6	0	6	6	0	6
Bread, Cakes & Pastries	4	40	44	4	40	44
Cake Baking & Decorating	0	27	27	0	23	23
Cosmetology - Level 1	0	20	20	0	16	16
Cosmetology - Level 2	0	24	24	0	22	22
Data Operations	1	19	20	1	19	20
Desktop Publishing	2	8	10	2	8	10
Draughting & Construction	5	6	11	4	6	10
Editing & Advanced Camera Operations	12	2	14	10	2	12
Electrical Installation	14	4	18	8	3	11
Fabric Design	0	12	12	0	12	12
Fluid Power Mechanical Maintenance	18	1	19	13	0	13
Food Preparation	4	25	29	4	17	21
Garment Production	2	34	36	2	34	36
Grow Box & Plant Propagation	8	16	24	3	16	19
Heavy Machinery Operations	43	4	47	36	2	38
Home Furnishings	0	54	54	0	49	49
Jewellery Production (Precious Metal Clay)	4	19	23	3	19	22
Jewellery Production (Precious Metals)	1	7	8	0	5	5
Leather Craft	1	7	8	1	6	7
Live Sound Engineering	9	1	10	8	1	9
Massage Therapy	0	10	10	0	10	10
Multi-Media Animation	7	6	13	6	5	11
Music Producer	13	3	16	9	3	12
Nail Technology	0	44	44	0	35	35
Plumbing	4	5	9	2	3	5
Screen Printing	1	7	8	1	7	8
Television & Video Production	17	11	28	10	11	21
Tilapia Production	7	8	15	4	4	8
Woodworking & Furniture Design - Level 1	12	17	29	7	12	19
TOTAL	199	474	673	148	423	571

No. of Trainees Enrolled & Certified – October 2013 to September 2014
Rehabilitating Inmates Through Training and Retraining

COURSE	NO. ENROLLED			NO. CERTIFIED		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Masonry/Carpentry	10	0	10	9	0	9
Upholstery & Furniture Design	10	0	10	9	0	9
Furniture Making	23	0	23	23	0	23
Welding	10	0	10	8	0	8
Bread, Cakes & Pastries	12	0	12	12	0	12
Masonry/Tile Laying	21	0	21	21	0	21
Plumbing	21	0	21	20	0	20
Electrical Installation	20	8	28	18	7	25
Amenity Horticulture/Crop Production (GGPM)	10	0	10	10	0	10
Amenity Horticulture/Crop Production (MSP)	10	0	10	10	0	10
TOTAL	147	8	155	140	7	147

Appendix 2 - HUMAN RESOURCE DEVELOPMENT PLAN

Table 4 Category of Employees (Full-time positions)

Full-Time Positions	
Positions	No. of Employees in position
Accounting Assistant	5
Accounting Officer	1
Administrative Assistant I	18
Administrative Assistant II	3
Assistant Welding Tutors	3
Audit Assistant	1
Business Development Officer I	1
Business Development Officer II	1
Clerk I	15
Clerk II	4
Communication and Marketing Assistant I	1
Communication and Marketing Assistant II	1
Community Based Project Coordinator	5
Computer Tutor	6
Corporate Administrator	1
Curriculum Development Assistant	2
Curriculum Development Officer	2
Curriculum Development Specialist	2
Customer Service Assistant (Communications & Marketing)	1
Customer Service Representative (Workforce Assessment Centre)	1
Data Entry Clerk	7
Data Processing Supervisor	1
Driver/Messenger	5
Driver/Loader	4
Events and Stakeholder Relations Assistant I	1
Events Coordinator	1
Fabrication Tutor	3
Field Supervisor	1
Fixed Assets Assistant	1
Fixed Assets Officer	1
Graphic Designer	1
Guidance and Orientation Officer	1
Handyman	3
Health and Safety Officer	2
Human Resource Assistant	3
Human Resource Officer	2
Internal Audit Clerk	1

Itinerant Counselor	3
Loader/Warehouse Attendant	3
Machine Operator	2
Maid/Cleaner	17
Manager	16
Manager, Workforce Assessment Centre	1
Monitoring and Evaluation Specialist	1
Network Administrator	1
Network Technician I	2
Network Technician II	1
Office Assistant	22
Payroll Assistant	2
Payroll Officer	1
Pre-School Tutor	3
Programme Assistant	3
Programme Coordinator	9
Project Assistant (CWFP; ICT; Digital Media)	3
Purchasing Assistant	3
Purchasing Officer	1
Receptionist	4
Research Assistant	2
Research Officer	3
Security Officer	13
Senior Accounting Assistant	1
Senior Administrative Assistant	2
Senior Facilities Officer	1
Senior Payroll Assistant	1
Senior Research Officer	1
Stores Attendant	2
Storekeeper	1
Support Services Officer	1
Theory Tutor (CWFP)	1
Training Centre Manager	8
Training Coordinator	1
Training Specialist	2
Welding Tutors (CWFP)	5
TOTAL	255

Table 5 Category of Employees (Temporary/Part-time positions)

Temporary/Part-Time Positions	
Position	No. of Employees in position
Vocational Skills Tutor	202
Career Enhancement Tutor	119
Micro Entrepreneurship Tutor	38
Technical Supervisor	62
Centre Manager	20
Clerical Assistant	21
Key Holders	17
Cleaners	18
Training Providers (Retraining)	155
Internal Verifier (Retraining and RITTR)	39
Tutors - Life Skills (Retraining and RITTR)	36
Tutors - (RITTR)	9
Instructors- (Retraining and RITTR)	20
TOTAL	756

For the Temporary/Part-time positions, persons are employed for periods ranging between six (6) to eleven (11) months based on the course offerings (National Examination Council (NEC); Caribbean Vocational Qualifications (CVQ).

Table 6 Category of Employees (contract positions)

Contract Positions		
Positions	Period of Contract	No. of Employees in Position
Administrator (WAC)	One year	2
Assistant Fish Technician	One year	1
Chief Executive Officer	Three years	1
Community Based Coordinator	One year	2
Curriculum Development Specialist	One year	1
Customer Service (WAC)	One year	2
Directors	Three years	4
Executive Assistant	Three years	1
Facilities Assistant	One year	2
Field Placement Officer	One year	2
Garment Lab Supervisor	One year	1
Garment Lab Worker	Three Years	3
Office Assistant (South)	One year	1
Office Assistant (Family Service Lab)	Six months	1
Programme Manager	One year	1
Project Assistant (Facilities)	One year	1
Training Specialist	One year	1
Technical Advisor	One year	1
Vocational Skills Training Officer	One year	1
Training Centre Manager (Waterloo)	One year	1
Interns (Summer Vacation)	Three months	23
	TOTAL	53