



***YTEPP LIMITED***  
**Administrative Report**  
**2015/2016**



# Foreword

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The Youth Training and Employment Partnership Programme (YTEPP) Limited focuses on Technical Vocational Education and Training (TVET) throughout Trinidad and Tobago. The Institution was initiated as a pilot project in 1988 which was 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. This mandate was ratified and the Institution was established as a registered limited liability company, funded by the Government of the Republic of Trinidad and Tobago (GORTT) in 1990.

In February 2011 the mandate of YTEPP Limited was expanded when the Retraining Programme was repositioned from the then Ministry of Science, Technology and Tertiary Education (MSTTE) to YTEPP Limited. The Retraining Programme maintains its initial mandate to equip mainly retrenched/displaced persons with employable skills. With this merger 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 industries at levels 1, 2 and 3. Training is available throughout the country at YTEPP Limited's full-time Training Centres; part-time Centres; contracted Training Providers; and through its Community Based Projects. At present, the Institution is in the process of reviewing its course offerings, with a view to providing higher levels of training in occupational 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.

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# 1. VISION, MISSION, PHILOSOPHY AND STRATEGIC OBJECTIVES



## Strategic Objectives

The aim of the Institution is to support economic sustainability through human capital development. The Institution seeks to achieve this aim via the successful implementation of market driven technical education and employability skills training targeting citizens of Trinidad and Tobago. These interventions are executed to enhance the wage-employment and self-employment opportunities for beneficiaries of the Institution. YTEPP Limited accomplishes this goal with a focus on a variety of targets which include youth, the unemployed and underemployed, displaced and retrenched workers, the socially dispossessed and the incarcerated.

Strategies used to achieve the objectives of the Institution include demand driven skills training as well as entrepreneurship training and exposure to the use of information and communication technology particular to occupations. The Institution 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 Institution has adopted the following strategic approaches:

Goal 1: Effective and Efficient Institutional Performance

Goal 2: Service Delivery Excellence

Goal 3: Leadership

## 2. ORGANISATIONAL STRUCTURE

### a. Organisational Profile

YTEPP Limited has, over its lifespan maintained its original mandate to provide technical vocational and educational programmes in various occupational skill areas to persons between 15 – 50 years. At present courses are delivered at 19 part-time Centres and 5 full-time Centres, as well as several strategic locations throughout Trinidad and Tobago. The Institution also implements courses as community-based projects. These projects are established to serve the training needs of specific communities.

The Youth Training and Employment Partnership Programme 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 28 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.



As an innovative initiative, YTEPP Limited has established a strategic business unit for cosmetology in San Fernando (started in 2013). This cosmetology and beauty therapy salon, 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.

In addition, the Institution has introduced a series of mobile computer labs which are stationed in different villages throughout Trinidad and Tobago to improve access to computer training in remote communities. These mobile training units represent YTEPP Limited's exploration of creating a mobile training academy which will be capable of providing quality training in a more flexible format.

YTEPP Limited is also in the process of reshaping its education and training programme design. This design encompasses an entrepreneurial approach to curriculum design and implementation. The Institution has commenced this initiative with the establishment of its first Campus at Woodford Lodge. This Campus houses YTEPP Limited's advanced teaching facilities for occupations in the cosmetology industry and the culinary arts industry.

### b. Corporate Structure – Departments, Divisions, Units

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

-  Accounts – Fixed Assets/Payroll/Purchasing
-  Communication and Stakeholder's Relations – Events Management

- ✚ Corporate Administration
- ✚ Curriculum Development
- ✚ Entrepreneurial Development and Support Services (EDSS)
- ✚ Finance – Facilities Management/Information Technology
- ✚ Health and Safety
- ✚ Human Resource – Professional Training and Development (P.T.A.D)
- ✚ Internal Audit
- ✚ Research – Monitoring and Evaluation/Data Management/Occupational Research
- ✚ Retraining Department
- ✚ Youth Training Department

The following chart identifies the reporting relationships of these functions:

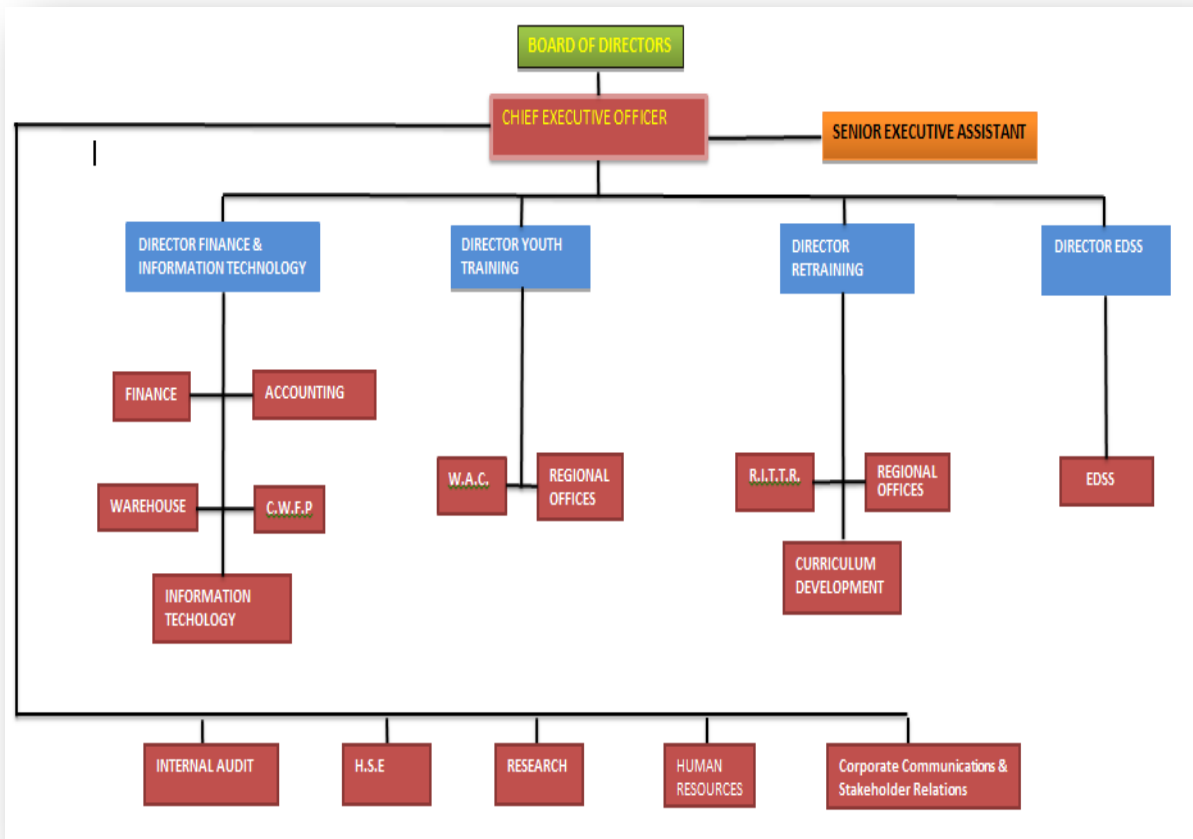


Figure 1: Organisational Chart

### **c. YTEPP Limited – Current Status**

In the 2015-2016 fiscal year, 4,877 persons (see Section 8) were trained through YTEPP Limited in 62 skill areas.

### **d. Services/products provided and Special Projects**

November 2015

YTEPP engaged in career fair initiatives at the undermentioned Secondary Schools in Trinidad. This exercise was intended to generate awareness of various careers, occupation and training opportunities for students who are preparing to graduate from the secondary school system.

- San Juan North Secondary
- Carapichaima East Secondary
- Asja Boys Charlieville

January 2016

YTEPP Limited, in partnership with BGTT, provided the Mayaro community with computer literacy training through the use of YTEPP's Mobile Computer Training Bus. A total of 199 school children from the Ortoire RC Primary School were trained in various aspects of ICT and its use. Ninety three (93) adults participated in the adult classes that were offered at the same venue.

May 2016

The Mobile Computer Training Bus was relocated to the Mayaro Government Primary School where 123 school children and 44 adults from the nearby environs received 24 contact hours of computer training.

June 2016

YTEPP Limited hosted an Open Day for residents of the Valencia community. The company showcased its various training activities at its Valencia Training and Enterprise Centre to encourage residents to register for upcoming training cycles.





Figure 2: Trainee showing visitors products made during as assessment exercise

July 2016

The Manager of the Mayaro Resource Centre approached YTEPP to provide I.C.T. training during a camp to be completed during the July/August school vacation. The YTEPP Limited Mobile Computer Training Bus was placed at the location for the period. A total of 78 children between the ages of 7 and 12 years were trained to use Animation and Flip Boom.

July 2016

YTEPP Limited participated in the Trade and Investment Convention hosted by the Trinidad and Tobago Manufacturers Association held at the Centre of Excellence. Trainees of YTEPP Limited were able to showcase the products created and skills acquired in their courses and were able to obtain clients to support their business initiatives.



Figure 3: Leather Craft graduate displaying her work

## **e. Delegated Levels of Authority**

### **i. Authority to sign cheques**

Differing levels of delegated authority exist to ensure the Institution'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  
 Director, Retraining

#### **iii. Up to \$20,000**

Regional Manager – Tobago  
 (Countersigned by Administrative Assistant)

#### **iv. Up to \$2,500**

Regional Manager – North  
Training Centre Manager, Maloney Vocational Centre

**ii. Approval Limits**

\$5,000 -	Managers
\$10,000 -	Director, Entrepreneurial Development & Support Services
\$25,000 -	Directors: <ul style="list-style-type: none"><li>• Finance &amp; IT</li><li>• Youth Training</li><li>• Retraining</li></ul>
\$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 Institution reports to the line Ministry 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 submitted to the Ministry of Education. These reports include Administrative Reports, Social Sector Investment Programme Reports and the Public Sector Investment Programme Reports, as required.

### 3. POLICIES AND DEVELOPMENT INITIATIVES

Over the next three years, YTEPP Limited intends to expand and re-structure its training model to meet the growing demands of a 21<sup>st</sup> century workforce. The Institution is faced with its own socio-political, economic and technological challenges. These will be robustly confronted by a series of continuous internal and external evaluations and the establishment of new arrangements and strategies to fulfil its mandate.

YTEPP's 2017–2020 Strategic Plan is based on the principles of:

- The development of TVET as lifelong learning;
- The participation of the society in the development and design of curricula; and
- The continuous development of learning contents and processes.

Different approaches will be applied to chart this new direction such as integrated vocational education and training, cooperative training, offering of special courses and short-term courses, e-learning, open learning, and distance learning. This model will be piloted on the Woodford Lodge Campus.

The Strategic Plan's core focus will be to increase equitable access to training and educational programmes; improve the quality and relevance of our offerings; and improve training and education administration and management. These will be accomplished through the following six guided objectives, which are to:

- Complete infrastructural development of the Woodford Lodge Campus
- Establish quality assurance management throughout the training and education agenda
- Develop and improve curricula, media for learning and industry teaching
- Expand training opportunities with new offerings and higher level training (Level II & III)
- Implement an apprenticeship programme through industry partnerships
- Expand student support services.

#### ***Policy Formulation***

As we seek to remain relevant in the constantly evolving landscape in which we operate we have seen the need to redefine ourselves and this is manifested in the strategic intent (vision), mission and core values of the Institution. We believe that our new strategic course is designed to better reflect the current policy context and socio-economic environment and will act as a compass to define the role that the Institution plays in meeting the needs of our society.

## **New Vision**

*The Caribbean's leading professional development education training institution that provides all individuals with authentic lifelong skill acquisition opportunities that lead to wage employment, self-employment and seamless progression to higher levels of education and training.*

## **New Mission**

*To prepare all individuals to meet the demands of a changing economy through the delivery of professional education and entrepreneurship programmes that are market-driven, innovative, flexible and practical.*

## **New Core Values**

Our core values are a set of timeless guiding principles that underlie all of our actions and define the character of the organization. They are:

- ✦ ***Excellence***
- ✦ ***Customer Satisfaction***
- ✦ ***Teamwork***
- ✦ ***Ethical Conduct***
- Innovation & Entrepreneurship***

The 2017 – 2020 Strategic Plan thus incorporates the following goals:

***#1 – Develop institutional excellence in the delivery of lifelong learning opportunities.***

***#2 – Enrich the learning experience and support student success, inclusively and equitably, from first point of contact through graduation and beyond.***

***#3 – Incorporate technology as a major driver for institutional success.***

### **a. Short Term Plans**

The following objectives are planned for the first year of the 2017 – 2020 Strategic Plan:

- Achieve institutional registration status with the Accreditation Council of Trinidad and Tobago (ACTT)
- Review processes for environmental scanning and internal monitoring and evaluation
- Complete an institutional manpower assessment and development plan
- Develop short, modular-type courses based on market/industry relevance
- Implement systems geared to engaging career pathing as an integral component of the institution's student success function
- Expand the Rehabilitating of Inmates Through Training and Retraining (RITTR) Programme to increase inmate participation in the Programme
- Continue development of the Digital Academy at the Carapichaima/Waterloo Business Education and Training Campus
- Outfit the Institute of Culinary Arts at the Woodford Lodge Campus
- Negotiate articulation agreements with the University of Trinidad and Tobago and the COSTAATT

Expand the Retraining arm of the Institution to respond to the current challenging economic climate.

### **b. Medium Term Plans**

Medium term initiatives identified in the 2017 – 2020 Strategic Plan include:

Establish a Quality Management Department which promotes and oversees the use of established best practices, policies, and procedures

- Expand the Institution's suite of courses to include Level 3 CVQ certification
- Design, develop and execute occupational development short courses for industry practitioners to structure their professional development activities and career pathing
- Equip all personnel and facilities with modern technologies, tools and equipment for effective communication, teaching, learning and other related activities

- Establish systems to ensure that all tutors periodically update their technical competencies and practical industry experience and receive professional development training and guidance to allow them to employ various training methodologies and delivery strategies to achieve high levels of trainee engagement and productivity
- Design, develop and execute a literacy and numeracy intervention to address identified beneficiary challenges
- Establish a Student Support Services Department to track students throughout their student life cycle and provide advice and guidance to ensure student success
- Expand the functionality of the Institution's Student Management Information System (Strategic Enrolment Management System) to best attract and retain students, achieve optimum enrolment and increase academic quality and student success
- Establish a comprehensive incubator programme to assist trainees with business start-up activities and to ensure better management of their businesses
- Establish systems to manage partnerships and networking relationships with NGOs, CBOs and other stakeholders for apprenticeship, employment and rehabilitative opportunities
- Expand the range of counselling services provided through the RITTR Programme to assist beneficiaries with the re-integration process

Implement a computer-based purchasing and inventory system (with business process workflows and digital authorizations) and a Fixed Assets Management System

Implement a computer-based human resource information management system

Develop a formal instructional method employing applied research to inculcate innovation and the use of local natural ingredients and products in the Culinary Arts, Animation and Cosmetology Programmes.

### **c. Long Term Plans**

YTEPP Limited has committed to empowering the next generation of our workforce with the knowledge, skills and attitudes required to achieve holistic development. With this ultimate goal the Institution has identified for following long-term strategies:

- Remodel satellite Centres to mirror their related Centre of Excellence based on strategic occupational clusters and courses offered at satellites are based on community, environmental and associated industries' needs
- Focus institutional operations on 'going green' and on sustainability
- Design and implement internship and apprenticeship components into the curriculum to allow trainees to gain experience in the working environment
- Establish strong partnerships with industry, business sector, communities and other training agencies at the local and international levels to support student and tutor learning
- Establish institutional agreements that allow for the ease of graduate articulation horizontally or vertically in the educational landscape
- Ensure that training facilities are disability and gender sensitive and the institutional environment is safe, inclusive and effective
- Increase the number and types of programmes offered that can be completed through distance learning technologies
- Enhanced marketing of the CVQ certification with various stakeholders to ensure improved recognition of the CVQ by Employers

#### d. Performance Objectives

**Table 1 Performance Objectives**

WORK ACTIVITY	PERIOD FOR ACHIEVEMENT
<b>Short-Term Plans</b>	
Achieve institutional registration status with the ACTT	January 2018
Review processes for environmental scanning and internal monitoring and evaluation	December 2017
Complete an institutional manpower assessment and development plan	September 2017
Develop short, modular courses based on market/industry relevance	



Implement career pathing component of student success services	October 2017
Expand the RITTR Programme to increase inmate participation	
Continue development of the Digital Academy at the Carapichaima/Waterloo Business Education and Training Campus	October 2017
Outfit the Institute of Culinary Arts at the Woodford Lodge Campus	October 2017
Negotiate articulation agreements with the University of Trinidad and Tobago and the COSTAATT	Agreements finalised by October 2017
Expand the Retraining arm of the Institution to respond to the current negative economic climate.	Continuous
<b>Medium-Term Plans</b>	
Establish a Quality Management Department	March 2018
Expand the Institution's suite of courses to include Level 3 CVQ certification	October 2018
Design and execute occupational development short courses for industry practitioners	March 2018
Equip all personnel and facilities with modern technologies, tools and equipment for effective communication, teaching, learning and other related activities	Continuous
Establish systems to ensure that all instructors periodically update their technical competencies, practical industry experience and training methodologies	December 2017
Design, develop and execute a literacy and numeracy intervention to address identifies beneficiary challenges	December 2017
Establish a Student Support Services Department	January 2018
Expand the functionality of the Student Management Information System	October 2017
Establish a comprehensive incubator programme to assist trainees with business start-up	January 2018
Establish systems to manage partnership and networking relationships with NGOs, CBOs and other stakeholders for apprenticeship, employment and rehabilitative opportunities	October 2017
Expand the range of counselling services provided through the	January 2018

RITTR Programme	
Implement a computer-based purchasing and inventory system and a fixed assets management system	October 2017
Implement a computer-based human resource information management system	January 2018
Develop a formal instructional method employing applied research to inculcate innovation and the use of local natural ingredients and products in the Culinary Arts, Animation and Cosmetology Programmes	December 2016
<b>Long-Term Plans</b>	
Remodel satellite Centres to mirror their related centre of excellence based on occupational clusters	Continuous
Focus institutional operation on 'going green' and on sustainability	Continuous
Design and implement internship and apprenticeship components in to the curriculum	December 2019
Establish strong partnerships with industry, business sector, communities and other training agencies to support student and tutor learning	Continuous
Establish institutional agreements that allow for the ease of graduate articulation horizontally or vertically in the education landscape	Continuous
Ensure that training facilities are disability and gender sensitive and the institutional environment is safe, inclusive and effective	Continuous
Increase the number and types of programmes offered that can be completed through distance learning technologies	March 2019
Enhance marketing of the CVQ certification with various stakeholders to ensure improved recognition of the CVQ by employers	Continuous

Table 1: Work Activity for the short, medium and long term

### e. Remedial plans

The Institution's principal risk is that of inadequate funding for projects, to this end, the Institution, as a proactive measure, has written and submitted 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 Institution's Strategic Plans. The Director then collates the various submissions into the Institution's Master Plan aimed at achieving the overall goals set by the Government of the Republic of Trinidad and Tobago. The Institution'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 2 YTEPP Limited Funds Allocated

	Fund Allocation \$	Actual Releases \$
Government Subventions	121,830,000	121,472,600
	-	-
<b>Total Income</b>	<b>121,830,000</b>	<b>121,472,600</b>

Table 3 YTEPP Limited Estimated Expenditure

Sub-Head	Estimated Expenditure \$	Actual Expenditure \$	Variances \$
01 Personnel Expenditure	54,594,310	53,491,459	1,102,851
02 Goods and Services	63,644,322	64,246,409	(434,559)
03 Minor Equipment	3,423,840	1,846,072	1,577,768
04 Current Transfers and Subsidies	-	-	-
06 Current Transfers to Statutory Board and Similar Bodies	-	-	-
<b>Total Recurrent Expenditure</b>	<b>121,622,472</b>	<b>119,583,940</b>	<b>2,078,532</b>

## Explanation for Variance

### Personnel Expenditure

The variance was caused by two main factors:

1. Various vacant positions were budgeted for in the financial year 2015 - 2016 but were not filled.
2. Regularisation or standardisation of the cycles for CVQ and NEC which created a three (3) months break in stipend payments for NEC.

### Goods and Services

The variance was caused by increases to operational expenses such as rent, security, utilities, training providers, among other items.

### Minor Equipment

All the equipment were not acquired within the Financial Year.

**Table 4 Income and Expenditure - Waterloo Training Centre**

<b>Fiscal Year</b>	<b>Allocations</b>	<b>Revised Allocations</b>	<b>Bal b/f</b>	<b>Actual Releases Received</b>	<b>Date of Receipts</b>	<b>Expenditure</b>	<b>Bal c/f</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>		<b>\$</b>	<b>\$</b>
2015/2016	1,500,000	-	359,744.00	-	-	331,078	1,528,666

## Explanation for the variance:

### **Waterloo Training Centre D013**

This is an ongoing project as work continues into the next Financial Year, as activities were placed on hold pending the receipt of the release.

**Table 5 Income and Expenditure – Woodford Lodge Campus**

<b>Fiscal Year</b>	<b>Allocations</b>	<b>Revised Allocations</b>	<b>Bal b/f</b>	<b>Actual Releases Received</b>	<b>Date of Receipts</b>	<b>Expenditure</b>	<b>Bal c/f</b>
	\$	\$	\$	\$		\$	\$
2015/2016	3,480,000	-	1,709,712	3,480,000	-	2,423,762	2,765,950

**Woodford Lodge Campus J057**

The construction of the facility has been completed at the end of the Financial Year. The outfitting is ongoing.

**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, 2016, 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. Investments were made to an account at the Unit Trust Corporation.

**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 Institution with a view to ensure proper accountability, transparency and reporting.

## 5. HUMAN RESOURCE DEVELOPMENT PLAN

### a. Institutional Establishment

YTEPP Limited is a training Institution which focuses on technical vocational education and training throughout Trinidad and Tobago. YTEPP Limited which was established in 1988 as a pilot project and became a registered limited liability company in 1990, is governed by a Board of Directors and the executive management, and the responsibility for operations lie with the Chief Executive Officer.

### b. Category of Employees

The table below illustrates the categories of employees at YTEPP Limited along with the number of persons in each category.

Table 6 YTEPP Limited Employee Totals

Category of Employee	Number in that category
Full-time	236
Part-time/Temporary	448
Contract	27
Daily Paid	19
Total	730

### c. Career Path Systems

Career development is provided by YTEPP Limited through:

- Continuous training and development to address skill gaps. This strategy better positions staff to fill future vacancies.
- Encouraging employees to engage in professional development; as such, there is a policy to reimburse the employee 50% of the costs incurred on degree programmes.
- Providing opportunity for staff to act in positions that 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.
- Exhausting internal sources for the filling of 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 Institution’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 Limited’s Performance Management System provides for the context of linking individual objectives with Departmental and institutional goals hence effectively meeting with the strategic objectives of the Institution.

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 Institution 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 Institution 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 Institution who possess the required qualifications and/or experience – the Institution subscribes to the principle of promotion from within.

#### **i. 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 of 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 who 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 and 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.

#### **ii. Promotion & Transfers**

The Institution 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 Institution subscribes to the principle of promotion from within the ranks of existing staff who may be qualified to perform in such vacant positions.

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 Institution. In extenuating circumstances, an advertisement may be placed internally and externally simultaneously.

#### **f. Employee support services**

There is no in-house Employees Assistance Programme (EAP) at YTEPP Limited. If there is a need, employees requiring such services are referred to various recommended consultants or professionals.

#### **g. Training**

Customer Service Training (In House) was conducted for all staff of the Institution in the fiscal year period October 2015 to September 2016.

## 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 Institution. 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 institutional 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

#### **Information and Communication Technology**

During the current fiscal year, YTEPP Limited completed a communication and efficiency project aimed at optimising the use of the Office 365 software package organization wide. This technology allows for the use of online features for collaboration such as SharePoint, Yammer (as a staff social access point), Skype for Business, Calendar Sharing among others. In addition, an online Management Training Campus is being developed using the Moodle Learning Management system to facilitate opportunities for conducting staff training on a timely basis that is convenient to the employee and the Institution. YTEPP Limited also implemented and streamlined its Staff Attendance Management System.

YTEPP Limited piloted the implementation of its Student Relationship Management system for online registration as well. This facility will be expanded in further cycles into the trainee management function of the Institution. Work commenced in this year on improvements to the YTEPP e-Employment Service site.

### b. Community and Stakeholder Relations/Outreach

#### ▪ TRAINING FOR DIFFERENTLY-ABLED PERSONS

#### ***Strategic Learning and Special Education Institution – Bread, Cakes and Pastry Making***

The YTEPP Culinary Arts trainees of the Strategic Learning and Special Education Institution were featured in the TV6 Special Report segment on March 3, 2016. The trainees enrolled in this programme are all autistic but are each at a different level of functionality. On the television segment the YTEPP tutor expressed satisfaction with the improvement in the functionality of her trainees while the trainees demonstrated their skill in preparing chocolate cupcakes for the viewers.

#### ***Collaboration between YTEPP Limited & Persons Associated with Visual Impairment (PAVI)***

YTEPP Limited conducted a training course in Bread, Cake & Pastry Making for a second cohort of visually impaired persons through the PAVI support group. The first cohort was trained from September 2013 to June 2014, also in Bread, Cake & Pastry Making.



Figure 4. Trainee from PAVI demonstrating her skills



Figure 5. Trainee from PAVI showing off his final product

### **c. Strategic Partnerships**

#### **a. Volunteerism**

In the 2015 – 2016 fiscal year, the Retraining and Youth Training Department continued the implementation of the Volunteerism module of the National Life Skills and Career Enhancement curriculum. This module seeks to emphasize the concepts of citizenship and team building by enabling participants to appreciate that they have a social responsibility to assist in improving the quality of life in their communities, and that volunteerism is active citizenship. On completion of the respective projects, participants will be able to:

- Understand the concept of volunteerism
- Identify various kinds of organisations that engage in volunteerism

- Reflect on service as a component of active citizenship, community engagement and social responsibility
- Develop problem-solving skills by undertaking volunteer and community service projects
- Engage in meaningful service opportunities for the benefit of the community
- Develop the volunteerism habit

The following provides a list of projects executed over the fiscal year:

**Table 7 Volunteer Projects Completed 2015 - 2016**

DESCRIPTION OF PROJECT	BENEFICIARIES	DATES
Caring for our senior citizens. <b>Objective:</b> to demonstrate a caring attitude towards a group of senior citizens in order to let them know that they are loved and wanted.	Wish List Home for Senior Citizens	March 9, 2016
Caring for our senior citizens. <b>Objective:</b> to demonstrate a caring attitude towards a group of senior citizens in order to let them know that they are loved and wanted.	Chateau Milbel Nursing and Senior Day Care	March 18, 2016
Feeding the homeless. <b>Objective:</b> to provide meals for the less fortunate in the city.	Homeless persons from Tamarind Square, Nelson and Duncan Street, POS	March 24, 2016
Caring for our senior citizens. <b>Objective:</b> to demonstrate a caring attitude towards a group of senior citizens in order to let them know that they are loved and wanted.	Senior Citizens' Foundation	April 7, 2016
Refurbishing of benches and tables <b>Objective:</b> to show the skills the trainees possess and develop personal growth and gain valuable hands on experience.	Community Centre, Santa Cruz	April 22, 2016
Engaging pre-schoolers in activities <b>Objective:</b> to utilize the skills gained from the Career Enhancement class which included classroom management, team work and good oral communication.	Early Childhood Education Centre, Sangre Grande	May 17, 2016

**b. Renewal of MOU – YTEPP/BGTT Partnership – Fifth Company Training and Enterprise Academy (FCTEA)**

The tripartite partnership between YTEPP Limited, BGTT and Lewis Innis Memorial Baptist Church ended on June 14, 2016. Consequently, an agreement was reached wherein the lease arrangement between YTEPP Limited and the Church was renewed for another 5 years without any rental fee. This arrangement covers the period 15<sup>th</sup> June 2016 to 14<sup>th</sup> June 2021.

BGTT was transferred under the management of the Shell Oil Company. As a result BGTT, will no longer be a formal partner with YTEPP as it pertains to the FCTEA; however, given the substantial investment in the project they remain interested in the success of the project. Accordingly, there will be a US\$10,000.00 fund that YTEPP Limited can access yearly through BGTT once there is an appropriate project that can be executed at the Centre.

**c. Partnership between YTEPP Limited & CL Marine Limited/Caribbean Dockyard & Engineering Services Ltd (CDESL)**

The GORTT has earmarked the Ship Building & Repairs Industry as an important area in its economic development plan and YTEPP Limited, in an effort to continue its industry-based training, has identified the marine industry as a target for skills development.

On May 11, 2016 a meeting was held with the Executive of the Caribbean Dockyard & Engineering Services Limited (CDESL). This initiative was aimed at developing a meaningful partnership to between the two entities to offer skills training in the area of welding and fabricating for the ship building and repairs industry.

An agreement was reached for the establishment of the training project. Technical teams from both organizations met to ensure the successful:

- Development of an appropriate Curriculum.
- Construction of adequate infrastructure.
- Selection of suitable trainees for the project.

#### **d. YTEPP Limited/Vancouver Island University (VIU) Partnership**

Cosmetology trainees of the Vancouver Island University (VIU) and cosmetology trainees from YTEPP Limited's Maloney Vocational Centre participated in an interactive class exchange. These exchanges were conducted via two (2) Skype sessions which lasted for approximately three (3) hours in each session.

The students demonstrated various hairdressing and hairstyling techniques and were also able to interact with their international counterparts and shared information about their home countries and the challenges they experience as cosmetology students.

For the third year of the partnership with the Vancouver Island University (VIU) under the auspices of the CARICOM Education for Employment Programme (C-EFE), the VIU team visited YTEPP Limited in April 2016. The visit focused on the fulfilment of key objectives of the Project Implementation Plan, namely the training of Instructors in Competency Based Education & Training (CBET) and the development and finalisation of training plans, lesson plans and instructional material using the CBET approach, for implementation at YTEPP's Cosmetology Institute at Woodford Lodge.

#### **e. Partnerships with Land Settlement Agency and Unemployment Relief Women's Programme.**

The Entrepreneurial Development and Support Services (EDSS) department regularly provide Business Development Training as part of an ongoing collaboration between YTEPP Limited and the Land Settlement Agency (LSA). A total of two hundred and thirty-two (232) persons from various areas like Guayaguayare, Point Fortin and Valencia participated during the period of September 2015 to July 2016. Topics covered included Business Plan Development, Cash Flow and Marketing. Interactive teaching methods included the use of a Business Game created by the International Labour Organisation (ILO). Participants received YTEPP certificates upon completion of the programme.

Training was also conducted for one hundred (100) participants from the Unemployment Relief Women's Programme (URWP) throughout Trinidad. The training focused on Entrepreneurship development for women. Modules conducted included Marketing, Labelling and Packaging.

## 8. Enrolment and Certification

In the 2015-2016 fiscal year, YTEPP Limited trained four thousand, eight hundred and seventy-seven (4,877) beneficiaries. The breakdown of this figure is identified in the tables below. 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.

### a. Retraining

Table 8 Retraining Programme

PERIOD	CYCLE	NO. ENROLLED			NO. CERTIFIED		
		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Oct 2015 – June 2016	29	208	440	648	136	321	457
<b>Total</b>		<b>208</b>	<b>440</b>	<b>648</b>	<b>136</b>	<b>321</b>	<b>457</b>

*CVQ Levels 1, 2 and 3 Courses*

### b. RITTR

Table 9 Rehabilitating Inmates through Training and Retraining Programme

PERIOD	CYCLE	NO. ENROLLED			NO. CERTIFIED		
		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Mar – Dec 2015	9	31	0	31	29	0	29
<b>Total</b>							

*CVQ Levels 1 and 2 Courses*



### c. Youth Training – Centre Based

Table 10 Youth Training Programme - Centre-based

PERIOD	CYCLE	NO. ENROLLED			NO. CERTIFIED		
		MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
CVQ: Oct 2015 – July 2016	40	470	903	1373	207	397	604
NEC: Oct 2015 – Apr 2016	43	390	1365	1755	200	733	933
<b>Total</b>		<b>860</b>	<b>2268</b>	<b>3128</b>	<b>407</b>	<b>1130</b>	<b>1537</b>

*NEC and CVQ Level 1 Courses*

### d. Youth Training – Community Based

Table 11 Youth Training Programme - Community-based Projects

PERIOD	NO. ENROLLED			NO. CERTIFIED		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Oct. 2015 – Sept. 2016	178	819	997	59	494	553
<b>Total</b>	<b>178</b>	<b>819</b>	<b>997</b>	<b>59</b>	<b>494</b>	<b>553</b>

*NEC Level 1 Courses*

### e. Certified Welding and Fabricating Project (CWFP)

Table 12 Certified Welding and Fabricating Project (CWFP)

PERIOD	NO. ENROLLED			NO. CERTIFIED		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
Oct. 2015 – Sept. 2016	72	1	73	43	0	43
<b>Total</b>	<b>72</b>	<b>1</b>	<b>73</b>	<b>43</b>	<b>0</b>	<b>43</b>

## 9. Conclusion

YTEPP Limited has continued its journey of transformation with the establishment of its specialised campuses. During the 2015 – 2016 fiscal year the first entrepreneurial campus moved towards completion at Woodford Lodge at Chaguanas.

The Institution serviced 4,877 beneficiaries in the current fiscal year. Beneficiaries were exposed to technical and employability skills training. These nationals have been trained to regional standards and are better prepared to enter the workforce to acquire sustainable employment and self-employment opportunities.

With the implementation of the Institution's 2017 – 2020 Strategic Plan, YTEPP Limited will seek re-engineer its structure to increase equitable access to training and education and to improve the quality and industry relevance of its offerings. This Plan will serve to drive the Institution to consistently achieve a return on the national investment in technical education and training for economic development and sustainability.