



TECHNICAL TRAINING INSTITUTE CHUMMEY

INTEGRATED DIVERSITY
AND INCLUSION
RECRUITMENT PLAN











Integrated Diversity and Inclusion Recruitment Plan Institute – Technical Training Institute Chumey

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This plan is a strategic blueprint designed to attract a diverse pool of students, including more women and students with accessibility needs. It involves thorough research, targeted messaging, and coordinated promotional activities to engage with prospective students effectively. By setting clear objectives, timelines, and budget allocations, this plan provides direction and accountability, guiding the implementation of various initiatives such as digital marketing campaigns, campus events, and community outreach efforts. Through continuous evaluation and adjustment, the institute can optimize recruitment strategies, stand out in the competitive higher education landscape, and foster a vibrant and inclusive campus community.

Executive Summary

Technical Training Institute Chumey was established in 2006 by bifurcating the erstwhile Royal Technical Institute (RTI) at Rinchhending in Phuentsholing under Chukha Dzongkhag. The institute aimed to maintain the regional balance of TVET institutions in the country while realizing the importance of their contribution to socio-economic development. The institute was under the administration of the then Department of Human Resources, MoLHR.

Located at Domkhar village under Chumig Gewog, Bumthang Dzongkhag, the institute initially had seven instructors and 232 trainees in six occupations (Carpentry, Electrical, Masonry, Plumbing, Tailoring, and Welding) who migrated from the Construction Training Centre, Thimphu. The total area then was 5.49 acres, and Mr. Kinley Wangdi, the previous Director of the Department of Human Resources, headed the institute. The institute was then known as Chumey Institute for Civil Engineering.

However, from 2009 to 2015, the institute was retitled Vocational Training Institute Chumey. In 2010, TTI Chumey was further reformed into a Centre of Excellence, offering only courses in the construction sector. The total area of the institute widened to 30.672 acres. Further, the institute was renamed Technical Training Institute Chumey in 2015, and today, there are about 34 staff members, including management, administrative, and support staff. The institute has also introduced higher-level regular courses based on the National Competency Standards (NCS) and nonformal training. TTI Chumey provides NC-II, NC-III, Modular, and Skill Development courses in Masonry, Carpentry, Welding, and Plumbing. As of June 2025, the institute has 124 trainees, manned by 21 teaching faculty and 11 support staff.

Over the years, the institute has had several success stories, such as earning 2nd and 1st prizes in the first and second National Quality Excellence Award Competitions. Similarly, in 2016 and 2017, the institute received 3rd and 2nd prizes in the National Innovation Competition. Further, the institute was also the Gold Medalist in 2018 for the National Quality Excellence Award Competition and received an appreciation letter from His Majesty the 5th Druk Gyalpo. The distinguishing feature of TTI Chumey is that Coniferous wood is available as raw material for training.

Vision

To provide world-class wood technology education and training, empowering students with skills and knowledge to succeed in the industry and pursue their passion.

Mission

To produce a highly competitive and skilled workforce that is versatile, competent, and prepared for modern technology.

Core value: WE SHINE

- W- Work Ethics
- E- Excellence
- S- Self-respect and respect of others
- H- Honesty and integrity
- **I**-Innovation
- N- Nation first
- E- Empowerment

Objectives

- 1. Provide young people with the skills to make them employable, enhance their livelihoods, and create wealth.
- 2. Ensure skills and TVET drive development across the country.
- 3. Enhance the TVET graduates to make them globally competitive.
- 4. Develop a healthy attitude among trainers/trainees/graduates towards work and life.
- 5. Uplift the image of blue-collar jobs.

Management Team and Structure

The institute has formed a marketing committee consisting of the management as the chairperson and the ICT focal as the secretary. Five other staff members include a warden, a matron, a Dzongkha tutor, a Global Affairs Canada (GAC) member, and a staff member to oversee the logistics. The committee members work on the action plan for activities related to marketing and enrollment.

Marketing Strategy Overview

To achieve the marketing objectives, TTI Chumey will strive to engage in marketing strategies such as advocacy, social media presence, brand promotion, increasing female and overall enrollment rates, and professional development programs for trainers.

Overall marketing objectives and strategies

Objective 1: Increase enrollment numbers

The institution aims to increase enrollment from 303 in 2025 to 658 in 2027. Through targeted outreach, diverse program offerings, and strengthened partnerships that enhance its visibility and appeal to prospective students.

Objective 2: Increase women trainees' enrollment from a minimum of 15 % in 2025 to 30% in 2027

Implement gender-sensitive recruitment strategies, offer supportive learning environments, and promote programs through role models and outreach tailored to young women and their communities.

Gender diversity and accessibility strategies:

1	Feature Women Alumni and Faculty: Showcase successful female graduates, faculty, or industry leaders in promotional materials, highlighting their achievements and how the institution helped them thrive.
2	Showcase Women in Non-Traditional Roles: Portray women excelling in areas where they have been traditionally underrepresented.
3	Highlight Gender-Inclusive Policies: Promote the institution's commitment to gender equality through inclusive policies such as gender-neutral facilities, antiharassment programs, and flexible academic options.
4	Support Services for Women: Ensure prospective students are aware of women's support services, such as mentorship programs, counseling, and women's centers on campus.
5	Using gender-inclusive language: Use gender-neutral or inclusive language in all marketing materials to avoid reinforcing stereotypes and ensure that all women feel welcome, regardless of gender identity or background.
6	Women-Focused Blogs and Videos: Create blog posts, video testimonials, and social media content focusing on women's experiences at the institution, offering advice, insights, and inspiration for prospective female students.

Accessibility and inclusion strategies:

1	Virtual campus tours: Develop videos showcasing the campus and its facilities to allow those with physical disabilities to visit the campus virtually and experience the area in real time.
2	Respond in chatrooms: Leverage social media to connect with prospective students and key influential players unable to visit campus physically, or for those who wish to remain anonymous by answering inquiries online.
3	Accessible learning devices: Training facilities and application processes will be equipped with reading aids, such as screen readers, voice-to-text devices, text-to-voice devices, and other digital audio and visual devices to support learners.
4	Open house: For increased accessibility, create events with specific times for persons with disabilities to attend. For example, if the open house is from 10 am to 5

	pm, allow the accessible timeframe to start at 9 am, so that persons with disabilities have an hour for a less crowded and quieter environment.
5	Go live on Facebook: For an added accessibility feature, use Facebook Live to allow those who live too far from the campus, those with physical disabilities, and those without time to attend in-person events to ask questions and learn more without constraints.
6	Photo updates of the campus: For up-to-date visuals that provide better insight for persons with disabilities (visual and/or physical disabilities) to have a clear image and idea of what they can expect when enrolling at the institution. Include persons with disabilities in pictures and videos, on the website, and across campus.
7	Develop a feedback mechanism, survey, or poll: Receive anonymous student feedback on their experience to improve accessibility and inclusivity in all areas across campus.

Situational Analysis

Enrollment Demographics

The institute has 25 females and 111 males on campus who are currently training in various trades. From 2021 to 2024, approximately 936 students (689 males and 247 females) were enrolled, and the female enrollment rate was 21.56%.

Analysis of Competitive Landscape

Competitors	Strength	Weaknesses	Positioning	Marketing strategies
JWPTI	Large campus with better facilities	Located in a hot region	-	Fliers
Jigme Namgyal Engineering College	Well-established institute for providing diploma courses	More theoretical content	Established college	Online vacancy announcement
Kuendrup Institution of Innovation and Technology	Provides diploma courses to NC-III graduates	Expensive fees	Institute with an international partnership	Fliers

SWOT Analysis related to Student Recruitment

Strengths

- Centrally located (accessible)
- Adequate space for expansion
- Experienced and competent trainers
- Easy availability of resources (wood and timber) for carpentry
- Strong linkages with the industries
- Favorable employability rate
- The only institute to produce major graduates for the construction sector
- Well-furnished hostels with a room heating system
- ICT-enabled classrooms

Weaknesses

- Hamper training effectiveness due to the cold winter
- Limited recreational facilities
- Lack of heating facilities in the current infrastructure (classrooms and workshops
- Post-training facilities
- Lack of advanced tools and equipment

Opportunities

- To become a center of excellence in wood technology
- Growing demand for skilled workers in the construction sector (GMC)
- Leading institute for fostering Innovation in the wood technology sector
- Training cum production opportunities
- Introduction of advanced courses (Short/long)
- Partnering with C4SW
- To uplift the institute's image through collaboration with Bern University
- Increase of enrollment due to accelerated training program.

Threats

- Preference for foreign workers over
 TVET graduates (Difference in Wages)
- Undervalued social perception of TVET graduates
- The government is offering scholarships till class XII, hampering admission to the institute
- Youths prefer to work overseas rather than getting trained in TVET

Target Audience

Technical Training Institute Chumey is an ideal prospective student characteristic for short-term courses listed below.

Age	Interest	Preferences	Qualification
18-50	 To gain practical skills in construction To upskill for immediate employment To venture into the world of entrepreneurship 	 Value and respect the dignity of labour Hardworking and dedicated 	All are eligible for the short courses

Technical Training Institute Chumey is an ideal prospective student characteristics for long-term courses are listed below.

Age/level	Interest	Preferences	Qualification
18-35BQFC2	To gain knowledge and skills related to the construction and wood technology	Hard-working and dedicated candidates	Class X with PCA
18-40BQFC3	To upgrade skills (upskilling) in the construction sector and wood technology	Having the motive of learning and getting more skilled	BQFC2
18-40NationalDiploma	To get skilled in Construction Supervisor skills (upskilling) in the construction sector and wood technology	Class X/XII with BQFC3	Class XII (PCA) Class X with BQFC3

List of influencers:

- Individuals the way an individual perceives the importance of TVET
- Parents the way parents perceive and guide their children to the TVET sector
- Job market and opportunities more job opportunities mean that it's more likely for students to take the TVET field

- Industries partnerships and linkages with industries will create job opportunities and help in making the training relevant, encouraging more enrollment
- Institutions institutions must reach far and wide and do rigorous marketing; making training more relevant to job markets will encourage enrollment
- Government interventions raising the pay scale of TVET graduates and providing better training facilities will improve enrollment

Female student recruitment strategies:

Understanding the needs and motivations of female students includes:

1	Develop gender-responsive curricula, teaching materials, and learning resources to ensure inclusivity and address diverse needs.
2	Incorporate women-friendly infrastructure, such as separate washrooms, breastfeeding areas, and other supportive facilities.
3	Create a safe and inclusive environment for all genders by developing and enforcing safeguarding policies, including those addressing gender-based violence, harassment prevention, etc.
4	Offer mentorship and placement opportunities for women students to help facilitate their transition into employment within relevant fields.
5	Highlight representation and role models by promoting women in leadership positions, showcasing success stories of women alumni, and encouraging women faculty to inspire women students.
6	Ensure equal job opportunities by implementing unbiased recruitment processes that ensure equal consideration for women in all roles, develop and enforce policies that prevent discrimination and support gender equality, create a safe, inclusive, and respectful workplace culture with inclusive facilities and infrastructure, promote awareness about the importance of women working among employers, families, and communities, and provide access to training programs that empower women with skills for traditional and non-traditional occupations.

Students with disabilities recruitment strategies:

Understanding the needs and motivations of students with accessibility needs includes:

1	Physical accessibility for persons, including mobility (accessible buildings, classrooms, and restrooms) and materials (available in formats such as Braille, large print, or audio).
2	Technological accessibility for students includes assistive technology, such as screen readers, speech-to-text software, and other assistive devices. This will also

	include accessible websites and e-learning platforms that ensure all online content is compatible with assistive technologies.
3	Instructional accessibility for flexible teaching methods using various methods to cater to different learning styles and needs. Customized learning plans, such as Individualized Education Plans (IEPs) for students with specific learning disabilities.
4	Social and emotional support, such as counselling services, gives students access to mental health services and counselling. This also includes an inclusive culture, promoting inclusion and respect within the educational institution.
5	Communication accessibility includes sign language interpreters for students who are deaf or hard of hearing and alternative communication methods such as speech-generating devices for students with communication impairments.
6	Tailored recruitment and outreach to offer personalized support throughout the recruitment process, ensuring students with disabilities feel valued and supported. Develop tailored recruitment and outreach materials and information sessions specifically designed to address the needs of students with accessibility needs.
7	Develop a feedback mechanism, survey, or poll to receive anonymous student feedback on their experience to improve accessibility and inclusivity in all areas across campus.
8	Form a student body council to allow students to discuss their needs with each other and approach institutional heads for further discussion and improvements.

Key channels:

Awareness	 Social media (website, Facebook, fliers, brochures, tiktok, youtube) Advocacy Branding News letter
Considerations	 Open house Webinar Headhunt program (Recruitment drive)
Inquire and engage	EmailsPhone callsSocial media responses

Applications and enrollment • Interviews • Application guidance • Shortlisting • Admission	
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Marketing Objectives

TTI Chumey aims:

- 1. To increase the annual total enrollment of trainees from 303 in 2025 to 658 in 2027. It is as per the yearly enrollment plan agreed upon with the department.
- 2. Increase women trainees enrollment from a minimum of 15 % in 2025 to 30% in 2027

Enrollment Goals

The institution aims to enroll trainees to the full capacity of the institute by 2027.

Total enrollment target by year:

YEAR	2025	2026	2027
Target	303	513	658

Enrollment by program:

YEAR	2025	2026	2027
SDP (IC)	30	60	60
BQFCL2	135	200	285
BQFCL3	80	135	195
Diploma	58	118	118
TOTAL	303	513	658

Marketing and Recruitment Strategy and Tactics

The overall approach to achieving the marketing objectives is to reach target audiences to promote the institution, courses, and other beneficial information to prospective students, parents and guardians, local leaders, and influential community players.

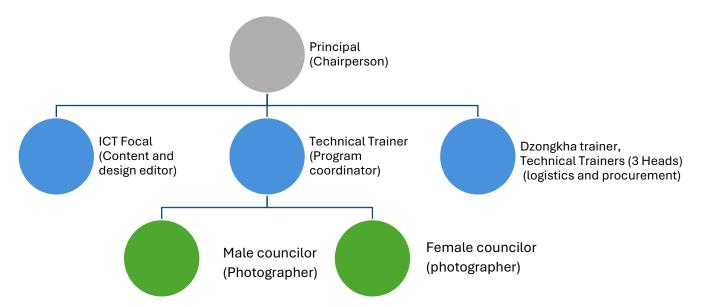
The institute plans to leverage social media facilities to heighten the achievement of the marketing objectives. A separate media and marketing committee/ club will be instituted in the

institute, with members including interested and potential trainees, the ICT focal point, and

relevant trainers. A calendar shall be developed, and the club will initiate various marketing activities accordingly. Some activities would be a photo shoot, sharing success stories, interviewing alumni, and advocating for the institute using various social media channels. Market analysis Conduct thorough TNA (Training Need Analysis) to understand technical education trends, competitor offerings, and potential student demographics to identify opportunities and challenges to inform marketing strategies. **Goal setting** Establish clear, measurable marketing objectives aligned with the institute's goals. Develop a strategic plan with specific tactics to address challenges, such as low female enrollment and declining interest in mechanical courses. **Audience segmentation** Segment the target audience based on demographics, interests, and needs. Tailor marketing messages to effectively reach each segment, particularly focusing on women and individuals interested in construction courses. **Branding** Enhance the institute's brand perception as a leading technical education provider. Develop a compelling brand narrative highlighting strengths and values, ensuring consistency across all channels. Integrated campaigns Launch integrated marketing campaigns using online and offline channels. Utilize digital tactics such as social media, SEO, and content marketing alongside traditional methods like print ads. **Content creation** Develop high-quality content to educate and inspire prospective students. Position the institute as a thought leader through blogs, articles, webinars, etc., showcasing the benefits of technical education. **Partnerships** Forge strategic partnerships with industry, educational, and community organizations. Co-host events, offer joint programs, and access new networks of prospective students. Measurement Implement tracking and analytics to measure marketing effectiveness. Monitor KPIs like enrollment, website traffic, and brand sentiment to optimize campaigns. Feedback Gather feedback from stakeholders to identify areas for improvement. Adapt marketing strategies based on performance data and market feedback for continuous improvement.

Marketing Planning Committee

Forming a Marketing Planning Committee dedicated to making the courses visible is crucial for ensuring a strategic, coordinated, and sustainable approach. The following institutional members will be on the planning committee:



Roles and responsibilities (in brief):

- 1. Chairperson To oversee the activities carried out by the committee and approve the required budget and facilities
- 2. ICT Focal To ensure the consistency of branding, content, user engagement strategies, and post frequency (as per the calendar), and submit the proposal to the chairperson
- 3. 1 Trainer (Program coordinator) Initiate the program as per the action plan and approved proposal in collaboration with other members
- 4. Trainee 1 and 2 (Photographers) Responsible for taking photos and videos per the requirements and submitting them to the trainer. (Note: Trainees will be awarded certificates)
- 5. 4 Trainers (Logistics) Arranges required logistics for the marketing/content development and assist in coordinating programs and taking photographs.

Key Messages with Unique Selling Points

Key unique selling points in institutional marketing highlight an organization's distinct strengths, such as credibility, specialized expertise, long-standing reputation, and impact-driven outcomes that set it apart and build stakeholder trust.

1. At TTI Chumey, we nurture skilled construction professionals through comprehensive theoretical and hands-on training delivered by experienced instructors, all within Bhutan's serene, culturally rich environment.

2. Our ICT-enabled campus, comfortable traditional-style accommodations, and strong international industry partnerships prepare you to excel while staying rooted in Bhutanese values of craftsmanship, harmony, and respect for nature."

Marketing Mix - 4 P's

The marketing mix, often called the 4 Ps—product, price, place, and promotion—is a strategic framework for effectively delivering value to customers and achieving business objectives. Technical Training Institute Chumey will demonstrate the 4 Ps in the following ways:

Product	Price	Promotion	Place
Training (IC/BQFC 2&3/Diploma) in: Masonry Carpentry Furniture Making Plumbing Tile Laying Construction supervisor Welding Games and sports facilities Counseling services	 IDF: Nu. 300 Token fees: Nu 50 Cautionary fee: Nu. 500 (Refundable) Institute Rimdro: Nu.100 Food and Lodging: Government-funded Personal requirements and toiletries 	 Digital Marketing: Usage of social media platforms: Website, Facebook, Instagram and TikTok Institute banner and brochures Enrollment strategies: Webinar, , advocacy in gewogs, and open house Attractive stipend and accommodation facilities 	 Application: Online (TVET-MIS) Awareness: Social media platforms (Website, Facebook, Instagram) On-campus awareness programs. Targeted trainees (Geographically)-East, West, and Central regions Walk-ins

Recruitment Activities

Recruitment activities to attract more students often include targeted outreach campaigns, engaging school visits, open houses, and personalized communication that highlights the institution's unique benefits.

Recruitment activities include:

Virtual

- Virtual campus tours: Create virtual tours of campus facilities to provide an immersive experience for remote participants.
- Virtual meetings: Schedule one-to-one or group meetings with prospective students to answer questions and concerns, share more information about courses and requirements, and discuss other key concerns such as financial aid, internships, and graduation and employment rates.
- Digital platforms: Disseminate content on social media and other digital channels to reach target audiences and disseminate institutional information and insights to a broader audience.

• Website: Ensure the website is up-to-date with institutional information and content to appeal to various target audiences and provide the correct details about the institution to strengthen brand awareness and encourage enrollment.

On-campus:

- Job and education fairs: Participate in and/or organize job and education fairs to raise awareness of courses, skill development, and employment opportunities.
- High school visit (advocacy programs): Visit local high schools to meet with students, counsellors, and educators, providing information about the institute's programs, admissions process, and scholarship opportunities directly to interested individuals.
- Advocacy program/community: Meet with key influential community members to discuss how to better reach out to community youth to encourage enrollment and foster interest in trades courses.
- One-to-one engagement: Accept walk-in candidates and ensure prompt responses to all inquiries to build rapport and strengthen relationships with prospective students and community members.
- Headhunt (Recruitment drive): Coordinate with local government leaders (Gups & Mangmis) and visit the gewog to recruit the potential candidates.

Action Plan

Technical Training Institute Chumey has outlined the steps, resources, and timelines needed to achieve the goals of its Integrated Diversity and Inclusion Recruitment Plan. The plan typically includes clear objectives, assigned responsibilities, deadlines, and measurable outcomes to ensure accountability and progress. See the table for the institution's action plan below.

Marketing Activities Implementation Plan 2025- 2027							
Activities/Date	Webinar And Headhunt	Promo videos	Photoshoot And Advocacy	Website revamp	Committee formation review	Social media update	Graduate advertisements in a newspaper
Frequency	Every year	Every year	Every year	Only in 2025	Every year	Regularly	Advertisement
June 25							will be done only for National Diploma
Sept							
Nov							Graduates
March							

ACTIVITIES	TASKS	IN- CHARGES	DEADLINE	REMARK S
Committee formation (Review)	Identifying members, Assigning roles, Framing ToR	Identified trainers and trainees	July 2025	One trainer from each trade will be assigned as a member in addition to the ICT incharge and the principal
Website revamp	Reactivate the website/server, Rearrange the content and design	Management, ICT focal, external HR	June 2025	Done with the initiative from the DWPID, DWPSD
Photoshoot	Do a photo shoot of the facilities and trainees	Committee members	Sept (Every year)	
Promo videos creation	Make a video clip with the photos shot during the photo shoot	Committee	March (Every year)	
Webinar and headhunt	Conduct a webinar with interested and potential applicants for the diploma	Committee members	Nov (Every year)	For the next academic year
Social media	Post on Facebook, Instagram, and YouTube	Committee members	Regularly	

Budget Allocation

The following table outlines the budget allocation for marketing activities. Marketing involves distributing financial resources across various channels to maximize reach and impact, such as digital, print, events and promotions. It ensures strategic spending is aligned with campaign goals and audience engagement priorities.

Categories	Activities	Expenditure	Budget
Marketing activities	Website revamp	Expert fees and materials	DONE
	Printing brochures and banners		
	Creating a promo video	Props and refreshments	Nu. 5000
	Advocacy programs in schools	Refreshments for participants,	Nu. 40000
	(Nearby school) TA/DA for officials		
	Social media updates		Nu. 0
Enrollment activities	Webinar		Nu. 0
	Phone calls	Data and talk time voucher	Nu. 15000
	Headhunt	TA/DA for officials	Nu. 30000
		Refreshments for the participants	
Total allocated budget			Nu. 100,000/- (Yearly Budget)

Monitoring and Evaluation

The institution will use monitoring and evaluation tactics to track key performance indicators (KPIs) and assess the success of marketing and recruitment efforts. Metrics may include website traffic, conversion rates, event attendance, social media engagement, and application or enrollment numbers to measure effectiveness and guide improvements.

Website	Track visitor traffic real-time status in website to track the number of visitors and the number of visit times to the website.
Print media	Track how many posters, brochures, and fliers were distributed at open houses, TVET fairs, marketplaces, local government and school visits. Determine how many print media users were directed to social media and websites through QR codes.

Social media	Collect metrics such as the number of impressions, comments, likes, shares, and subscriptions through social media analytics to determine what content the audience engages with more and how to leverage/use this to encourage enrollment.
Webinar	Measure the number of participants registered and attended, the feedback of attendees, and keep a record of number of participants enrolled in training programs at the institution
Feedback survey/poll	Collect feedback from recruited individuals about, from where they got their information, how they got it, and how effective it was.
Advocacy programs in school	Track the number of enrollments and inquiries from the students at that particular school.
Online Q & A sessions	Measure the number of participants who actively ask questions or participate in discussions during the session and track the number of follow-up inquiries or conversations generated from the Q&A session.

Contingency Plans

The following activities will be put in place in the case of unforeseen challenges or changes in the market environment or case-specific marketing tactics that don't yield desired results:

Challenges	Contingency plans
Lack of proposed budget	Use the budget from the institute existing budget
Lack of human resources	Form a committee and train the members
Fewer participants (youths) for an open house	Conduct advocacy in schools during parent- teacher meetings and organize giveaways
Webinar (internet connectivity)	Record the session and share it through Facebook and the website
Website	Use social media to spread information if the website is down, and update the website in lagging areas

Branding Guidelines

Branding Guidelines define a brand's visual and verbal identity. They ensure consistency across all platforms by outlining rules for logo usage, color palettes, typography, tone of voice, logo imprinted dress, institute track suit, and use of uniform PowerPoint theme for presentations. These guidelines help maintain a cohesive brand experience and strengthen brand recognition.

TTI Chumey's branding guidelines are available in the second part of this document.

Endorsed by the institute on 27/6/2025