



Management Institute for National  
Development

**Executive Agency  
Performance  
Report**

April 2000 to March 2001

*Partnering for Human Resource Excellence*

**Management Institute for National Development**

**Annual Performance Report  
2000-2001**

---

**REPORT CONTENT**

**Section A**

- 1. Overview**
- 2. Implementation of Business Development Strategies**
- 3. Agency Performance versus Targets**

**Section B**

**Financial Performance versus Targets**

**Section C**

**Financial Statements**

**Section D**

**Appendices**

- 1 - Client Satisfaction Survey**
  - 2 - Course Performance History**
  - 3 - Customised Training History**
  - 4 - Staff Training & Development**
-

## 1. OVERVIEW

During the year 2000-2001, MIND's main preoccupation was with institutional strengthening. For most of this year, the Institute was engrossed with introducing, improving, and modernising internal systems and training products, to sharpen our ability to fulfil the Agency's mission and vision and to meet performance goals.

Computers, training equipment and furniture that were promised under the Public Sector Modernisation Project, arrived at the start of the year. This enabled us to computerise and effectively strengthen the Agency's business systems. We acquired and implemented the GMAX Financial Management Information System; a Student Management System for the Registry and Library; and the GOJ Human Resource Management Information System (HRMIS). All administrative, management and training personnel were provided with personal computers and were trained in the applications that are relevant to their functions and to the Agency's business.

A Local Area Network (LAN) was installed. A Consultant Systems Administrator was also employed and assigned the specific tasks of migrating the Agency's approximately 100 computers to the network domain, and introduce Internet and Intranet communication. At year end 95% of the units had been migrated and all the required hardware and software had been procured.

The Agency was constantly aware of its responsibility to deliver training that matches the evolving needs of its client-organisations, which are primarily government ministries and departments. Consequently, product strengthening and upgrading were ongoing processes throughout the year. During 2000-2001 the most important of our product enhancement activities were the introduction of MIND's first B.Sc. degree programme, on franchise from UWI; achievement of UCJ accreditation for MIND's Associate Degree in Accounting and the General Management Course (GMC); and development of local case studies for incorporation into MIND courses.

Most of the business development strategies that were launched in the first year were still being actively pursued during the second year - 2000-2001. However, a number of additional institution-strengthening activities were also introduced. Included among these was a new direct marketing strategy that is based on *partnering* with clients to help them to identify HR issues and training needs,

plan HR development including training, and ultimately assess training effectiveness. In addition, we also undertook full-scale documentation of systems and procedures for all areas of the Agency's operations, and a programme to secure MIND's products or intellectual property was introduced. Finally, streamlining of student services was boosted with the construction of a Study Gazebo to which students have access at all times.

In keeping with the Executive Agency concept, performance measurement was also ongoing. Indeed, during the year performance targets were expanded to include all departments and management positions. Despite the many system and product enhancements, the Agency did not achieve its main financial performance and concomitantly, its training (product) performance goals. However, the results of our Customer Satisfaction and Staff Job Satisfaction surveys, and general feedback indicate that the Agency have substantially achieved its various change and transformation objectives. Finally, overall staff performance, responsiveness and cooperation, continued during 2000-2001 to indicate that the Institute's manpower has good understanding and appreciation of the objectives of the Executive Agency programme at MIND and nationally.

## **2. IMPLEMENTATION OF BUSINESS DEVELOPMENT STRATEGIES**

### **(.1) Public Sector Focus**

MIND's obligation to train public servants remained in the forefront of the Agency's activities throughout the year. Among the noteworthy performance in this area were:

- The majority of training courses was specifically targeted to public sector staff
- Public sector personnel were given preference on the BSc Public Administration programme
- Training programmes were arranged to match aspects of Government's modernisation efforts
- In conjunction with the Cabinet Office & the Permanent Secretaries Board a programme was designed to train future Permanent Secretaries

### **(.2) Private Sector**

The Agency's client listing reveals that 11% of clients are private sector organisations. Two years of operating in the Executive Agency commercial mode, is evidently not enough time to dilute the public's perception of MIND as a government-training organisation. As our public marketing continues, it is expected that the proportion of private sector clients will continue to increase.

### **(.3) Contributing to the Implementation of Public Sector Reform**

This strategy was ongoing throughout the year however, some specific contributions made to this strategy this past year were:

- Upgrading of *Corporate and Strategic Planning* course. The strategic review of the Ministry of Finance & Planning indicated a need for a consistent approach to corporate planning across the Government of Jamaica. MIND was a member of an Advisory Committee, led by KPMG, which developed a template for preparation of Government's Corporate Plans. These changes were incorporated into the MIND course, which is directed mainly at Public Sector managers.
- The Agency organised a successful *Round-table Training for Permanent Secretaries*. This was intended primarily for senior administrators in the Ministries that would receive delegated responsibility for human resource management, under Government's public sector modernisation activities.
- Revenue Agents training (*Post Graduate Diploma in Tax Audit & Tax Administration*) was revised to keep pace with Government's tax administration reform programme.
- *Business Facilitation Training... Cutting the Bureaucratic Red Tape* continued throughout 2000-2001. This programme, which is delivered in conjunction with JAMPRO and the Ministry of Industry, Commerce and Technology is intended to modernise and generally improve the business attitude of the Government entities involved in the investment process, and thereby facilitate local and foreign investments.
- MIND's sixth Public Lecture was on the subject of *Reforming the Police Force*. Commissioner of Police, Francis Forbes, delivered the lecture.
- MIND facilitated a two-week training course, for senior management of the Office of the Services Commissions, on the subject of Human Resource Management.
- The Agency delivered a series of Customised courses in *Financial Management for Principals* in conjunction with the Ministry of Education and Culture, and in keeping with the modernisation programme of that Ministry.

#### (-4) Curriculum Developments

The Institute's curriculum development strategy for 2000-2001 was led and directed by the Curriculum Development Committee. Among the planned Curriculum Development strategies that were executed during 2000-2001 were:

- Introduction of new courses
  - Expansion of customised training arrangements
  - Expansion of IT applications training for managers
  - Introduction of summer courses
  - Expansion of collaborative arrangements
  - Reorganization and revitalization of Project Management training
- Additional strategies adopted during the year included:
- Development of local case studies
  - Incorporation of more IT components into existing courses
  - Upgrading of some courses
  - Intellectual Property Management

##### a. New Courses Developed/Offered

58% of the new courses developed and offered were delivered. With only a few exceptions, new courses were generally not well attended. We believe that the generally weak performance of the new courses was due to insufficient awareness. Most of these courses will again be offered in the new year, but with additional promotions.

	Division	New Courses Offered	Delivered?
1	Dean's Office	BSc Public Administration	Yes
2	DMSOD	Protocol & Business Etiquette	Yes
3		Inspiring Productivity	Yes
4		Mediation Skills	Yes
5		Human Resource Planning	No
6		Investigative Interviewing	Yes
7		Production Planning & Control	Yes
8		Training Impact Evaluation	Yes
9		Project Based Skills for Management	Yes
10		Everyday Economics for Management	No
11		Marketing Skills for Management	Yes
12		DFA	Government Accounting 2 Level 1
13	Government Accounting 2 Level 2		Yes
14	Government Accounting 2 Level 3		Yes
15	Government Accounting 2 Level 4		No
16	Government Accounting 2 Level 5		No
17	Introduction to the Jamaican Tax System		Yes
18	Protecting Corporate Assets from Fraud		Yes
19	Financial Management for Public and Private Sector Managers		Yes
20	Human Resource Management Information System (HRMIS)		No
21	Computer Applications Skills for Managers Level 1		Yes
22	Computer Applications Skills for Managers Level 2		Yes
23	Computer Applications for the Modern Office Module 1		Yes
24	Computer Applications for the Modern Office Module 2		Yes
25	Computer Applications for the Modern Office Module 3		No
26	MIND Mandeville	Government Accounting 1 Level 1	No
27		Practical Computer Skills for Managers	No
28		Desktop Publishing & Presentation	No
29		Database Management	No
30		Introduction to Computing	Yes
31		Internet & Networking	No
32		Understanding the Salary & Payroll System	Yes
22		Cash Book & Bank Reconciliation	No
34		Hospitality Management	No
35		OPTC	Working for More Than One Boss
36	Service Skills for Support Workers		Yes

**b. Expansion of Customised Training**

The Your Place or MIND Customised Training programme was expanded as 9 courses were added to this delivery mode. Many revisions were made to the courses previously published and a revised Directory was published in August 2000.

**c. IT Training for Managers**

During the year all IT courses were revamped and repackaged. The replacement programmes are reflected in the above schedule of new courses offered.

**d. Summer Courses**

In an effort to increase resource utilisation and revenue, during the usually slow summer months, two main summer products were designed:

- A package of training courses for teachers
- A package of computer applications courses for managers

**e. Expansion of Courses Through Collaborations**

The major product expansion was achieved through collaboration with UWI. Under that programme, MIND commenced offering the UWI BSc in Public Administration in September 2000.

The Agency also collaborated with the Cabinet Office and the Permanent Secretary's Board to design a programme to train future Permanent Secretaries

Collaboration with ENACT resulted in a contract for delivering a series of courses for Public Officers in Sustainable Development

Collaboration with PARU yielded a series of training courses in *Integrating Gender Considerations into Policy Decisions*

The Agency collaborated with Dr. Arnaldo Ventura to organise a training course called *Scientific Writing Skills*

With Dr. Paul Simmonds of FSU, the Agency arranged a *Global Business Simulation* course

In conjunction with the new Tax Administration Services Department the Agency revised and offered the Post Graduate Diploma in Tax Audit and Revenue Administration

In conjunction with the Ministry of Finance & KPMG a new course in *Financial Management Leadership* was delivered

The Round-table Training for Permanent Secretaries was organised in conjunction with the Office of the Services Commissions

**f. Project Management Courses**

Training courses in this area were revitalised as planned. One course, Project Design, Implementation & Management, which was packaged in a modular form, was relatively popular throughout the year. The other two (traditional) courses did not do well, indicating a need to rethink the format for those courses.

**g. Local Case Studies**

Twenty-five local case studies were developed for use on various MIND courses.

**h. Incorporating IT Components**

Information Technology components were incorporated into the following 11 courses:



- Project Management – Implementation Planning module
- Fundamentals of Management
- Report Writing – inclusion of PowerPoint presentations
- Production Planning & Control
- Audit Techniques
- Programme Budgeting
- Salary & Payroll
- Records Management
- Human Resource Management – inclusion of HRMIS
- General Management Course – inclusion of HRMIS
- Supplies Management

**i. Course Upgrading**

The following courses were reviewed and had differing degrees of upgrading during 2000-2001:

- Supplies Management
- Fundamentals of School Management
- Marketing Skills for Managers
- Corporate Planning & Budgeting
- Certificate in Administrative Management
- Supervisory Management

**j. Intellectual Property Management**

The Agency commenced a programme of training manuals upgrading and new manuals development. Under this programme Curriculum Management is ensuring that training material for each course are identified and packaged in manuals. Training manuals are the responsibility of the Librarian, and they are stored under library (reference material) conditions. Faculty may access training manuals as they would normally access reference books.

**(.5) Training Fees**

In keeping with the requirements of the Corporate Plan, training fees were increased as follows:

- Registration Fee was increased to \$500.00
- Hourly course rate was increased to \$150.00
- Customised Training/Consultancy hourly fee was increased to \$3,000.00

**(.6) Collaborative Arrangements**

**a. With International Funding Agencies**

- US AID funded a training programme on Ethics in Government. This was spearheaded by the Contractor General's Department with provision for skills transference to MIND's faculty
- EU funded scholarships for training in the Dominican Republic, of one MIND Manager and one Faculty member in Caribbean Public Sector Management
- ENACT funded training to teach all MIND faculty how to *Integrate Environmental Considerations into Training Programmes*
- The Institute submitted a proposal to the OAS for assistance to enable MIND Caribbean training

**b. With UWI**

Collaboration with UWI was extended to include the BSc Public Administration, as planned

**c. With Overseas Universities**

No direct collaboration has yet occurred in this category. However, with Paul Simmonds of Florida State University, the Global Business Simulation course was offered

**d. With Local Consultants**

Despite several contacts, only the collaboration with Dr. Arnaldo Ventura yielded a course

**(.7) Degree Programmes**

- The Agency's first Bachelors Degree programme was offered on franchise from UWI in September 2000.
- Plans to offer the second Associate Degree were advanced during the year

**(.8) Management Level Training**

MIND's main focus was, as usual, on management level training. Most of the Agency's resources were dedicated to this training

**(.9) Non-Core Training**

OPTC and MIND Extension remained the major vehicles for non-course training. As planned, MIND Extension (CXC/GCE) courses were offered in Kingston for the first time. This has turned out to be a useful mechanism that assists persons who are aspiring to enter the MIND/UWI programmes, to obtain the required High School leaving certification. Also as planned, OPTC's training courses at MIND Mandeville were synchronized with Hope.

OPTC and MIND Extension, Mandeville and Kingston together contributed 17% of the Agency's training revenue

**(.10) UCJ Accreditation**

During the year accreditation was received for the GMC and the Associate Degree in Accounting. The Human Resource Management course was also submitted and the assessment visit was conducted. We are now awaiting UCJ's response to that submission.

**(.11) Course Delivery Method & Schedule**

During the year, conscious efforts were made to make the Agency's course delivery methods and course schedules more applicable to the peculiarities of its target markets:

- All trainers were trained and retrained in PowerPoint presentation
- Local case studies were developed
- Simulation training methodology was introduced. Unsuccessful efforts were made to obtain simulation packages for some of the major programmes
- Saturday scheduling was started; day release and summer courses were offered. Generally, the Agency acknowledged the difficulties that our target market (Managers) has with allocating time for training, so there was greater creativity in course scheduling.

**(.12) Your Place or MIND**

Your Place or MIND Customised Training offering was expanded and the first revision of the directory was circulated. Throughout the year interest in the product was high, but not as high as budgeted.

REFER TO APPENDIX #3 FOR A SCHEDULE OF MIND'S CUSTOMISED TRAINING BUSINESS FOR 2000-2001

**(.13) MIND Mandeville**

This Outreach-training centre continued to make its contribution to Central & Western Jamaica. This centre contributed 14% of trainees and 17% of the Institute's training revenue. Following significant efforts, MIND Mandeville's income from Customised training was over 300% above last year.

**(.14) Distance Teaching**

MIND's plans to offer Distance Training proceeded according to plan during the year under review. The remainder of the Institute's Development Fund was used to procure all the needed equipment, and the World Bank provided funds to employ a Consultant Systems Administrator. At year-end, the technical aspects of this project were nearing completion and planning for training to manage an E-learning environment and develop E-learning curriculum had commenced.

In addition, grant assistance is being sought to fund the link between the Hope Campus and MIND Mandeville and to purchase teleconferencing equipment. The initial plan is to have the *MIND Online* prototype courses on stream by the final quarter of 2001-2002.

**(.15) MIND Consulting**

MIND Consulting continued to seek business. During the year proposals were submitted to the Planning Institute of Jamaica, Ministry of Local Government and MIDA.

**(.16) Caribbean Positioning**

The planned (two) issues of the *Caribbean Journal of Public Sector Management* were published. CARICAD's support was received as promised. However, the Caribbean University Level Programme LOME IV did not come through with its promise to publish the Spanish edition.

*MIND Caribbean* courses were not offered. This decision was taken because, despite significant marketing efforts, the previous year's courses had no registrants. The Agency has now approached the OAS for assistance to:

- Employ researchers to help determine regional public sector training needs
- Market the courses
- Provide partial and/or full scholarships
- Develop MIND Online courses for Caribbean participants

### (.17) Marketing

Marketing of MIND and its services was constant throughout the year. Awareness of the Institute among its target markets is at an acceptable level after two years of marketing exposure. During 2000-2001, marketing activities included publication of:

- 3 Training Directories
- 8 course brochures
- 97 course flyers for Kingston & Mandeville
- 2 issues of the Caribbean Journal of Public Sector Management
- The revised Citizen's Charter
- A Participant's Handbook
- 53 print media advertisements

MIND's publications were distributed by means of ongoing mailings; sales/partnering visits to clients and from display booths at conferences. Marketing activities also included:

- 341 Radio (time signal) advertisements of courses
- 26 editions of the MIND Talk programme on JIS
- 2 Public Lectures
- 1 Accounting Conference
- 6 types of promotional items

Public Relations activities also generated 15 print media stories about or involving MIND.

During the year the Agency replaced direct selling with a programme called *Partnering for Human Resource Excellence*. This new marketing philosophy and positioning strategy is intended to create client loyalty to MIND and its products by developing close working relationships. The Marketing & Curriculum Management Departments collaborate on executing this strategy.

### (.18) Information Technology

The strategy to expand the Agency's use of IT was significantly advanced during 2000-2001, as the computerisation planned for all training and administrative areas was completed.

All computer labs were upgraded; more computer courses were added; the use of multimedia as a teaching aid was increased; Intranet and Internet connectivity were nearing completion; work commenced on the MIND Online distance-teaching project; and computer applications components were incorporated into 11 major courses. Additionally, computer training for staff and quarterly assessment of computer applications knowledge were ongoing.

### (.19) Human Resources

The major and overarching human resource objective was that of creating a new culture of performance and customer consciousness. Feedback from clients and participants and the attitudes and the quality of relationships within the Agency, all suggest that we are well on course to achieving this objective. Overall implementation of Human Resource development strategies was vigorous:

- Staff performance appraisal was continuous
- Faculty classroom evaluation was introduced

- Staff training was accomplished through various mechanisms
- Performance targets were expanded
- The Performance Bonus system was reversed to place the greater rewards on individual achievement
- Staff communication was ongoing and sensitive and opportunities for social interactions were organised

**(.20) Financial & Business Management**

The Agency's business management strategies for 2000-2001 were largely achieved:

- Annual revenue increased by 42% above the previous year, and covered 61% of corporate expenditure
- Expenditure saving was 12% of budget
- Accounting practices were reviewed and many new systems and procedures were introduced particularly within the last quarter of the year
- Despite setbacks caused by an extended implementation period of the new Financial Management and Registry Management systems, the new systems are now capable of producing the range of management reports that the Corporate Plan envisaged
- New management and operating systems and procedures were designed and instituted in Accounts, Registry and Corporate Services

**(.21) Physical Resources**

Refurbishment of the Hope and Mandeville centres was completed during 2000-2001. Maintenance of customer friendly facilities was the main strategy being pursued under this heading. Customer evaluation continually reflects their complete satisfaction with MIND's facilities. Indeed, this is also being reflected in a gradual increase in facilities rental. Finally, a much-needed Students' Study Gazebo was constructed. The building accommodates 40 or more students, studying in groups or individually, and they are allowed access every day of the week and at all hours.

### 3. PERFORMANCE VERSUS TARGETS

Performance targets were established to measure Agency, Departmental/Sectional and Individual achievements. The following are the performance results for 2000-2001.

#### I. CHANGE MANAGEMENT

##### Performance Against Targets

##### a) *Staff Competence & Performance*

Indicators	Targets	Performance
Job competencies met by administrative staff	75%	87%
Job competencies met by Trainer/Consultants	80%	85%
Exceed overall job performance requirements	60%	97%
Index of staff job satisfaction	75%	76%

- The indicators relating to job competencies and job performance requirements were measured by the annual performance review exercise. As the results indicate, staff generally possess the competencies that are required for their functions. In the assessment exercise managers rated 53% of staff as good; 39% as very good and 5% as excellent.
- A Staff Job Satisfaction Survey that consisted of five facets - reward system; working conditions; job design; supervision and collegiality - measured the index of staff job satisfaction. The result is an average of the responses to the questions in these facets, combined with responses to a direct question regarding job satisfaction.

##### b) *Computerisation and Computer Literacy*

Indicators	Targets	Performance
Registry data computerised	100%	100%
Accounting processes computerised	80%	90%
HR records computerised	90%	90%
Administrative staff literate on relevant computer applications & the Internet	100%	76%
Faculty literate on relevant applications and the Internet	100%	65%
Library computerisation	60%	100%

- The LVW Student Management system was installed in the Registry and is now functioning satisfactorily. This system was customised for MIND and eventually proved very challenging to implement.

- The GMAX Accounting System also presented many challenges throughout the year. However, by year-end all except the Receivables component were in use. In order to obtain the full benefits of computerising the Business Management Unit, it will be necessary to integrate the Registry and Accounting systems. At year-end this work was in progress.
- HR records are computerised by a combination of the GOJ HRMIS system and various Microsoft applications. The Agency's ability to achieve greater computerisation is restricted to the capabilities of the HRMIS system.
- Staff computer literacy was tested on two occasions during the year. Literacy level is regarded as achieved when staff obtains a test score of not less than 60%.
- The Library component of the Student Management System was installed and is now in use. Between that system and the CDS ISIS, which was provided free by UNESCO, the MIND's library has computer capability to match its current needs.

c) *Training Facilities*

The planned upgrading of the facility was completed during 2000-2001. Most of this upgrading was accomplished through use of the Development Fund that existed prior to agencification.

## II. CUSTOMER SATISFACTION & TRAINING EFFECTIVENESS

### Performance Against Targets

a. *Trainee Satisfaction with Courses and Trainers*

82% of Trainees evaluated agreed completely, when asked whether their course met their expectations, another 6% partially agreed. 91% saw their training as relevant to their career.

b. *Trainee Satisfaction with Trainers*

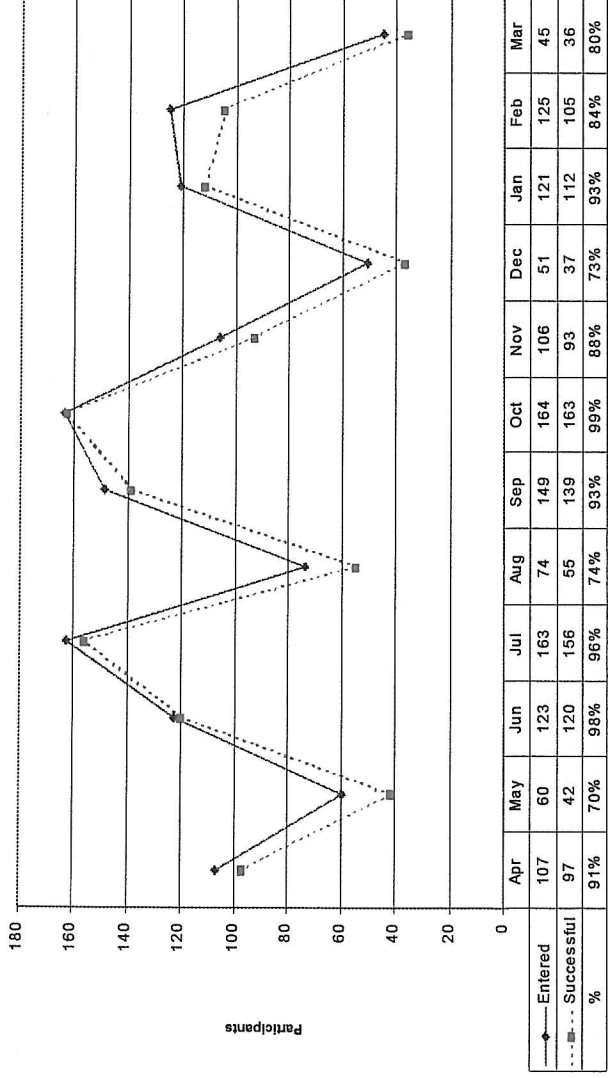
On a scale of 1-5, 59% of Trainees evaluated rated their trainers at 5 and 38% awarded a rating of 4.

The Quality Assurance Manager in the Marketing Department conducts Trainee Satisfaction evaluations.

c. *Percentage of Trainees Entered for Exams, Passing Exams*

For the year, 1494 participants were entered for examinations and 1272 or 85% were successful. This result exactly matches the target of 85%. The monthly breakdown is charted and graphed below.

**Examinable Courses  
Entered versus Successful Participants  
April 2000 - March 2001**



*d. Client Satisfaction*

A Client Satisfaction Survey was conducted during March to April 2001. This survey revealed that 89% of clients were *very satisfied* or *satisfied* with the training that their staff received at MIND. This compares favourably with the target of 75%. This survey also revealed:

- Private organisations and individuals now make up 11% of MIND's clients
- Government Agencies have significantly better knowledge of MIND's range of courses than private organisations
- Clients need more help in assessing training needs and training effectiveness
- Some clients were still having difficulties with the Agency's administrative processes such as invoicing and distribution of certificates
- Clients overwhelmingly desire greater Information Technology components within courses

**REFER TO APPENDIX 1 FOR THE FULL RESULTS OF THE CLIENT SATISFACTION SURVEY**



**III. TRAINING PERFORMANCE**

**Performance Against Targets**

**Training Performance Report  
2000-2001**

<b>Indicators</b>	<b>Targets</b>	<b>Actual</b>	<b>% Achieved</b>
<b>Courses:</b>			
Programmed Management	153	157	
Programmed Non-Management	43	51	
Programmed - Total	196	208	
Customised	<u>144</u>	<u>59</u>	
Total Courses	340	267	79%
<b>Course Hours:</b>			
On Programmed Management Courses	8180	8953	
On Programmed Non-management Courses	2670	2848	
On Programme Courses - Total	<u>3116</u>	<u>1390</u>	
On Customised Courses	13966	13191	94%
Total Programmed & Customised Courses			
<b>Trainees:</b>			
On Programmed Management Courses		2352	
On Programmed Non-management Courses		<u>851</u>	
On Programmed Courses - Total	3761	3205	
On Customised Courses	<u>1653</u>	<u>1276</u>	
Total Programmed & Customised Trainees	5414	4479	83%

The targets for these three performance indicators were established at 70% of the potential (or highest-possible) achievement. The Agency fell short of the targets in all three categories. The details reveal however that programmed courses and programmed course hours actually exceeded target. This was due to a several factors including a number of unplanned courses being delivered. The number of trainees did not follow the path of courses and course hours primarily because the participants per course were generally less than planned.

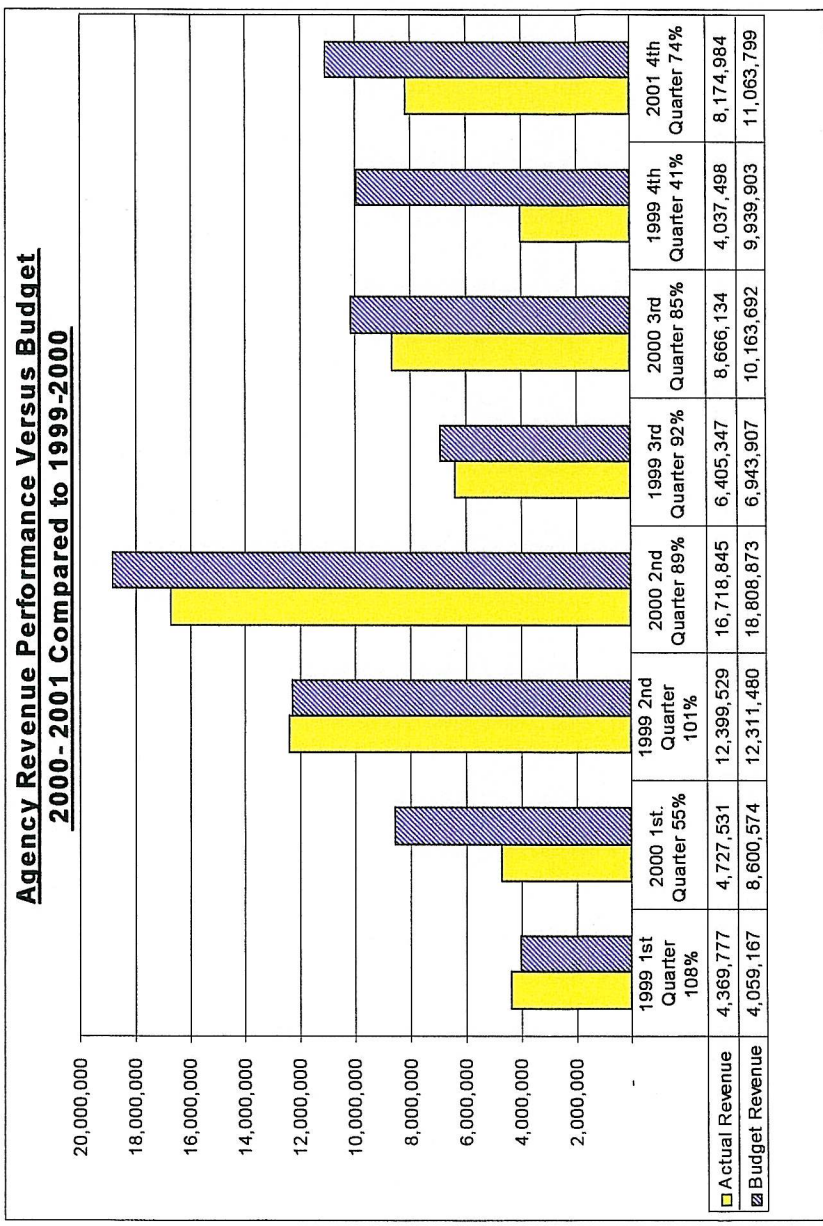
**IV. INCOME & EXPENDITURE**

Performance Against Targets

**REFER TO DETAILS OF FINANCIAL PERFORMANCE VERSUS TARGETS IN SECTION B**

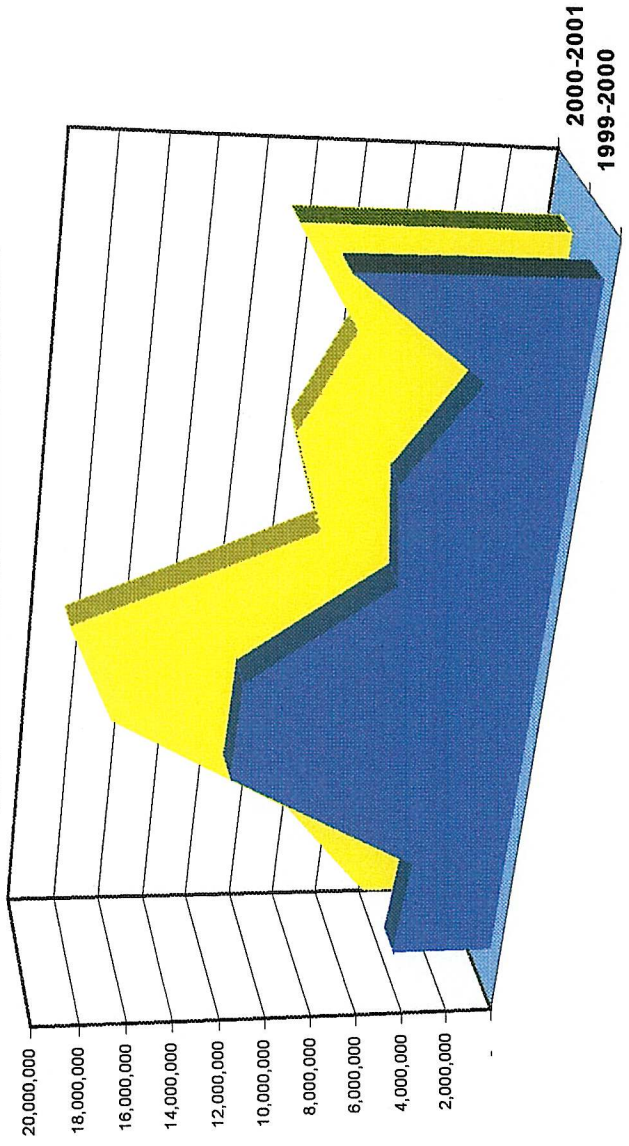
During the fourth quarter of 2000-2001 the Agency achieved revenue of \$8.175M. This was 26% below the revenue target of \$11.064M that was set for the quarter. As in previous quarters, the revenue performance was again pulled down by a 48% underachievement of Customised training which earned \$2M against a budget of \$3.873M. Programmed training did somewhat better, achieving \$5.294M versus budget of \$6.284M an under-run of 19%. Revenue for this last quarter of 2000-2001 exceeded the similar period for 1999-2000 by approximately \$4M or 102%.

For the year-to-date, the Agency earned revenue of \$38.311M, 21% below budget but 42% above the earning for last year. Programmed training accounted for 85% of overall revenue instead of 77% as budgeted; Customised training earned 11% against a budget of 21%; and consultancy and rental accounted for 4% instead of 2% of revenue. Revenue from these sources covered 61% of the Agency's expenditure.



The fact that revenue for 2000-2001 exceeded 1999-2000 by 42% helps to indicate the extent to which the budget for 2000-2001 was overstated. This situation occurred primarily because the budget was prepared some five months before the end of the previous year, and precautions were not then taken to relate the budget to the first year performance, then in progress. With this knowledge, the revenue expected to be achieved was revised downward to \$38M, during the third quarter of 2000-2001. This revised projection was achieved.

**Agency Performance versus Targets  
1999-2000 Compared to 2000-2001**

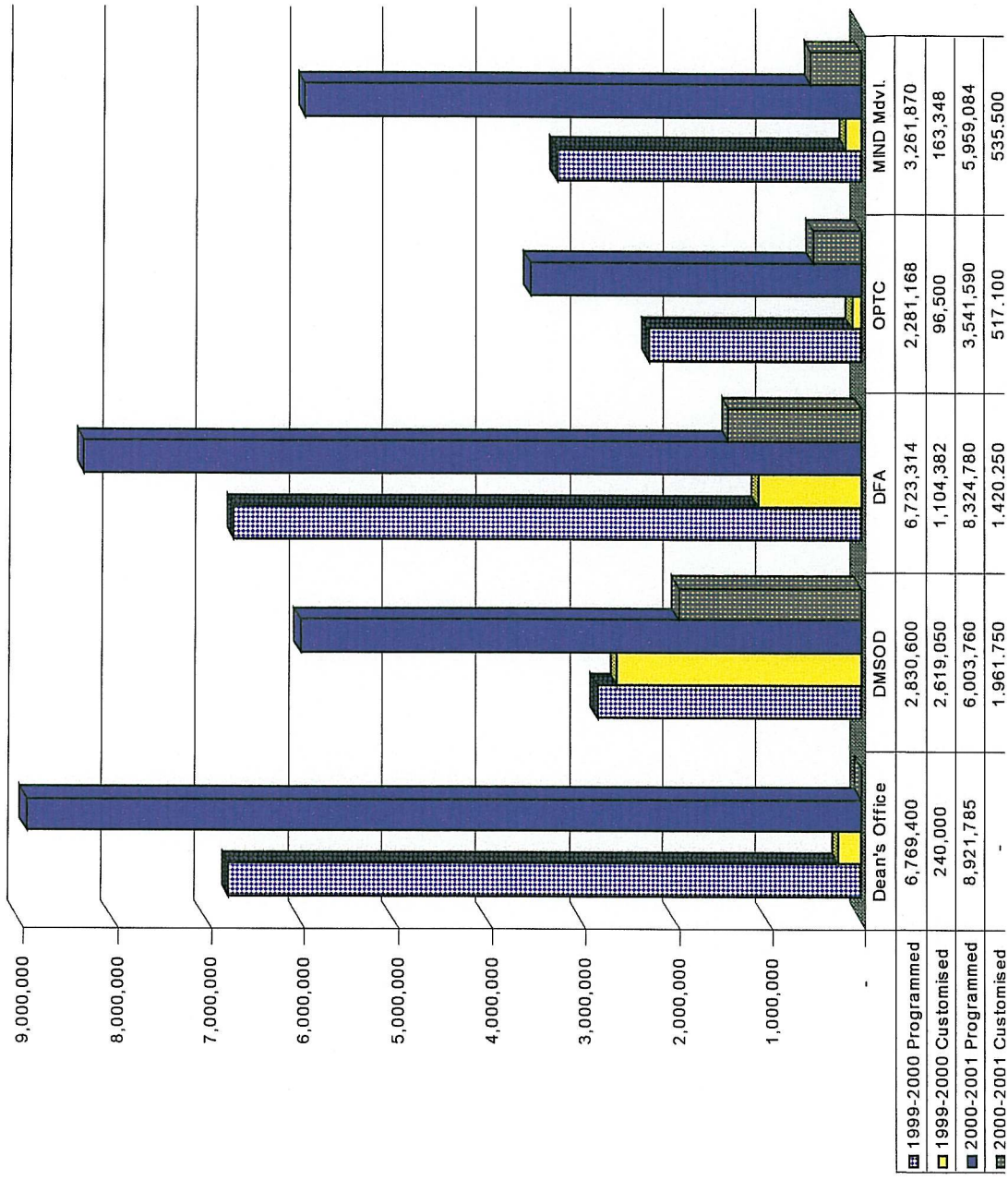


The year's results are also indicating the extent to which Customised training is not thus far living up to the expectations that this source of revenue would increase in proportion to income. It is admittedly too early to suggest a trend, however, contrary to growth, Customised earnings was approximately unchanged in monetary value over the two years of the Agency, (1999-2000 \$4.22M and 2000-2001 \$4.43M). Also, for 1999-2000 Customised training was 19% of training revenue, while for 2000-2001 this contribution dropped to 14%.

During the year there were ongoing and significant enquiries for Customised training. Evidently, this interest did not translate into revenue growth. The relationship between revenue from Programmed/scheduled courses and that from Customised training will continue to be monitored. And, this third year will provide a better basis on which to make assumptions and possible changes in expectations.

REFER TO APPENDIX 3 FOR A FULL SCHEDULE OF THE AGENCY'S CUSTOMISED TRAINING FOR 2000-2001

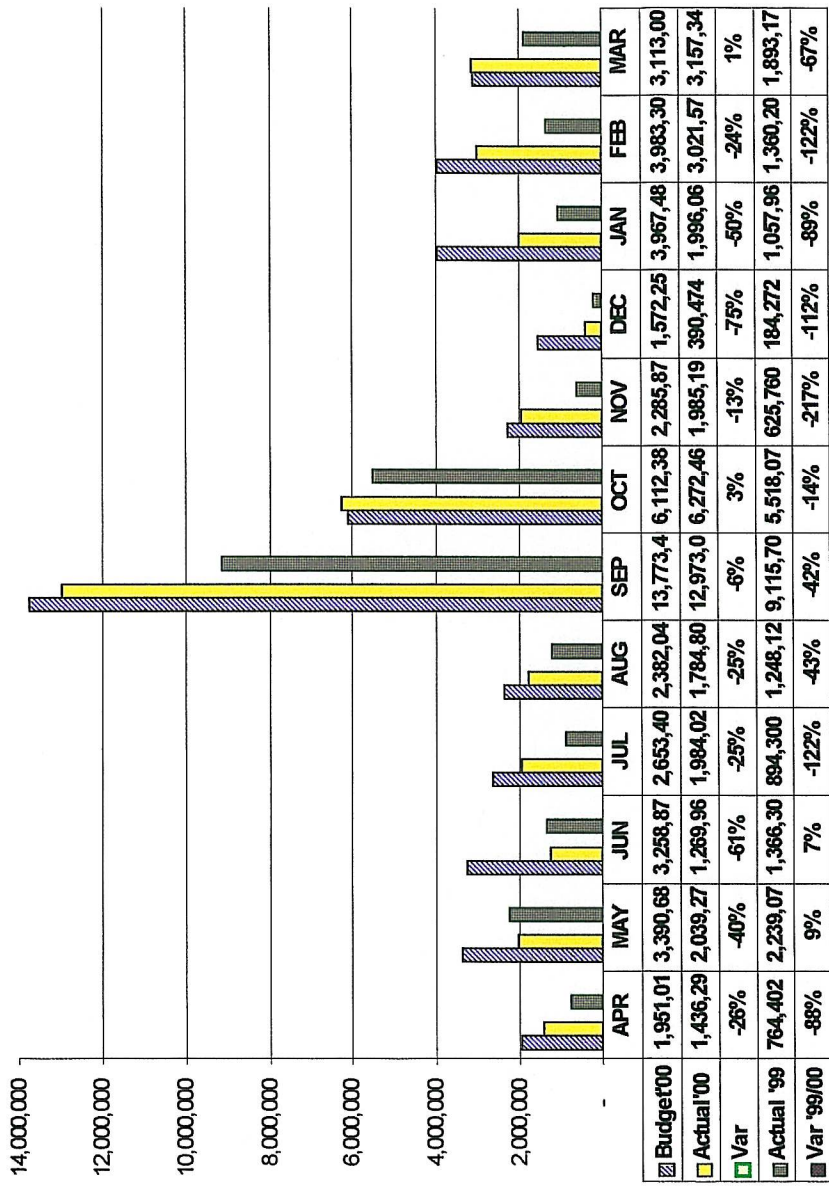
**Programmed Compared to Customised Revenue  
1999-2000 & 2000-2001**



**Monthly Revenue Performance**

As would be expected, given the overall over-budgeting, monthly revenue performance was below target for all except two months. Also, as expected, September and October were our most important revenue months, as several major courses commenced in those months. When compared to last year, revenue was higher for all except two months.

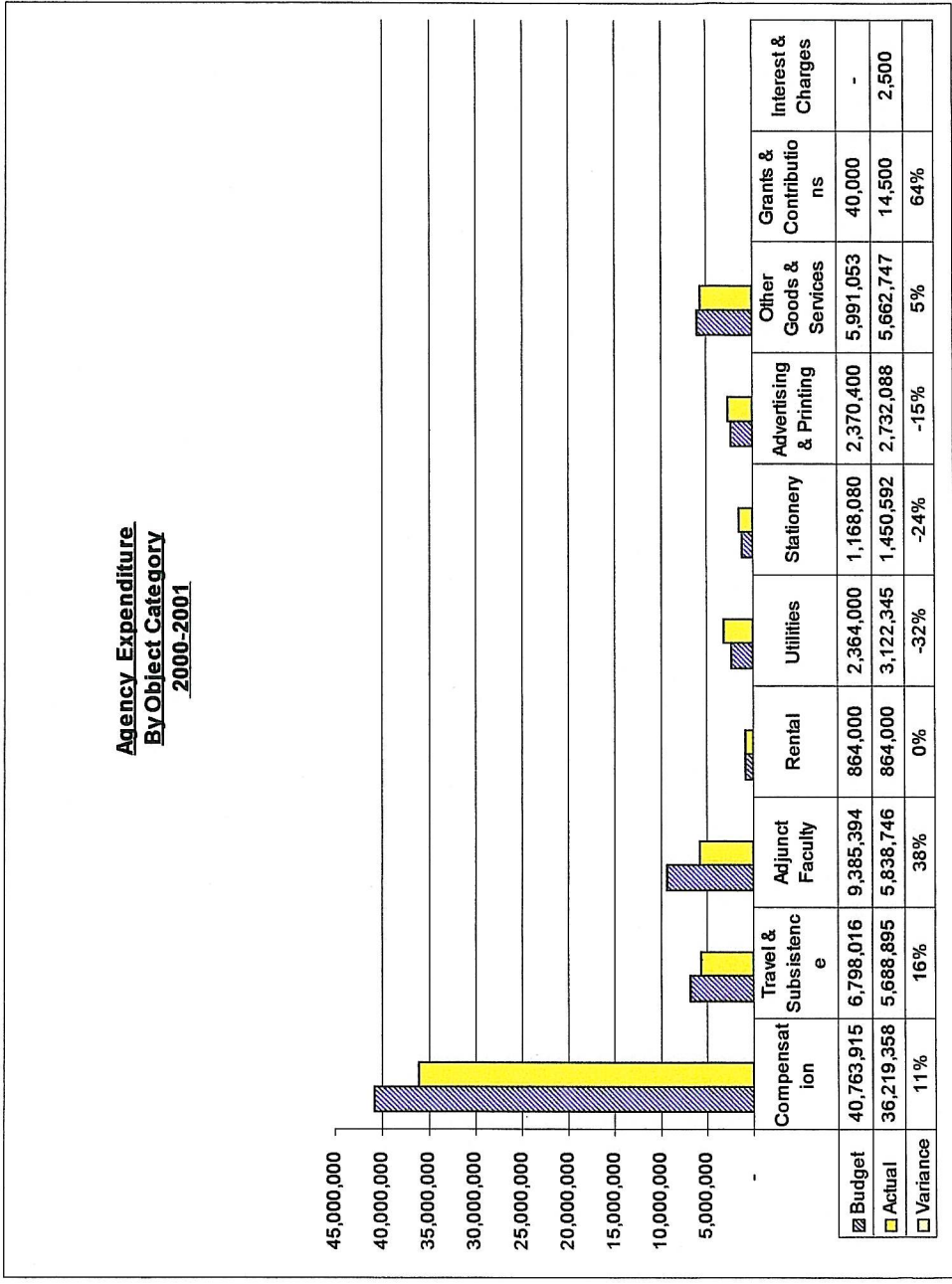
**Agency Monthly Revenue Performance  
Actual Versus Budget 2000 - 2001  
Compared to 1999 - 2000**



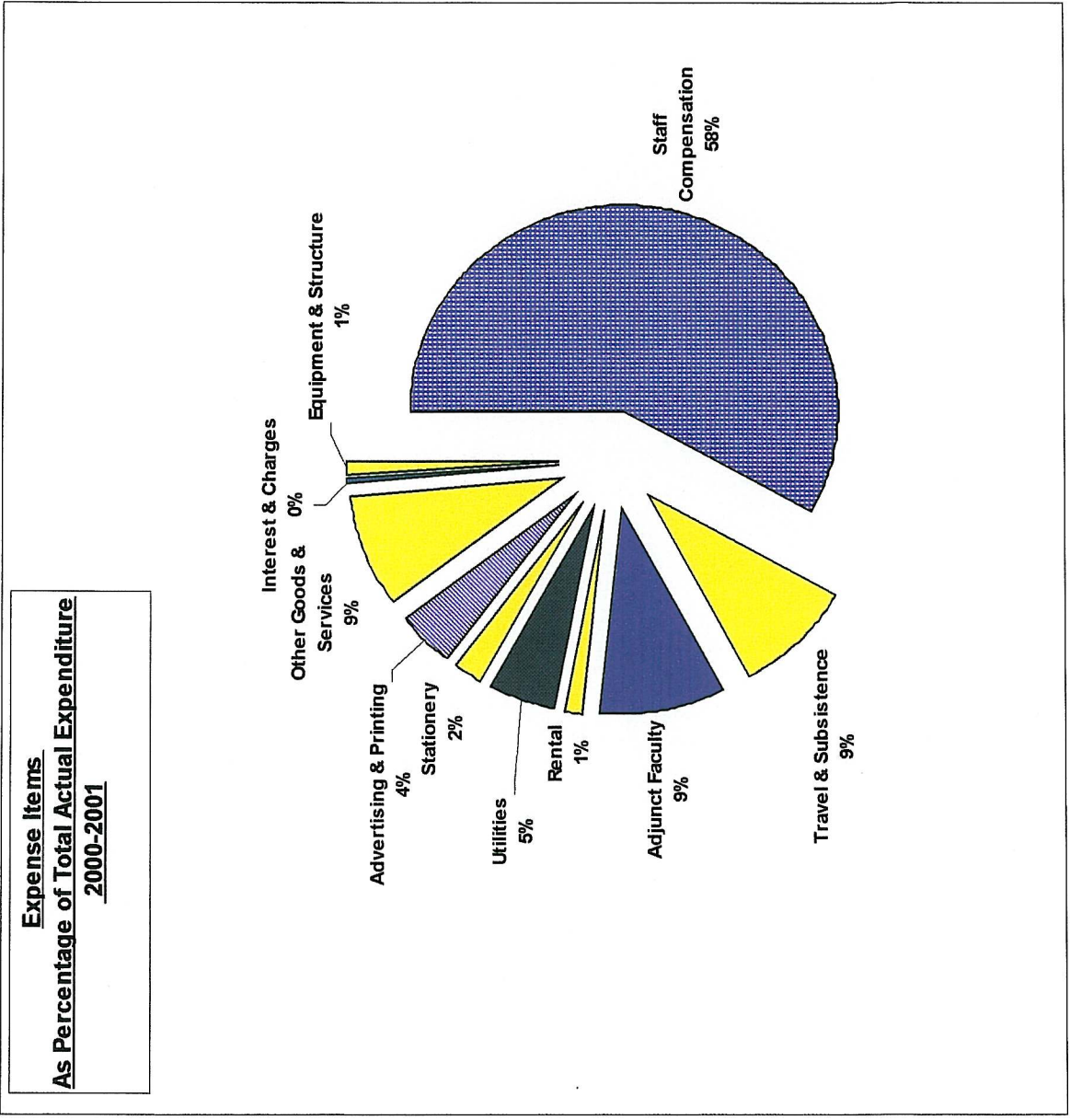
**Expenditure**

The Agency maintained its policy of managing its expenditure to match its revenue performance. However, for this year we did not succeed in saving the full amount of the revenue shortfall. Expenditure for 2000-2001 was \$62.374M versus budget of \$70.562M. Expenditure savings was therefore \$8.152M (versus revenue shortfall of \$10.133M).

Savings were achieved in all major categories except utilities that over-ran budget by 32%; stationary overran by 24% and advertising was over by 15%. During 2001-2002 the Agency will implement energy-reduction and environmental management programmes with help from ENACT. Although not reflected in the results, a programme to curtail the use of stationary was implemented in the last quarter. Finally, advertising over-run occurred because of a deliberate decision to increase course promotional activity.



In keeping with the (service) nature of MIND's business the largest proportion of MIND's expenditure was, as usual, payments to staff. Including fees to adjunct lecturers, staff remuneration accounted for 76% of expenditure.



**V. EFFICIENCY & FULFILMENT MEASUREMENTS**

**1) Marketing Department**

Performance Against Targets

a) *Departmental Targets*

Parallel Revenue Performance April 2000 – March 2001		
Target (70%)	Achievement	Achievement
\$33,410,400.00	\$20,990,159.00	62%

The Marketing Department has parallel performance responsibility for the Institute's major courses. Fifty-nine courses are included in the parallel management programme. The Department achieved 63% of the parallel revenue versus the target of 70%.

Major courses within the Division of Management Studies (DMSOD) achieved 72%; the Division of Finance (DFA) was 69%; the Deans Office was 72%; and Office Professionals Training Centre (OPTC) was 67%. MIND Mandeville, which achieved 43%, was therefore primarily responsible for the shortfall. This confirmed the need to increase marketing activities in Central Jamaica.

**Events Organised as Scheduled**

During the year the Department organised two, of three planned, Public Lectures and assisted in organisation of one conference.

- *Public Lectures*  
On April 19, 2000, Mr. Francis Forbes Commissioner of Police delivered the Institute's 6<sup>th</sup> Public Lecture. His theme was, *Reforming the Police Force: A National Development Imperative*  
Mr. Mike Surridge, Commissioner, Revenue Protection Division, delivered the 7<sup>th</sup> Public Lecture in November 2000. He lectured on, *The RPD: An Agent for Fair Play and Change or a Humbug to Business?*
- *Conference*  
Marketing provided promotional and other organisational support for the Accounting Conference, hosted on September 13 & 14, 2000, by the Division of Finance & Accounting (DFA)

At 75% performance this target was effectively achieved.



### Visibility

We used the opportunity of the Client Satisfaction Survey to obtain a rudimentary measurement of the extent to which the target markets are aware of the Agency and its services. The survey revealed that:

- 62% of respondents are aware of the range of MIND's courses
- 78% of Government Ministries and 68% of Government Agencies are familiar with MIND's traditional course offering
- 54% of Government Ministries and 40% of Government Agencies were familiar with MIND's non-traditional offerings
- 62% of Private Sector organisations are aware of MIND's traditional products, but only 10% of them knew about the non-traditional programmes

Considering the 75% visibility objective, this target was not achieved. The results justify the decision to expand the Agency's marketing activities in the latter half of 2000-2001 and throughout 2001-2002.

### Quality Standards

Preparations for ISO 9000 certification were suspended in favour of concentration on design and publication of management and operational policies and procedures. The Quality Audits system as associated with ISO certification was therefore not activated.

### b) *Individual Targets -Director Marketing*

The position was not occupied for most of the year. The CEO covered the functions of Director Marketing. It was therefore not possible to measure some of the targets assigned to the Director Marketing.

### Training Directories

- The MIND Training Directory for April 2001 to March 2002 was received from the printers during mid-January 2001, two-three weeks later than targeted. The CEO took a decision to delay the publication in favour of improving the format as well as the quality and usefulness of the content, and consolidating Hope with Mandeville. The changes were extensive.
- The OPTC Training Directory was received 4 weeks before the April 1, 2001 effective date. The delay was for the same reason as that of the MIND Directory.

### c) *Individual Targets - Market Research*

During the year the Agency had three Market Research Managers. This created a degree of discontinuity, which affected achievement of some targets.

### Journal

The May and November 2000 issues of the Caribbean Journal of Public Sector Management were published as planned.

### **Academic Research Papers**

No academic research was conducted during the year. This was as a result of the changes in research management.

### **Website**

Monthly updates of the Website were done up to the first quarter, as changes in operations dictated, thereafter updates were suspended. In addition to the management changes, we made a deliberate decision to suspend the upgrades while the new computer network (including website) was being implemented.

### **Client Satisfaction Survey**

Two Client Satisfaction Surveys were actually conducted during the year. The first was done in May 2000 and the second in March 2001. The March 2001 survey results are included as Appendix 1.

### *d) Individual Targets - Quality Assurance*

#### **ISO Audits and Reports**

Preparations for ISO 9000 certification were suspended in favour of concentration on design and publication of management and operational policies and procedures. The Quality Audits and reporting system as associated with ISO certification were therefore not instituted.

#### **Course Evaluations**

Course evaluations have been ongoing. For the year 53% of courses closed were evaluated for course effectiveness. The target of 75% was therefore not achieved.

#### **Trainer Evaluation**

Against a target of 10%, a sample of 33% of courses was evaluated for Trainer effectiveness.

#### **Evaluation Reports**

Monthly evaluation reports were late on 60% of occasions. The target of circulating the reports on 90% of occasions was therefore not achieved.

### **2) Business Management Department**

#### Performance Against Targets

##### *a) Departmental Targets*

#### **Client Satisfaction with Business Services**

The Client Satisfaction Survey revealed that clients are still dissatisfied with aspects of MIND's business services. They refer specifically to invoicing and certificates.

The invoicing complaint is related to the receivables management problem, which is addressed later in this report. This problem was largely addressed by year-end but has evidently not yet filtered to clients.

The complaint regarding certificates is probably a residual perception from previous times. The CEO signs all certificates and insists on their being dispatched as promised. On those relatively few occasions when the certificates were late, apology letters accompanied them. In any event, this problem does not exist at present.

#### **Departmental Reports**

Throughout the year most departmental reports were dispatched behind schedule, primarily because of the upheavals created by the process of implementing the GMAX and Student Management systems. Measurement of these targets was resumed in April 2001.

#### *b) Individual Targets – Director Finance & Resources*

##### **Quality Audits**

Preparations for ISO 9000 certification were suspended in favour of concentration on design and publication of management and operational policies and procedures. The Quality Audits system as associated with ISO certification was therefore not activated.

##### **Internal Audit**

Internal Audits commenced on February 14, 2000. At the initial stages the Auditor concentrated on assisting with implementation of a proper system of receivables management for the Agency. This was identified as a serious system weakness that needed to be immediately addressed.

#### *c) Sectional Targets - Accounts*

##### **Bank Reconciliations**

100% of Bank Reconciliations for the General Expenditure account were prepared within the target of 15 days of the following month. For the Appropriation-in-Aid account this target could not be achieved because bank statements are received 3-4 weeks after the end of the month. All AIA reconciliations for the year were done according to the time that bank statements were received.

##### **Receivables**

At the end of March 2001 53% of the Agency's receivables was aged over 60 days. This was due to a poor billing mechanism, a carry over from the previous manual accounting operations, and the absence of any serious collection procedure. A new Director of Finance was appointed in February 2001 and given this as priority responsibility. Proper billing and collection follow-up systems are now in place.

##### **Payments Within 1 Week**

Resource limitation prevented the department from measuring performance against this target.

*d) Individual Targets - Accountant*

The position of Accountant was eliminated during the year and replaced with an Accounting Officer – Receivables, and an Accounting Officer - Payables, as the Department's workload dictated.

**Internal Financial Performance Reports**

9 of 12 (75%) monthly internal financial reports were prepared in time for presentation at the monthly General Management Meetings at which they are reviewed. The delays all occurred within the first quarter when implementation of the GMAX system commenced.

**External Reports**

Throughout the year most external reports were dispatched behind schedule, primarily because of the upheavals created by the process of implementing the GMAX system.

*e) Departmental Targets - Registry*

**Results Posted and Certificates Dispatched**

	<u>Actual</u>	<u>Target</u>
• Exam results posted on time	80%	90%
• Certificates of participation issued on time	95%	95%
• Certificates of achievement dispatched on time	75%	90%
• Diplomas issued on time	100%	90%

Examination results and Certificates of Participation are related. Both are sometimes delayed in the marking process, especially where multiple examiners are involved.

*f) Individual Targets - Registrar*

**Training Performance Reports**

These targets were not achieved. Throughout the year, reports generated from the Registry Management systems were unreliable and were therefore not used. The new departmental management has devoted a great deal of time to improving the reports, so at year-end the results appear to be more trustworthy.

*g) Departmental Targets - Corporate Services*

**Trainee Satisfaction with Facilities**

For the year 97% of Trainee evaluated rated MIND's facilities as good (16%); or satisfactory (54%); or excellent (27%). This is to be matched against a target of 85%.

**Staff & Trainers Satisfaction with Accommodation/Rooms**

Based on the responses received in the Staff Job Satisfaction Survey, 94% of staff are satisfied with their working environment particularly its maintenance. The projected performance was 85%.

h) *Individual Targets Corporate Services Manager*

<u>Audits</u>	<u>Actuals</u>	<u>Targets</u>
Asset Audits	1	2
Inventory Audits	3	4

3) Curriculum Management Department

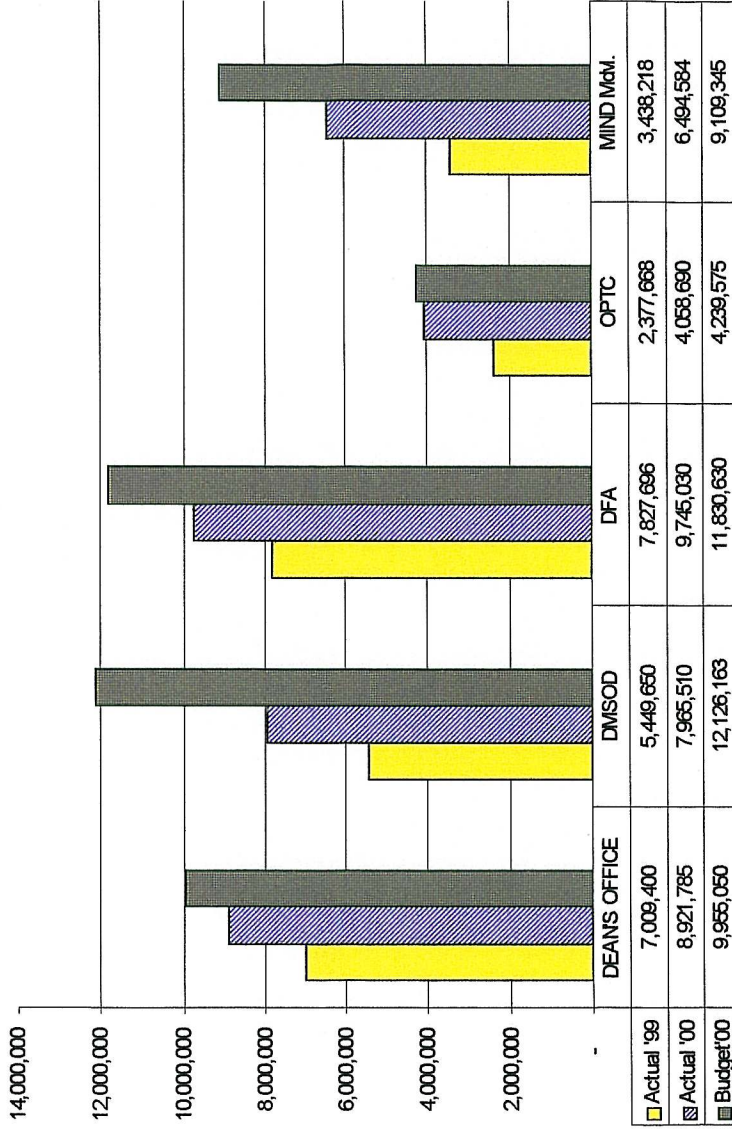
Performance Against Targets

a) *Departmental Targets*

REFER TO APPENDIX 2 FOR A COMPLETE COURSE PERFORMANCE HISTORY BY DIVISION

For the year 2000-2001 no Training Division achieved budgeted revenue. In monetary and percentage terms the greatest under-run was recorded by DMSOD while on the same terms, OPTC came closest to achieving its target. All Divisions achieved significantly higher revenues than they did during the comparable period for 1999 - 2000. MIND Mandeville recorded the most notable improvement over last year (\$3.1M), followed by DMSOD (\$2.52M); then DFA (\$1.92M); the Deans Office (\$1.91M); and OPTC (\$1.68M).

Training Revenue by Division  
1999-2000 versus 2000-2001  
& Actual Versus Budget 2000-2001



- **Dean's Office**

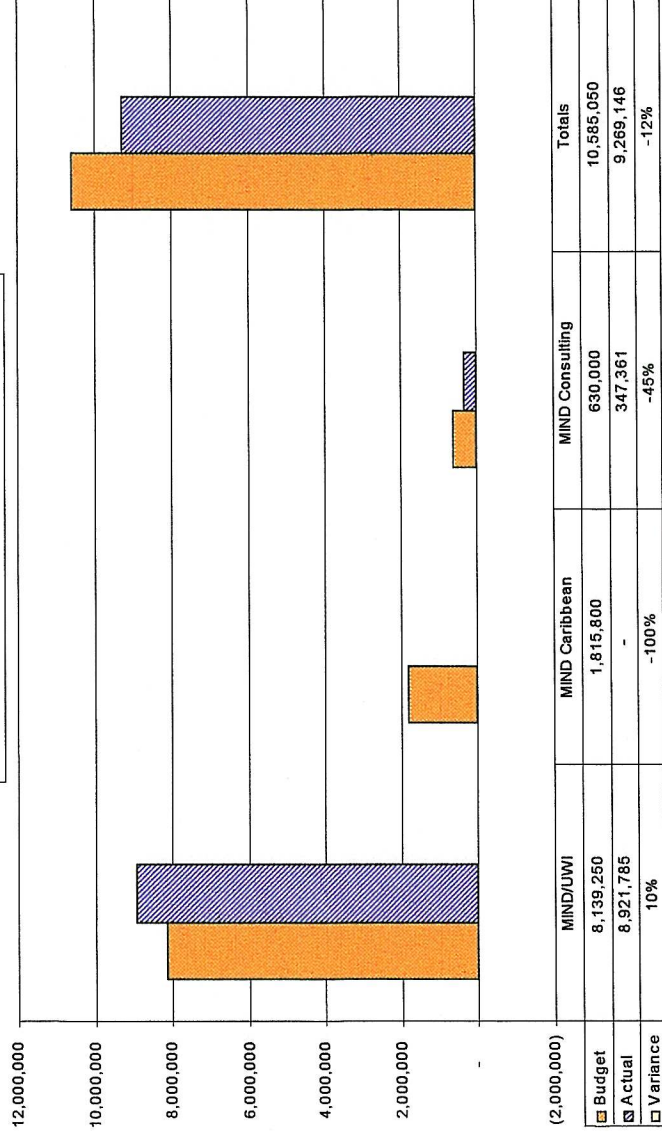
This Division has responsibility for the MIND/UWI programmes, MIND Caribbean and MIND Consulting.

Overall, MIND/UWI was 10% above budget, earning \$8.92M. The Certificate in Public Administration (CPA) was 12% under or -\$0.55M; and the Certificate in Management Studies (CMS) was 25% under or -\$0.61M. However, in its first year the BSc Public Administration was over budget by 126% or \$1.41M and Remedial Mathematics, which was unbudgeted earned \$0.53M.

A decision was made to suspend the MIND Caribbean course offerings until funding could be obtained for a Caribbean Management Training Needs Assessment. This decision was based on the poor MIND Caribbean performance during the previous year.

MIND Consulting also did not achieve its budgeted revenue, falling under by 45%. The lone consulting assignment for the year was with the Policy Analysis and Review Unit of the Cabinet Office. MIND was asked to coordinate training to Integrate Gender into Government Policies.

**Office of the Dean of Studies  
Special Products Budget versus Actuals  
2000-2001**



• **Division of Management Studies & Organisational Development (DMSOD)**

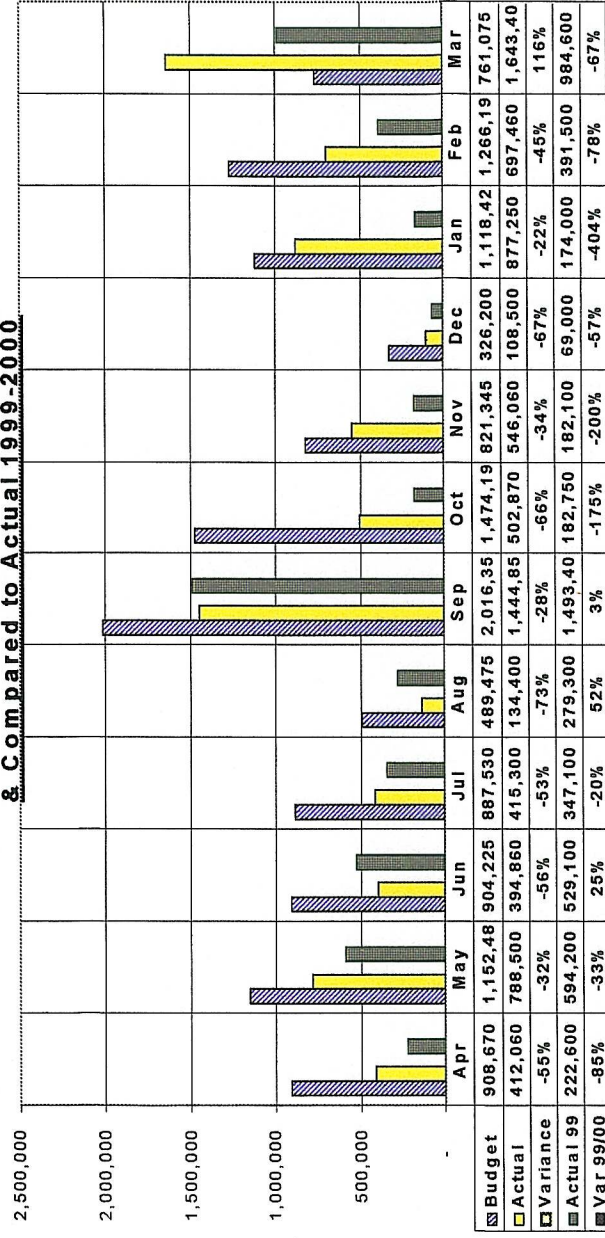
This Division earned total revenue of \$7.966M. Revenue from programmed courses was \$6.004M under-running budget by 14% or \$1M. Customised training earned \$1.962M, under-running budget by 62% or \$3.22M. The overall revenue shortfall was 34% or \$4.161M.

The major contributors to DMSOD's deficit were long courses such as Human Resource Management, Project Management and Fundamentals of Management. A positive contribution was made by the General Management (accredited diploma) Course, which earned \$1.36M above budget.

Customised Courses presented the greatest challenge. DMSOD was budgeted to earned 43% of its revenue from Customised training, it achieved 25%. Earning the budgeted Customised revenue was an almost impossible task. Indeed, the over-budgeting of Customised training that is mentioned elsewhere in this report, was most evident in DMSOD. This Division generally receives most Customised training enquiries, but its responsibility for 51% of the Customised training budget, was over optimistic.

**Division of Management Studies & Organisational Development (DMSOD)**

**Revenue Performance Versus Budget 2000-2001 & Compared to Actual 1999-2000**

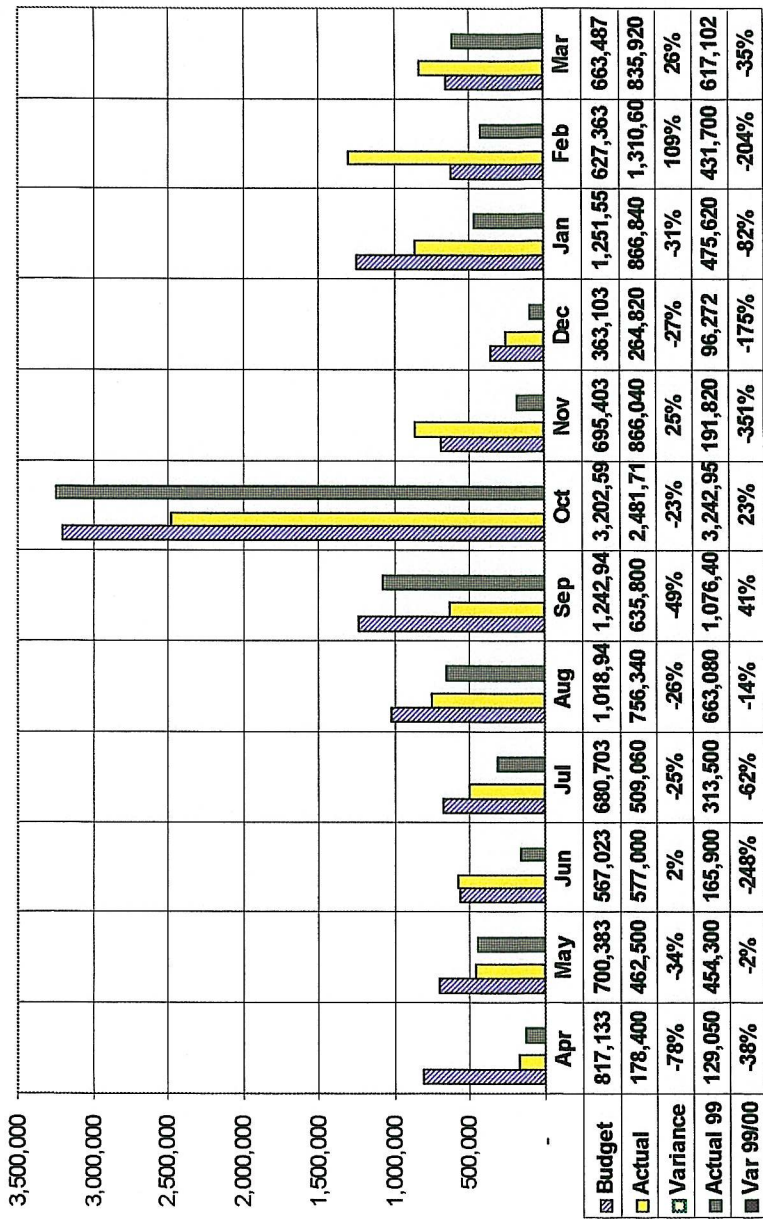


• **Division of Finance & Accounting (DFA)**

For 2000-2001 this Division earned total revenue of \$9.745M, making DFA the Division that earned the highest revenue for the Agency. Revenue from Programmed courses was \$8.325M, under-running budget by 13%, or \$1.273M. Customised training earned \$1.422M, under-running budget by 36% or \$8.813M. The overall revenue shortfall was \$2.086M or 18%.

During the year all except 4 planned DFA courses were delivered. The Government Accounting (10-course) programme made the greatest contribution to DFA's revenue. These courses over-ran budget by 17% or \$0.506M. With the exception of the highest level of training (Technician), the Association of Accounting Technician (AAT) programme did not live up to expectation. On the positive side, the Tax Audit and Revenue Administration course was again offered in collaboration with the Ministry of Finance & Planning.

**Division of Finance & Accounting  
(DFA)**  
**Revenue Performance Versus Budget 2000-2001  
& Compared to Actual 1999-2000**



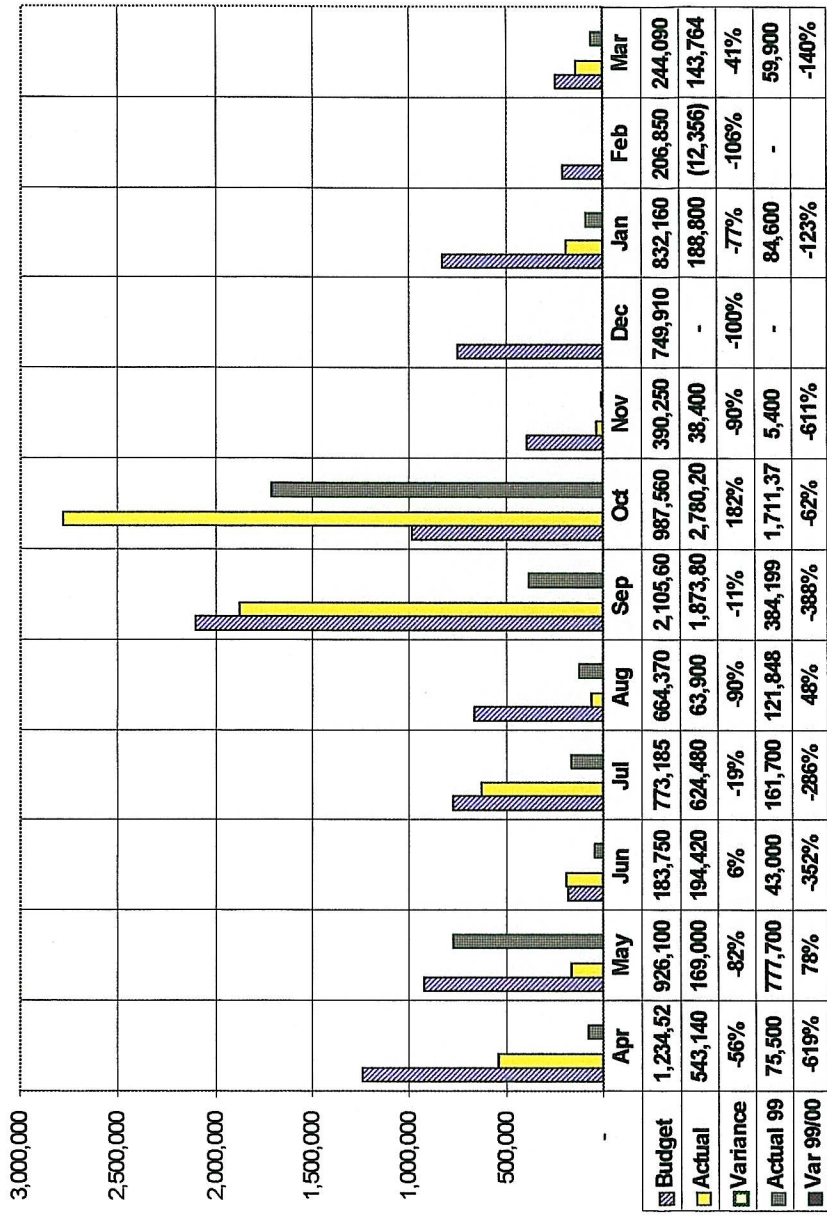


**MIND Mandeville**

This Division earned total revenue of \$6.608M. Revenue from Programmed courses was \$5.969M under-running budget by 29% or \$2.407M. Customised training, room rental and other earnings contributed \$0.649M, under-running budget by \$0.284M or 30%. The overall revenue shortfall was \$2.691M or 29%.

MIND Mandeville's best performing products during 2000-2001 were the three levels of Association of Accounting Technician (AAT); the Certified Professional Secretary (CPS); and the MIND Extension (CXC/GCE) programme. The Division's range of Computer courses generally performed disappointingly as did the Fundamentals of Management and the Fundamentals of School Management.

**MIND Mandeville**  
**Revenue Performance Versus Budget 2000-2001**  
**& Compared to Actual 1999-2000**

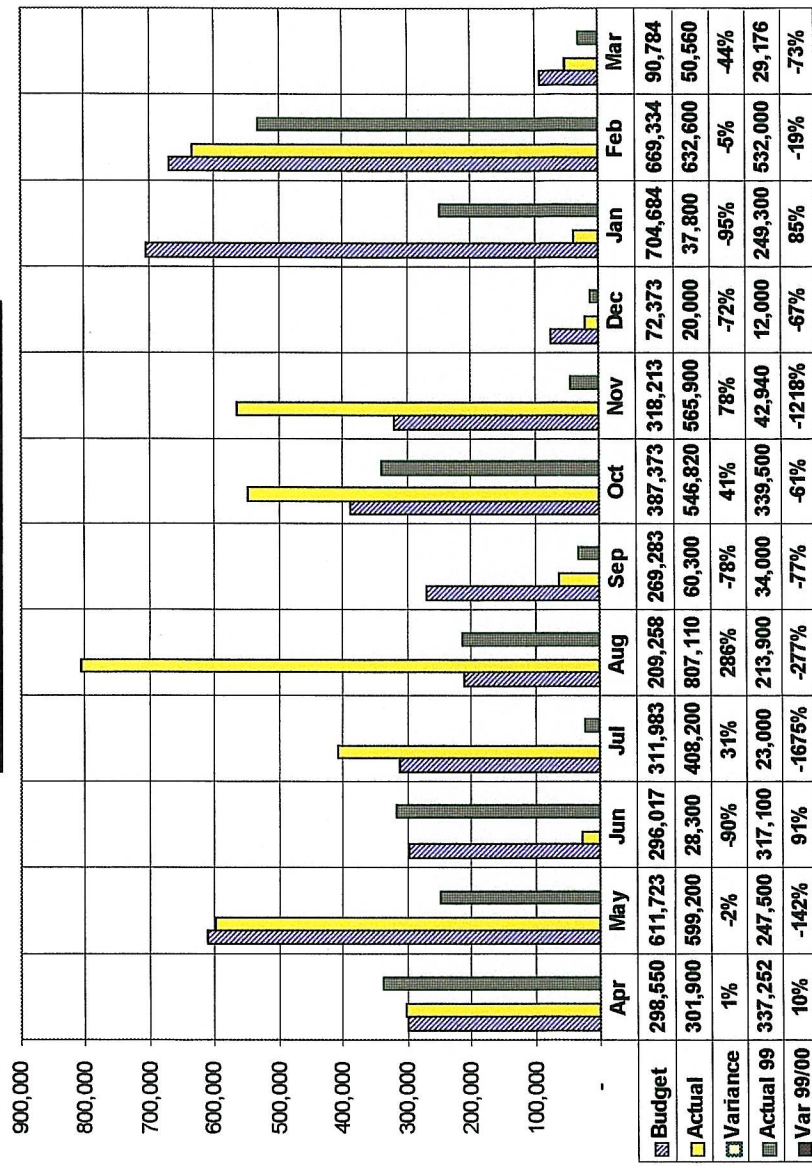


• **Office Professionals' Training Centre**

This Division earned total revenue of \$4.059M. Revenue from Programmed courses was \$3.542M under-running budget by 14% or \$0.597M. Customised training earned \$0.517M over-running budget by 168% or \$0.416M. The overall revenue shortfall was \$0.181M or 4%

As usual OPTC's best performing courses were the three levels of Certificate in Administrative Management (CAM) programme. The initiative to introduce the unbudgeted Alpha-hand Speedwriting, and MIND Extension (GCE/CXC) courses also paid off in revenue terms. Customised training activity was also beneficial. Unfortunately, the relatively long Certified Professional Secretary (CPS) and Clerical Skills and Procedures courses performed very badly and pulled down the Division's achievement.

**Office Professionals' Training Centre**  
**(OPTC)**  
**Revenue Performance Versus Budget 2000-2001**  
**& Compared to Actual 1999-2000**



*b) Individual Targets - Dean of Studies*

**Trainer Classroom Evaluations**

The Dean of Studies completed the 10 classroom evaluations of Trainers as targeted. These evaluations are incorporated into the individuals' personnel records and where necessary, corrective action was or will be taken.

**Post Training Evaluations of Participants**

The target for post-training evaluation of Trainees was achieved. Seven evaluations were commenced and are in progress. However, the evaluations were not distributed across the training divisions as planned.

**UCJ Accreditation**

As targeted, two courses were submitted to the University Council of Jamaica for accreditation. The General Management Course was submitted early in the year and accreditation was received. The Human Resource course was submitted later in the year. UCJ conducted its assessment visit on February 9, 2001 and, we are now awaiting their report.

*c) Individual Targets - Training Division Heads*

• **Utilisation – Target 75%**

Three of four Division Heads achieved their classroom utilisation targets.

Division Head	Classroom Hours		Utilisation	Notes
	Planned	Actual		
DMSOD	75	112	149%	Effective Jan 2001
DFA	400	378	94%	
OPTC	800	526	66%	
MIND MdvI.	500	577	115%	

• **Participants Achieved**

For DMSOD and DFA departmental total participants are also the targets for the Division Heads. Specific targets were however set for OPTC's and MIND Mandeville's Division Heads. Only OPTC's head achieved her *participants* objective.

Division Head	Participants		% Achieved
	Target	Actual	
DMSOD	2433	1330	55%
DFA	1786	1504	84%
OPTC	308	410	133%
MIND Mandeville	517	142	27%

d) Individual Targets – Faculty/Trainer-Consultants

**Utilisation – Target 75%**

Six (6) of Twelve (12) Trainers achieved their classroom utilisation targets:

Division/Trainer	Classroom Hours		Utilisation	Notes
	Planned	Actual		
<b>DMSOD</b>				
Stewart	800	304	38%	
Smikle	800	524	65%	
Kerr	800	523	65%	
Trottman	800	404	51%	
Buchanan	800	326	41%	
<b>DFA</b>				
Sykes	800	353	44%	
<b>Birch</b>	<b>800</b>	<b>618</b>	<b>77%</b>	
<b>Jackson</b>	<b>800</b>	<b>655</b>	<b>82%</b>	
<b>McLeod</b>	<b>800</b>	<b>615</b>	<b>77%</b>	
<b>Lowe</b>	<b>333</b>	<b>312</b>	<b>94%</b>	Effective Nov'2000
<b>OPTC.</b>				
Williams	800	602	75%	
<b>MIND Mandeville</b>				
<b>Mullings-McAnuff</b>	<b>533</b>	<b>431</b>	<b>81%</b>	Effective August 2000

• **Participants Achieved**

Two Trainers achieved their *Participants Generated from Course Coordination* targets.

Division	Trainer –Consultant Course Coordinator	Participants		% Achieved
		Target	Actual	
<b>DMSOD</b>	Stewart	427	112	26%
	Smikle	445	129	29%
	Kerr	504	176	35%
	Trottman	522	187	36%
	Buchanan	438	360	82%
	Sykes	342	282	82%
	Birch	340	136	40%
	Jackson	335	211	63%
	<b>McLeod</b>	<b>337</b>	<b>349</b>	<b>104%</b>
	Lowe	251	83	33%
	<b>Williams</b>	<b>280</b>	<b>294</b>	<b>105%</b>
	Mullings-McAnuff	396	168	42%

e) *Departmental & Individual Targets - Library Staff*

**Searches**

During the year 234 searches were conducted, of these 97% were returned within 24 hours.

**Collection Development**

Expansion of the library collection included:

- 195 Government papers
- 90 volumes of periodicals from FSU
- 106 books added to the West Indian Collection
- 149 books added to the Reserve Collection
- 269 books added to the General Lending Collection
- 41 Training Manuals added to the new Intellectual Property Collection
- 300 pieces added to the Newspaper Clippings Collection

**4. Human Resource Management**

**Department & Individual Targets**

**Staff Training & Development Organised  
April 2000 to March 2001**

Staff Category	Actual Training Hours	Annual Target	Training Target Achieved
Management	243	400	61%
Training Staff	642	500	128%
Administrative & Clerical	195	500	39%
Ancillary	159	150	106%
Totals	1239	1550	<b>80%</b>

The Training and Development target was somewhat ambitious, so 80% achievement was actually a very good performance.

**REFER TO APPENDIX 4 FOR DETAILS OF STAFF TRAINING & DEVELOPMENT FOR 2000-2001**

**Staff Newsletter**

Two issues of the newsletter were published. The workload of the 2-person HR Unit made it impossible to produce this publication quarterly. A small staff committee was formed to organise and publish the newsletter at quarterly intervals.

**Staff Functions**

All 4 quarterly staff functions were organised and held as planned. And, all social activities had almost full staff attendance and participation

Overall, the Agency owes a great debt of gratitude to the staff of this Unit. Personnel administration, human resource management and industrial relations were efficiently and sensitively handled and working relations between the staff of MIND is outstanding. This is due in no small measure to the extraordinary contribution of the HRM Unit.

Chief Executive Officer  
May 2001

# **Financial Performance**

*versus*

# **Targets**





**Financial Performance versus Target**  
**April 2000 - March 2001**  
**AGENCY SUMMARY**

		4th Quarter January - March 2001				Year-to-Date April 2000 - March 2001				1999-2000 April - March	
Activity	Revenue	Budget	Actual	Variance		Budget	Actual	Variance		Actual	Variance
				\$	%			\$	%		
O219	Training - Programmed Courses	6,284,372	5,293,574	(990,798)	-19	37,182,863	32,750,999	(4,431,864)	-12		
	Training - Customised Courses	3,872,928	2,013,100	(1,859,828)	-48	10,077,900	4,434,600	(5,643,300)	-56		
O221	Rental and Other Revenue	276,499	520,948	244,449	88	553,000	777,583	224,583	41		
	Consultancy	630,000	347,362	(282,638)	-45	630,000	347,362	(282,638)	-45		
	<b>Total Revenue</b>	<b>11,063,799</b>	<b>8,174,984</b>	<b>(2,888,816)</b>	<b>-26</b>	<b>48,443,763</b>	<b>38,310,544</b>	<b>(10,133,219)</b>	<b>-21</b>	<b>26,998,051</b>	<b>-42%</b>
Object	<b>Expenditure</b>										
	<b>Recurrent</b>										
21	Compensation of Employees	12,211,960	10,894,598	1,317,362	11	40,763,915	36,219,358	4,544,557	11	32,551,406	-11%
22	Travel Expenses & Subsistence	1,699,504	1,405,363	294,141	17	6,798,016	5,688,895	1,109,121	16	5,829,455	2%
23	Rental of Property	216,000	216,000	-	0	864,000	864,000	-	0	854,000	-1%
24	Public Utilities	591,000	786,533	(195,533)	-33	2,364,000	3,122,345	(758,345)	-32	2,114,472	-48%
25	Other Goods & Services	4,431,139	4,885,237	(454,098)	-10	18,914,927	15,684,173	3,230,754	17	14,904,988	-5%
30	Grants & Contributions		2,000	(2,000)	0	40,000	14,500	25,500	64	47,289	69%
	Interest & Charges			-	100		2,500	(2,500)	100		
	<b>Total Recurrent</b>	<b>19,149,603</b>	<b>18,189,731</b>	<b>959,872</b>	<b>5</b>	<b>69,744,858</b>	<b>61,595,771</b>	<b>8,151,587</b>	<b>12</b>	<b>56,301,610</b>	<b>-9%</b>
	<b>Capital</b>										
31	Purchase of Equipment		105,021	(105,021)		374,000	209,521	164,479	44	938,025	
32	Land & Structure		568,587	(568,587)		443,000	568,587	(125,587)	-28	8,000	
	<b>Total Capital</b>		<b>673,608</b>	<b>(673,608)</b>		<b>817,000</b>	<b>778,108</b>	<b>38,892</b>	<b>5</b>	<b>946,025</b>	
	<b>Total Expenditure</b>	<b>19,823,211</b>	<b>18,863,339</b>	<b>286,264</b>	<b>1</b>	<b>70,561,858</b>	<b>62,373,879</b>	<b>8,190,479</b>	<b>12</b>	<b>57,247,635</b>	<b>8%</b>
	<b>Net Surplus/(Deficit) from Operations</b>	<b>(8,759,412)</b>	<b>(10,688,356)</b>	<b>(2,602,552)</b>	<b>-30</b>	<b>(22,118,095)</b>	<b>(24,063,335)</b>	<b>(1,942,740)</b>	<b>-9</b>	<b>(30,249,584)</b>	<b>-26%</b>





Financial Performance versus Target

April 2000 - March 2001

AGENCY SUMMARY

		4th Quarter January - March 2001				Year-to-Date April 2000 - March 2001				1999-2000 April - March	
Activity	Revenue	Budget	Actual	Variance		Budget	Actual	Variance		Actual	Variance
				\$	%			\$	%		
O219	Training - Programmed Courses	6,284,372	5,293,574	(990,798)	-19	37,182,863	32,750,999	(4,431,864)	-12		
	Training - Customised Courses	3,872,928	2,013,100	(1,859,828)	-48	10,077,900	4,434,600	(5,643,300)	-56		
O221	Rental and Other Revenue	276,499	520,948	244,449	88	553,000	777,583	224,583	41		
	Consultancy	630,000	347,362	(282,638)	-45	630,000	347,362	(282,638)	-45		
	<b>Total Revenue</b>	<b>11,063,799</b>	<b>8,174,984</b>	<b>(2,888,816)</b>	<b>-26</b>	<b>48,443,763</b>	<b>38,310,544</b>	<b>(10,133,219)</b>	<b>-21</b>	<b>26,998,051</b>	<b>-42%</b>
Object	<b>Expenditure</b>										
	<b>Recurrent</b>										
21	Compensation of Employees	12,211,960	10,894,598	1,317,362	11	40,763,915	36,219,358	4,544,557	11	32,551,406	-11%
22	Travel Expenses & Subsistence	1,699,504	1,405,363	294,141	17	6,798,016	5,688,895	1,109,121	16	5,829,455	2%
23	Rental of Property	216,000	216,000	-	0	864,000	864,000	-	0	854,000	-1%
24	Public Utilities	591,000	786,533	(195,533)	-33	2,364,000	3,122,345	(758,345)	-32	2,114,472	-48%
25	Other Goods & Services	4,431,139	4,885,237	(454,098)	-10	18,914,927	15,684,173	3,230,754	17	14,904,988	-5%
30	Grants & Contributions		2,000	(2,000)	0	40,000	14,500	25,500	64	47,289	69%
	Interest & Charges			-	100		2,500	(2,500)	100		
	<b>Total Recurrent</b>	<b>19,149,603</b>	<b>18,189,731</b>	<b>959,872</b>	<b>5</b>	<b>69,744,858</b>	<b>61,595,771</b>	<b>8,151,587</b>	<b>12</b>	<b>56,301,610</b>	<b>-9%</b>
	<b>Capital</b>										
31	Purchase of Equipment		105,021	(105,021)		374,000	209,521	164,479	44	938,025	
32	Land & Structure		568,587	(568,587)		443,000	568,587	(125,587)	-28	8,000	
	<b>Total Capital</b>		<b>673,608</b>	<b>(673,608)</b>		<b>817,000</b>	<b>778,108</b>	<b>38,892</b>	<b>5</b>	<b>946,025</b>	
	<b>Total Expenditure</b>	<b>19,823,211</b>	<b>18,863,339</b>	<b>286,264</b>	<b>1</b>	<b>70,561,858</b>	<b>62,373,879</b>	<b>8,190,479</b>	<b>12</b>	<b>57,247,635</b>	<b>8%</b>
	<b>Net Surplus/(Deficit) from Operations</b>	<b>(8,759,412)</b>	<b>(10,688,356)</b>	<b>(2,602,552)</b>	<b>-30</b>	<b>(22,118,095)</b>	<b>(24,063,335)</b>	<b>(1,942,740)</b>	<b>-9</b>	<b>(30,249,584)</b>	<b>-26%</b>



**Financial Performance versus Targets**

**April 2000 - March 2001**

**TRAINING**

**Activity 0219**

		4th Quarter January - March 2001				Year-to-Date April 2000 - March 2001				1999-2000 April - March	
	<u>Revenue</u>	<u>Budget</u>	<u>Actual</u>	<u>Variance</u>		<u>Budget</u>	<u>Actual</u>	<u>Variance</u>		<u>Actual</u>	<u>Variance</u>
				\$	%			\$	%		
	Dean' Office	977,900	147,000	(830,900)	-85	9,955,050	8,921,785	(1,033,265)	-10	7,009,400	-27%
	DMSOD	3,145,695	3,218,110	72,415	2	12,126,163	7,965,510	(4,160,653)	-34	5,449,650	-46%
	DFA	2,542,403	3,013,360	470,957	19	11,830,630	9,745,030	(2,085,600)	-18	7,827,696	-24%
	OPTC	1,464,802	720,960	(743,842)	-51	4,239,575	4,058,690	(180,885)	-4	2,377,668	-71%
	MM	1,188,600	207,244	(981,356)	-83	9,109,345	6,494,584	(2,614,761)	-29	3,425,218	-90%
	<b>Total Training Revenue</b>	<b>9,319,400</b>	<b>7,306,674</b>	<b>(2,012,726)</b>	<b>-22</b>	<b>47,260,763</b>	<b>37,185,599</b>	<b>(10,075,164)</b>	<b>-21</b>	<b>26,089,632</b>	<b>-43%</b>
	Facilities Rental & Other	94,500	112,764	18,264	19	189,000	112,964	(76,036)	-40		
	Consultancy	630,000	347,361	(282,639)	-45	630,000	347,361	(282,639)	-45	200,000	-74%
	<b>Total Revenue</b>	<b>10,043,900</b>	<b>7,766,799</b>	<b>(2,277,101)</b>	<b>-23</b>	<b>48,079,763</b>	<b>37,645,924</b>	<b>(10,433,839)</b>	<b>-22</b>	<b>26,289,632</b>	<b>-43%</b>
Object	<u>Expenditure</u>										
	<b>Recurrent</b>										
21	Compensation of Employees	6,859,858	5,925,108	934,750	14	22,510,302	19,544,562	2,965,740	13	17,485,809	12%
22	Travel Expenses & Subsistence	1,160,748	904,559	256,189	22	4,642,992	3,777,586	865,406	19	3,874,568	-3%
23	Rental of Property	216,000	216,000	-	0	864,000	864,000	-	0	854,000	1%
24	Public Utilities	78,000	82,255	(4,255)	-5	312,000	295,440	16,560	5	191,558	54%
25	Other Goods & Services	2,750,137	2,679,310	70,827	3	11,872,214	7,359,092	4,513,122	38	7,422,810	-1%
30	Grants & Contributions	-	5,500	(5,500)	0	40,000	14,500	25,500		47,289	-69%
	<b>Total Recurrent</b>	<b>11,064,743</b>	<b>9,812,732</b>	<b>1,252,011</b>	<b>11</b>	<b>40,241,508</b>	<b>31,855,180</b>	<b>8,386,328</b>	<b>21</b>	<b>29,876,034</b>	<b>7%</b>
	<b>Capital</b>										
25	Other Goods & Services		-	-		-	-	-			
31	Purchase of Equipment	104,500.00	104,500.00	0	0	104,500	104,500.00	-			
	<b>Total Capital</b>	<b>104,500.00</b>	<b>104,500.00</b>	<b>0</b>	<b>0</b>	<b>104,500.00</b>	<b>104,500.00</b>	<b>-</b>			
	<b>Total Expenditure</b>	<b>11,169,243</b>	<b>9,917,232</b>	<b>1,252,011</b>	<b>11</b>	<b>40,346,008</b>	<b>31,959,680</b>	<b>8,386,328</b>	<b>21</b>	<b>29,876,034</b>	<b>7%</b>
	<b>Operating Surplus/(Deficit)</b>	<b>(1,849,843)</b>	<b>(2,610,558)</b>	<b>(760,715)</b>		<b>6,914,755</b>	<b>5,225,919</b>	<b>(1,688,836)</b>		<b>(3,786,402)</b>	



**Financial Performance versus Targets**

**April 2000 - March 2001**

**DIRECTION & MANAGEMENT**

**Activity-0005**

Object	Expenditure	4th Quarter January - March 2001				Year-to-Date April 2000 - March 2001				1999-2000 April - March	
		Budget	Actual	Variance		Budget	Actual	Variance		Actual	Variance
				\$	%			\$	%		
	<b>Recurrent</b>										
21	Compensation of Employees	1,463,737	1,257,269	206,468	14	5,452,260	4,790,965	661,295	12	3,173,314	51%
22	Travel Expenses & Subsistence	72,090	72,090	-	0	288,360	332,206	(43,846)	-15	92,880	258%
23	Rental of Property			-		-	-	-			
24	Public Utilities			-		-	-	-			
25	Other Goods & Services	196,000	306,106	(110,106)	-56	769,000	695,388	73,612	10	302,547	130%
30	Grants & Contributions			-		-	-	-			
	<b>Total Recurrent</b>	<b>1,731,827</b>	<b>1,635,465</b>	<b>96,362</b>	<b>6</b>	<b>6,509,620</b>	<b>5,818,559</b>	<b>691,061</b>	<b>11</b>	<b>3,568,741</b>	<b>63%</b>
	<b>Capital</b>										
31	Purchase of Equipment	-	-	-		-	-	-		938,025	-100%
32	Land & Structure	607,978	568,587	39,391		607,978	568,587	39,391			
	<b>Total Capital</b>	<b>607,978</b>	<b>568,587</b>	<b>39,391</b>		<b>607,978</b>	<b>568,587</b>	<b>39,391</b>		<b>938,025</b>	<b>-39%</b>
	<b>Total Expenditure</b>	<b>2,339,805</b>	<b>2,204,052</b>	<b>135,753</b>	<b>6</b>	<b>7,117,598</b>	<b>6,387,146</b>	<b>730,452</b>	<b>10</b>	<b>4,506,766</b>	<b>42%</b>



**Financial Performance versus Targets**

April 2000 - March 2001

**TRAINING SUPPORT**

Activity 0221

Revenue		4th Quarter January - March 2001				Year-to-Date April 2000 - March 2001				1999-2000 April - March	
		Budget	Actual	Variance		Budget	Actual	Variance		Actual	Variance
				\$	%			\$	%		
	Facilities Rental	181,999	46,775	\$ (135,224)	-74	364,000	298,419	- 65,581	-18	617,975	64%
	Miscellaneous Revenue	-	361,209	\$ 361,209		-	366,200	366,200		77,444	
	<b>Total Revenue</b>	<b>181,999</b>	<b>407,984</b>	<b>\$ 225,985</b>	<b>124</b>	<b>364,000</b>	<b>664,619</b>	<b>300,619</b>	<b>83</b>	<b>695,419</b>	<b>4%</b>
Object	<b>Expenditure</b>										
	<b>Recurrent</b>										
21	Compensation of Employees	3,888,365	3,709,860	178,505	5	12,801,353	11,965,911	835,442	7	11,892,283	1%
22	Travel Expenses & Subsistence	466,666	428,715	37,951	8	1,866,664	1,561,243	305,421	16	1,862,007	-16%
23	Rental of Property				-						
24	Public Utilities	513,000	714,915	(201,915)	-39	2,052,000	2,826,905	(774,905)	-38	1,922,914	47%
25	Other Goods & Services	1,485,002	2,001,389	(516,387)	-35	6,273,713	7,585,027	(1,311,314)	-21	7,179,631	6%
30	Grants & Contributions			-	-	-		-			
	Interest & Charges			-	-		2,500.00	(2,500)			
	<b>Total Recurrent</b>	<b>6,353,033</b>	<b>6,854,879</b>	<b>- 501,846</b>	<b>-8</b>	<b>22,993,730</b>	<b>23,941,586</b>	<b>- 947,856</b>	<b>-4</b>	<b>22,856,835</b>	<b>5%</b>
	<b>Capital</b>										
25	Other Goods & Services	-	-	-		-	-	-			
31	Purchase of Equipment	105,021	105,021	-		105,021	105,021	-		8,000	
	<b>Total Capital</b>	<b>105,021</b>	<b>105,021</b>	<b>-</b>		<b>105,021</b>	<b>105,021</b>	<b>-</b>			
	<b>Total Expenditure</b>	<b>6,458,054</b>	<b>6,959,900</b>	<b>- 501,846</b>	<b>-8</b>	<b>23,098,751</b>	<b>24,046,607</b>	<b>- 947,856</b>	<b>-4</b>	<b>22,864,835</b>	<b>-5%</b>
	<b>Net Revenue</b>	<b>(6,276,055)</b>	<b>(6,551,916)</b>	<b>(275,861)</b>	<b>-4</b>	<b>(22,734,751)</b>	<b>(23,381,988)</b>	<b>(647,237)</b>	<b>-3</b>	<b>(22,169,416)</b>	<b>-5%</b>

# Financial Statements





**Management Institute for National Development**

**Income and Expenditure Statement**

For the period April 1, 2000 - March 31, 2001

	Mar-01	Mar-00
<b>INCOME</b>		
Training - Course Fees	37,449,349	26,089,632
Training Support - Facilities Rental	392,860	633,975
Consultancy	347,362	200,000
Training Support - Misc. Income	454,054	247,010
<b>Total Income</b>	<b>38,643,624</b>	<b>27,170,617</b>
<b>EXPENSES</b>		
Staff Cost	41,963,148	40,367,125
Goods & Services	17,002,509	15,802,372
Premises Related Expenses	3,791,960	3,906,497
	62,757,618	
Rental of Premises-Hope Campus (GOJ)	2,400,000	2,400,000
Depreciation	1,827,657	1,164,114
	4,227,657	
<b>Total Operating Expenditure</b>	<b>66,985,275</b>	<b>63,640,108</b>
<b>Operating Surplus/(Deficit)</b>	<b>(28,341,651)</b>	<b>(36,469,490)</b>
Profit/(Loss) on Disposal of Assets	-	
Interest Expense	-	
Interest Income	-	
GOJ (50%) Gross Revenue Collected	14,987,092	11,031,473
	14,987,092	
<b>Net Surplus/(Deficit) before GOJ Financing</b>	<b>(43,328,742)</b>	<b>(47,500,963)</b>
GOJ Financing from Consolidated Fund	37,600,000	38,000,000
<b>Surplus/(Deficit) after GOJ Financing</b>	<b>(6,728,742)</b>	<b>(9,500,963)</b>
<b>Retained Surplus/(Deficit) at 28/2/2001</b>	<b>(8,543,310)</b>	<b>-</b>
<b>Retained Surplus/(Deficit)</b>	<b>(14,272,052)</b>	<b>(9,500,963)</b>
<b>Prepared by :</b>	<b>S. De Mel</b>	<b>Date: 15 - June - 2001</b>
<b>Name :</b>	<b>Samanthi de Mel</b>	
<b>Title</b>	<b>Director Finance &amp; Resources</b>	
<b>Approved by :</b>	<i>María J. Jones</i>	<b>Date: 15 - JUNE - 2001</b>
<b>Name :</b>	<b>María J. Jones</b>	
<b>Title</b>	<b>Chief Executive Officer</b>	



**Management Institute for National Development**  
**Balance Sheet as at March 31, 2001**

					Mar-01	Mar-00
		\$	\$			
<b>Fixed Assets</b>	<b>Notes</b>					
Building & Construction	2,773,281				1,256,350	
Fixtures and Fittings	4,323,049				3,518,975	
Office Equipment	3,465,030				1,512,500	
Computers	4,259,217				3,375,994	
Motor Vehicles	1,245,021				1,140,000	
<b>Total Fixed Assets</b>	<b>3</b>			16,065,598	10,803,819	
Depreciation Provision	4			(2,991,771)	(1,164,114)	
Investment in EAIF				-	-	
<b>Current Assets</b>						
Stock						
Debtors	5	15,364,694			7,760,388	
Cash and Bank	6	4,960,066			2,130,348	
MIND Dev.Fund	7	526,280			3,617,992	
			20,851,040		13,508,728	
<b>Current Liabilities</b>	<b>8</b>		24,972,937		14,246,220	
<b>Net Current Assets</b>				(4,121,897)	(737,492)	
<b>Net Assets</b>				8,951,930	8,902,213	
Financed by :						
Go.J Equity	9	8,966,128			8,966,128	
Rent Payable GoJ	10	4,800,000			2,400,000	
General Reserve	11	(14,272,052)			(9,500,964)	
Revaluation Reserve		-			-	
Donated Assets Reserve	12	9,457,855			7,037,049	
				8,951,930	8,902,213	
Prepared by :	<i>S. De Mota</i>					
Name :	Samanthi de Mel					
Title :	Director Finance & Resources					
Date :	15 - June - 2001					
Approved by :	<i>Maria Jones</i>					
Name :	Maria Jones					
Title :	Chief Executive Officer					
Date :	15 - June - 2001					



**Management Institute for National Development  
Cash Flow Statement**

**For The Period April 1, 2000 to March 31, 2001**

	\$	\$
<b>Cash Flow from Operating Activities :</b>		
<b>Net Operating Surplus/(Deficit)</b>		<b>(43,328,742)</b>
<b>Adjustments:</b>		
Depreciation	1,827,657	
GOJ Rental Charges	2,400,000	
Gain/(Loss) on Disposal of Fixed Assets	-	
Foreign Currency Gain/(Loss)	-	
(Increase)/Decrease in Stock		
(Increase)/Decrease in Debtors	(7,604,306)	
Increase/(Decrease in Creditors)	10,726,718	
<b>Total</b>		<b>7,350,069</b>
<b>Net Cash from Operations</b>		<b>(35,978,673)</b>
<b>Investing Activities</b>		
Capital Expenditure	(5,261,779)	
Proceeds from Sale of Fixed Assets		
Payments to/from EAIF	-	
<b>Net Capital Expenditure</b>		<b>(5,261,779)</b>
<b>Finance</b>		
GOJ Equity	-	
Donated Assets Reserve	2,420,806	
Recurrent Financing from Consolidated Fund		37,600,000
<b>Increase/(Decrease) in Cash and Cash Equivalents</b>		<b>(1,219,646)</b>
<b>Opening Cash Balance</b>		<b>6,705,993</b>
<b>Increase/(Decrease) in Cash and Cash Equivalents</b>		<b>(1,219,646)</b>
<b>Closing Cash Balance</b>		<b>5,486,347</b>



**Management Institute for National Developments**  
**Notes to the Financial Statements**  
**For the period April 1,2000 to March 31,2001**

**1. IDENTIFICATION**

The Management Institute for National Development (MIND), was established as an Executive Agency of the Government of Jamaica on April 1, 1999. The core activities of the Agency are Training, Consultancy, and Research that support the training and consultancy services. Non-core activities include Training of Office Professionals, Pre-tertiary / Extension School, and Facilities Rental.

**2. SIGNIFICANT ACCOUNTING POLICIES**

**Accounting concepts**

The financial statements are prepared in compliance with the accounting concepts of going concern, accruals, consistency, and prudence.

**3. FIXED ASSETS**

The value of fixed assets is based on the valuation of fixed assets exercise conducted as at March 31, 1999, as detailed in the fixed assets register.

Fixed Assets are categorized as follows:-

Building & Construction  
Furniture & Fittings  
Office Equipment  
Computers  
Motor Vehicles.

**4. DEPRECIATION**

Depreciation is calculated on a straight line basis over the estimated useful economic life of the asset. The provision made for depreciation is in compliance with Section 11.2.11 of the *Financial Instructions to Executive Agencies*.

Depreciation rate for each category of asset is established as follows:

Building & Construction	5%p.a
Furniture & Fittings	10%p.a.
Office Equipment	10%p.a.
Computers	20%p.a.
Motor Vehicles	20%p.a.

**5. DEBTORS**

The balance due from debtors comprises of:

Accounts Receivable Trade	15,340,401
Staff Receivables	24,293
<b>Total</b>	<b>15,364,694</b>

6. **CASH AND BANK**

General Expenditure 615,026  
Appropriation-In-Aid 4,317,890  
Payroll (298,190)  
Foreign Exchange 320,340  
Petty Cash Imprest: 3,000  
    Hope Campus 2,000  
    Mandeville 5,000  
Total 4,960,066

7. **MIND DEVELOPMENT FUND**

Mind Development fund relates to Foreign Currency Savings account amounting to US\$11,695.12 converted at J\$45 to 1 US\$ amounting to 526,280.00.

8. **CURRENT LIABILITIES**

Payment 50% GOJ Revenue 18,426,789.97  
Payroll Accrual 1,564,655.00  
Trade and other Accruals 1,126,802.00  
Payable Other 3,854,690.00  
Total 24,972,937.00

9. **GOJ EQUITY**

GOJ Equity is comprised of: 8,004,806  
Value of Fixed Assets at April 1, 1999  
Amount spend on Goods and services 961,322  
From the account opened prior to Executive Agency Status 8,966,128

10. **RENT PAYABLE GOJ**

Rent April 1999 - March 2001 4,800,000  
@ \$200,000 per month  
Total

11. **GENERAL RESERVE**

General Reserve represents the accumulation of retained surplus (deficit) of the Agency for the period April 1999 to March 2001.

12. **DONATED ASSET RESERVE**

Donated Asset Reserve comprise of assets donated under the World Bank Programme amounting to 3,834,691.50 and MIND Development Fund US\$ Savings account of 133, 884.83 converted at 42.00J\$ to 1 US\$ amounting to 5,623,162.86.

13. **EMOLUMENTS OVER \$1 MILLION PER ANNUM**

Range (M)	1-1.25	1.25-1.5	1.5-1.75	1.75-2	2-2.25	2.25-2.5	2.5-2.75
No. of Employees	3	3	0	0	0	0	1

# Appendices



**APPENDIX I**



**Management Institute for National Development**

**CLIENT SATISFACTION SURVEY**

**April 2000 – March 2001**

The Marketing Department

TABLE of CONTENTS

CHAPTER		PAGE
I	Introduction	2
	Rationale of Study	
	Aims and objectives	
II	Methodology	4
	Research Design	
	Data Collection	5
	Methodological Difficulties	6
III	Presentation of Findings	8
	Main Findings	
IV	Conclusion	14
	Recommendations	

## 1. INTRODUCTION

### *Rationale of Study*

It is with a heightened commitment to fulfill its mission to provide the highest quality training and consultancy, that The Management Institute for National Development (MIND) commences its third year as an Executive Agency of the Government of Jamaica.

This report seeks to ascertain how successful MIND has been in delivering on that commitment, through an examination of how useful clients perceive its services.

### *Aims and Objectives*

Specifically, the report seeks to determine:

- ❖ The knowledge of the range of courses by MIND
- ❖ The level of satisfaction with MIND's programmed training courses
- ❖ The level of satisfaction with MIND's customized training
- ❖ The relevancy of curriculum content to the trainee's job and their needs outside the classroom
- ❖ Changes in behaviour back on the job, consequent to MIND's training interventions
- ❖ How improvements in organizational performance can be attributed to MIND's training interventions
- ❖ The perceived return on the investment in training with MIND
- ❖ How current practices and procedures may be improved and "best practice" developed
- ❖ What new curriculum ought to be considered for introduction into MIND's current product mix.
- ❖ How the effectiveness of training can be maintained

## 2. METHODOLOGY

### *Research Design*

Research was conducted in two phases and took a largely Qualitative approach, as it was felt that this approach would facilitate a better comprehension of the situation.

#### *Phase One*

This phase entailed the construction of the complete sample population. This information was derived from the Registry, which generated a list of all MIND's clients for the period under investigation.

The entire population was then divided into the following categories:

- a. Government Agencies
- b. Government Ministries
- c. Private Sector Agencies
- d. Training and Vocational Institutions

Having established a list of categories, approximately 10% of each category was used in the completion of the survey.

### *Data Collection*

#### *Phase Two*

In this phase elite interviews were conducted with the Training Officers, Human Resource Development Officers responsible for requesting for their organizations.

### *Definitions Used*

In the completion of the study, the following definitions were used:

1. **client** the person or organization requesting training at MIND and responsible for payment
2. **customer** the person receiving instruction from MIND faculty (on campus or in house)

## *Methodological Difficulties*

During the exercise of my Research Methodological Problems encountered included :

### *Small sample size*

In achieving the objectives and aims of this Study, particularly to develop a comprehensive understanding of how clients felt about the delivery of MIND's services and the impact it made on their organizations, a much larger sample size should have been used in order to account for other factors -other than MIND's training interventions – that could have resulted in an improvement in performance.

### *Inadequate measures*

The researcher believes that work has to be completed on the development of an instrument to adequately and appropriately measure Client Satisfaction in real terms.

### *Biased Sampling*

Due to lack of time and resources, Sampling did not include Clients who subscribed to MIND Mandeville. While telephone conversations were held with such clients, to glean their overall impressions, this group did not benefit from the detailed interview process to which Hope Campus Clients were privileged.

### *Time*

Time Constraints affected my research in two ways:

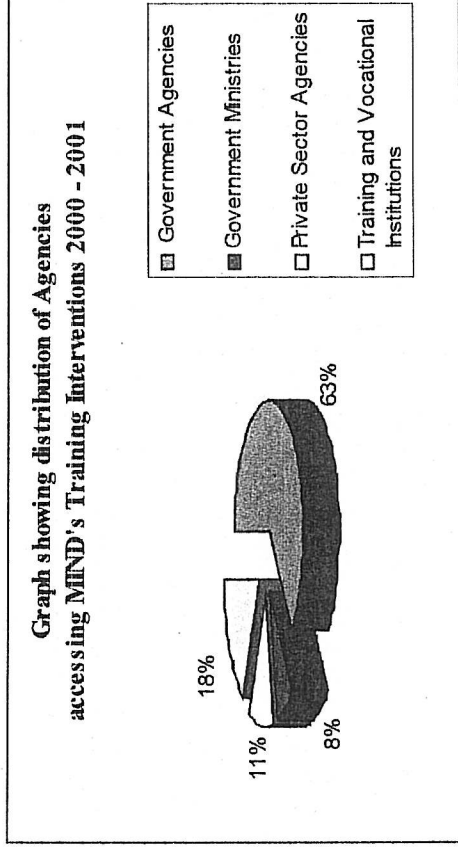
1. Given more time, better relationships with respondents could have been formed, through which more information could have been gleaned from them about their experience of MIND's training intervention and how they have benefit from the experience in real terms.
2. Given more time a more adequate sample size could have been used to enhance the validity and reliability of the results



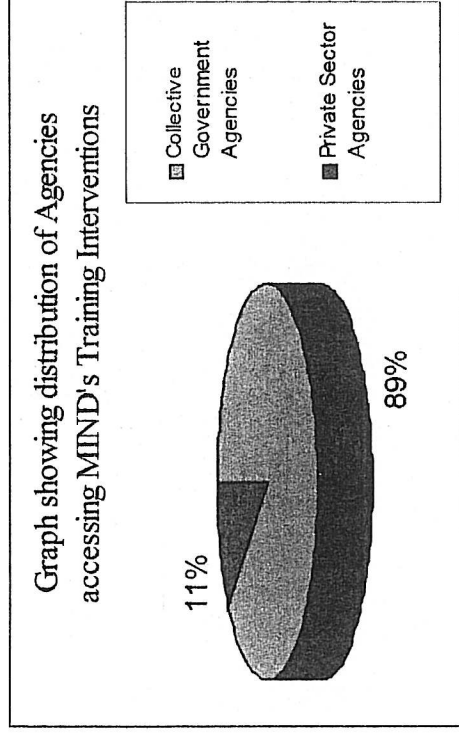
## Main Findings

The data (provided by the Registry) shows the following breakdown of MIND's clients :

a. Government Agencies	106	63.5%
b. Government Ministries	13	7.8%
c. Private Sector Agencies	18	10.8%
d. Training and Vocational Institutions	30	17.9%
<b>TOTAL</b>	<b>167</b>	

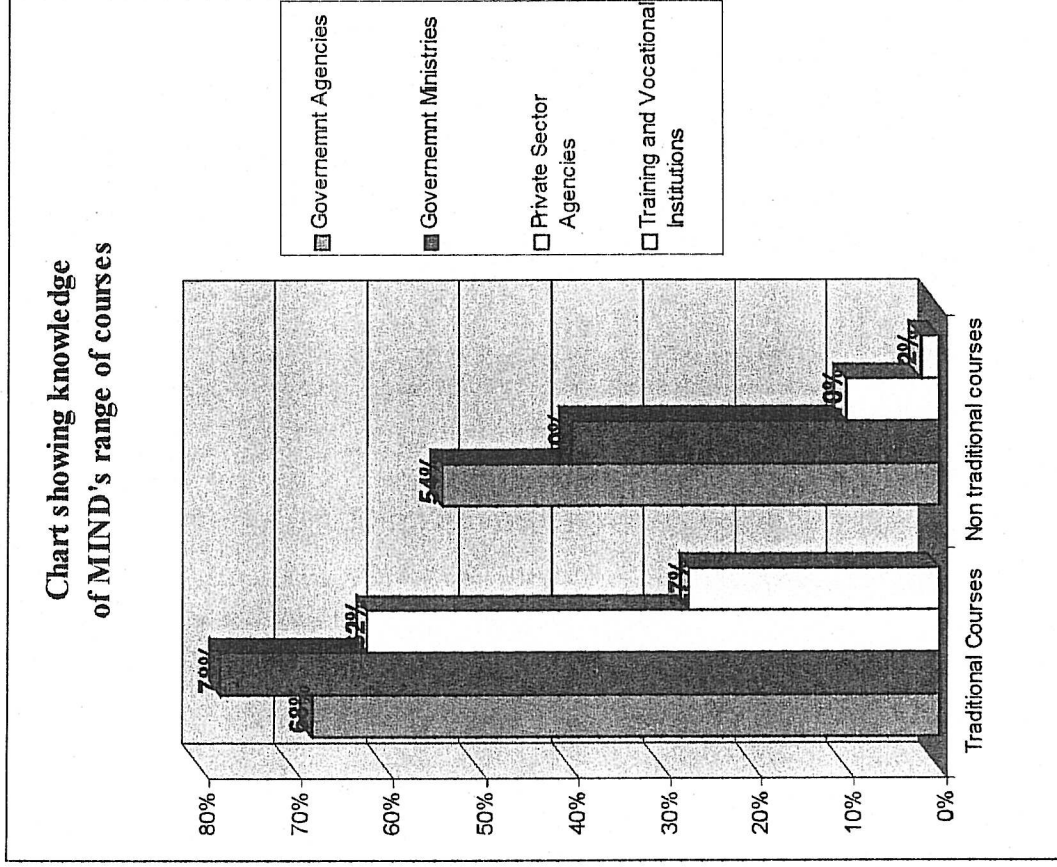


Collectively, government business (Government Agencies, Government Ministries and Training and Vocational Institutions) accounted for 89.2% of all the clients that MIND received during the period.



a. The knowledge of the range of courses by MIND

Some clients (62%) were aware of the range of MIND's courses. Many were more familiar with the traditional courses offered (mainly government agencies – 78%) while a few were not at all aware that MIND offered Customized training as well as Consultancy services. (This percentage was negligible and came mainly from Private sector Agencies)



The level of satisfaction with MIND's programmed training courses

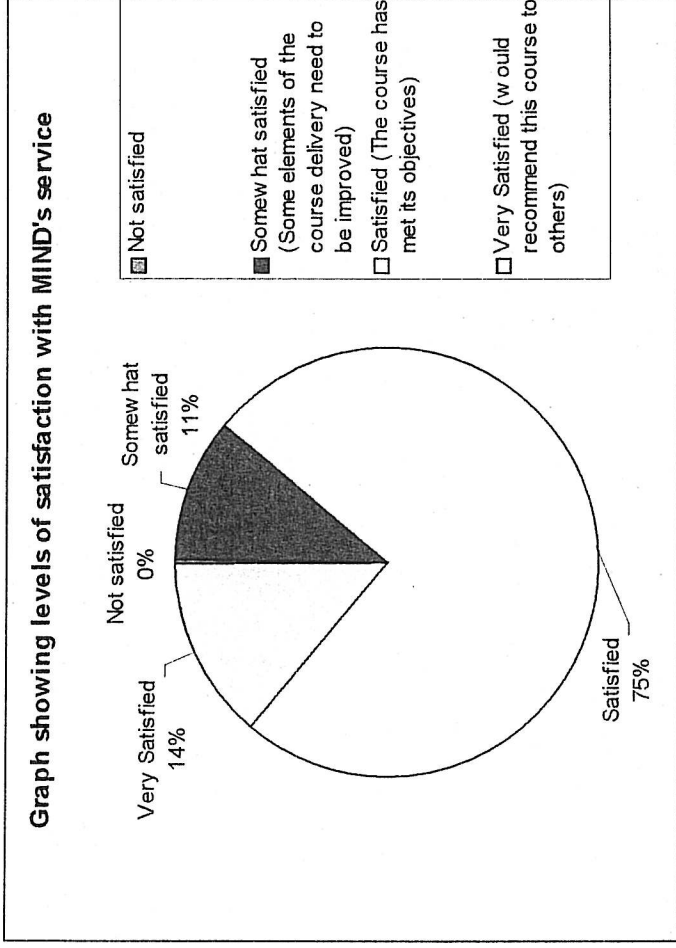
b. The relevancy of curriculum content to the trainee's job and their needs outside the classroom

There were generally high levels of satisfaction with MIND's programmed training courses.

❖ Seventy five percent of the sample agreed that MIND's delivery was satisfactory and that training had met its objectives to build and enhance the requisite skills, knowledge and attitudes for effective job performance.

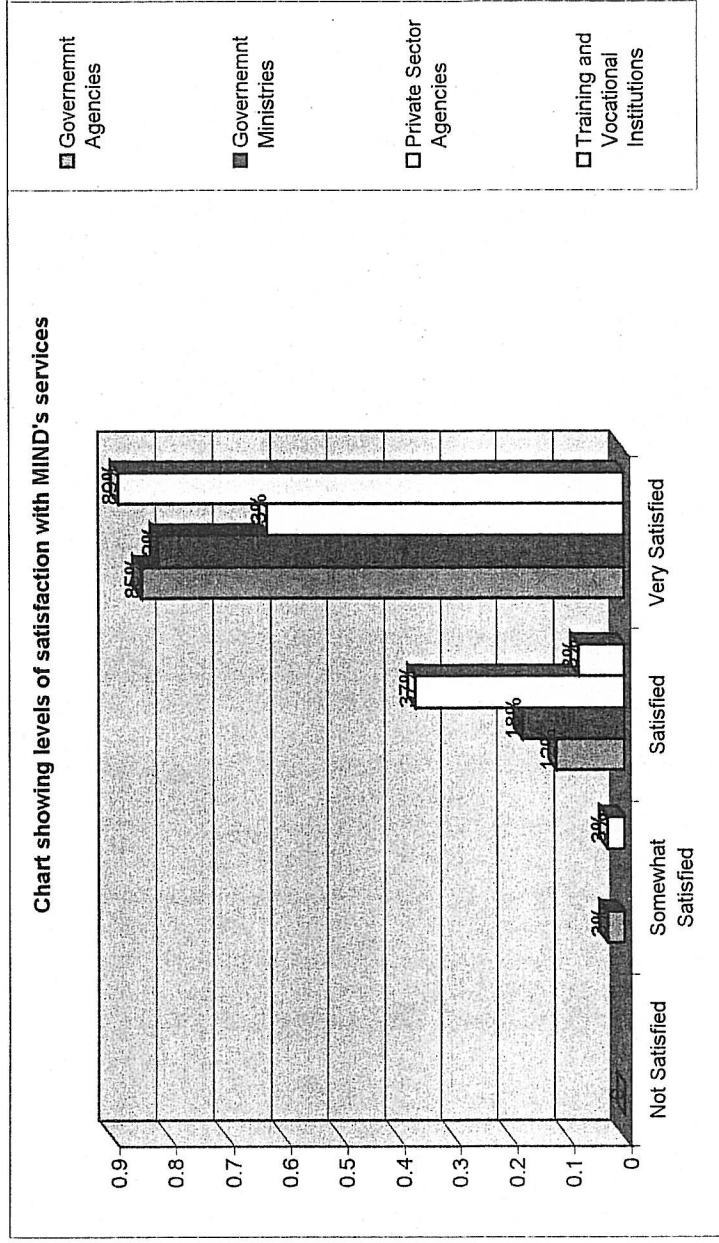
❖ Fourteen percent (14%) of the sample population however, suggested that minor improvements could be made to enhance delivery. These included:

- ✓ More flexible time schedules
- ✓ More contact with graduates on completion of training to assess improvement. (Most managers who raised this issue agreed that this would have to be a collaborative effort between MIND and Client organizations. They also hinted at willingness to make such an effort a reality)
- ✓ More updates on the customer's progress during course delivery
- ✓ Another issue raised was the relevancy and specificity of all the modules presented to the jobs of those being trained. (This type of comment tended to come from the Private sector. In this regard, a more detailed *Needs assessment analysis* could be completed to facilitate Clients and Customers.) With regard to the relevancy of modules Government agencies showed very high rates of satisfaction (97%) with MIND's ability to train to build skills capacity. This was because the majority of courses on which government employees enrolled (under the aegis of their particular Ministry of Agency) are specifically developed for their purposes (e.g. Government Accounting).



**c. The level of satisfaction with MIND's customized training**

Clients were generally satisfied with MIND's customized training.

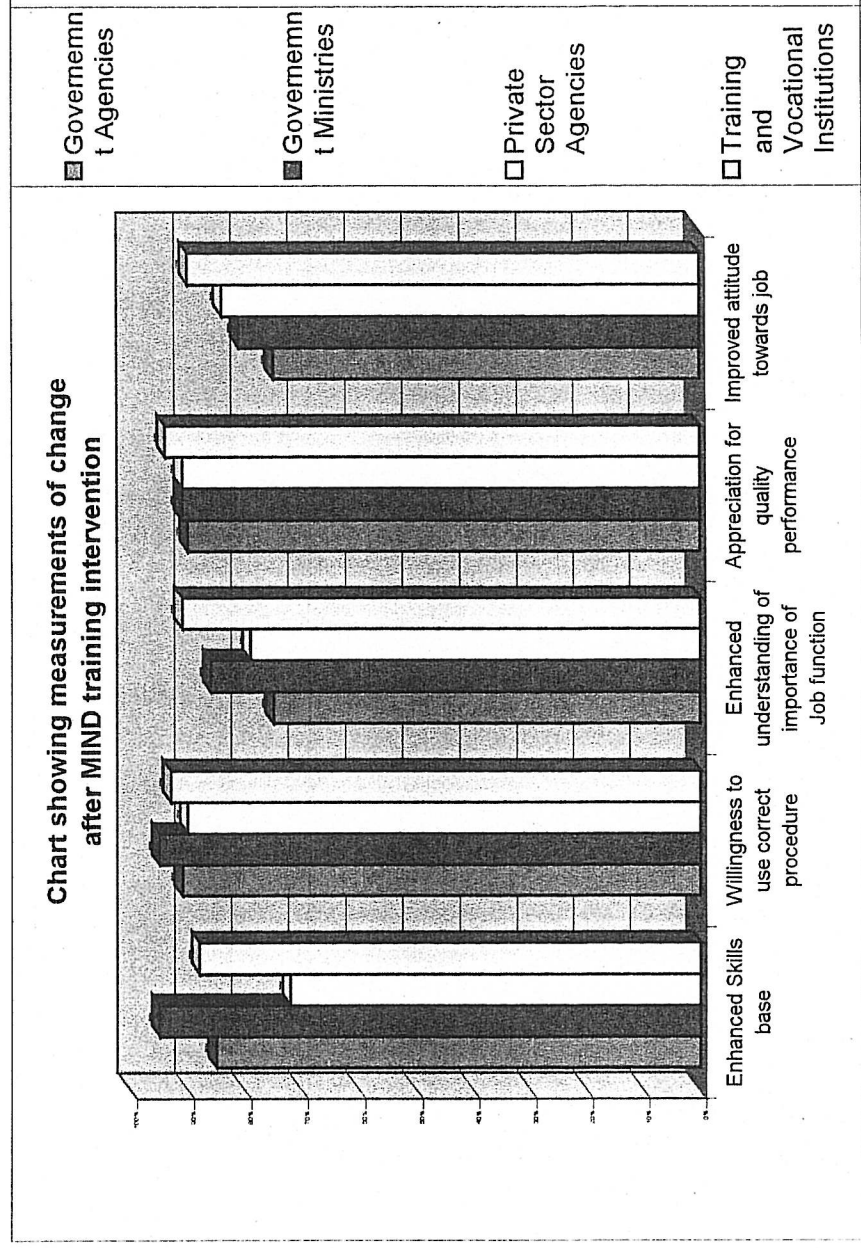


There was however, some concern expressed for the expediency in which this training was handled. Clients complained of sometimes long lag times between initial contact made between MIND representatives and the actual delivery of courses due to scheduling difficulties.

Admittedly, Clients expressed difficulties of their own in scheduling and budgeting for training.

- d. Changes in behaviour back on the job, consequent to MIND's training interventions
- e. How improvements in organizational performance can be attributed to MIND's training interventions
- f. How the effectiveness of training can be maintained

Generally Clients perceived that there was in fact a change in the behaviour of Customers who returned to the job. This however was difficult to measure, as most Clients had no system in place themselves to quantify changes. Changed were then measured by observing behaviours back at work. The researcher is aware that these changes may not be – as one private sector organization pointed out – necessarily indicative of the effect of MIND's work, but could simply reflect changes in an individual's life.



Suggestions were made that regular "follow-up" sessions be arranged to ensure sustained effective transfer of the requisite knowledge, skills and attitudes for optimal performance. Once again the importance of a comprehensive *Needs Assessment Analysis* was stressed, to ensure that Training Intervention was what was required.

**g. The perceived return on the investment in training with MIND**

While almost all clients (92%) felt that there was a substantial return on their investment at MIND (in the improvement of performance) most clients did not have adequate systems in place to actually quantify the return.

**h. How current practices and procedures may be improved and "best practice" developed**

A major complaint of Clients was the late delivery of certification for courses completed as well as a status report of the performance of customers. Both were used in most instances by Clients as a yardstick of (1) How well their trainees were doing and (2) The return on their investments. One Client commented on receiving apology letters in lieu of certificates which, were a long time in coming.

Another concern for some Clients (mainly private sector) was the manner in which Administrative matters (such as the payment and invoicing of fees) were handled. This is significant as while fees were not a deterrent to course subscription, processing fees was.

**i. What new curriculum ought to be considered for introduction into MIND's current product mix.**

Unequivocally, most Clients requested that a greater information technology component be introduced to courses. Also many Clients saw MIND as a source of information on the relevant Software for different Business and Management operations, even in the instance where courses for which the software was used were not offered by MIND.

## *Recommendations*

1. A continuation and upgrading of the **Partnering Process** to facilitate increased confidence in not only MIND's ability to train, but MIND's dedication to ensure effective transfer of learning. This will also facilitate continuous reports of what Clients' needs and wants are and will strategically place MIND in a position to deliver on these needs.
  2. More Research is needed in the way of a comprehensive Needs Identification and Assessment in order to further facilitate Clients who were satisfied with MIND's range of courses to determine what other courses can be designed specifically for government agencies. Also such an exercise will facilitate
  3. A Cost benefit Analysis could be undertaken by MIND's research department in some agencies to ensure that there is in fact a return on the investments of Clients
  4. Improved **Administration** processes to facilitate easy registration inclusive of payment of fees
  5. The inclusion of IT components in course modules traditionally taught without them.  
This particular recommendation is made simply to report on the feelings of Clients, as the researcher is cognizant of MIND's new IT directives.
-

## **Appendix 2**

### **Course Performance History**



**Management Institute for National Development**

Dean's Office

Course Performance History 2000 -2001

<u>Programmed Courses</u>	<u>Dates</u>	<u>Planned</u>		<u>Actual</u>		<u>No. of</u>	<u>No. of</u>
		<u>Course</u>	<u>Hours</u>	<u>Course</u>	<u>Hours</u>		
Certificate in Management Studies - Year 1	September	180	180	180	180	61	43
Certificate in Management Studies - Year 2	September	180	180	180	180	23	23
Certificate in Public Administration - Year 1	September	270	270	270	270	79	84
Certificate in Public Administration - Year 2	September	270	270	270	270	75	75
BSc in Public Administration	September	225	225	225	225	45	65
Remedial Mathematics	September	0	0	45	45	0	32
Remedial Mathematics	January	0	0	45	45	0	16
<b>Total Programmed Courses</b>		<b>1125</b>	<b>1215</b>	<b>1215</b>	<b>1215</b>	<b>283</b>	<b>338</b>
<b>Customised Courses</b>							
Supplies Management	Oct-00	240	0	0	0	10	0
Training of Trainers	Feb-01	180	0	0	0	11	0
<b>Total Customised</b>		<b>420</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>21</b>	<b>0</b>
Consultancy		300	300	300	300	0	47
<b>Grand Total</b>		<b>1845</b>	<b>1515</b>	<b>1515</b>	<b>1515</b>	<b>304</b>	<b>385</b>

**Management Institute for National Development**  
**Division of Management Studies & Organizational Development**  
**Course Performance History 2000-2001**

<u>Programme Courses</u>	<u>Date</u>		<u>Planned</u>		<u>Actual</u>		<u>Actual</u>	
	<u>From</u>	<u>To</u>	<u>Course</u>	<u>Hours</u>	<u>Course</u>	<u>Hours</u>	<u>No. of</u>	<u>No. of</u>
							<u>Trainees</u>	<u>Trainees</u>
Project Design (Logical Framework System)	Apr-00	05/09/00	30	30	18	18	16	
Fundamentals of Management (10)- Mod # 1	Apr-00	05/10/00	18	18	14	14	11	
Writing skills for Managers	Apr-00	28/04/00	18	18	14	14	7	
Project Design -Demand Analysis	May-00	06/06/00	30	30	18	18	7	
Effective Customer Service	May-00	06/01/00	36	0	14	14	0	
Effective Public Speaking	May-00	06/10/00	30	0	14	14	0	
Fundamentals of Management (10) - Mod # 2	May-00	31/05/00	18	18	14	14	10	
Supervisory Management Course	May-00	20/07/00	90	90	18	18	28	
Supervisory Management Course	May-00	19/05/00	90	0	18	18	0	
Project Design- Cost Benefit Analysis	Jun-00	20/7/00	60	60	18	18	6	
Effective Customer Service	Jun-00		0	36	0	16		
Inspiring Productivity	Jun-00	28/6/00	12	0	14	14	0	
Investigative Interviewing	Jun-00	22/6/00	12	12	14	14	23	
Training Impact Evaluation	Jun-00	22/6/00	12	0	11	11	0	
Understanding the Policy Process	Jun-00	29/6/00	18	18	14	14	11	
Fundamentals of Management (10) - Mod # 3	Jun-00	21/6/00	18	0	14	14	0	
Training Needs Analysis	Jun-00	24/11/00	30	30	11	11	6	
Advan. Public Speaking & Speech Writing	Jul-00	28/7/00	30	0	14	14	0	
Supervisory Management Course	Jul-00	08/04/00	90	90	18	18	19	
Fundamentals of Management (10)- Mod # 4	Jul-00	19/7/00	18	18	14	14	7	
Matters of Protocol	Jul-00	07/12/00	12	12	14	14	5	
Effective Counselling Skills	Jul-01	21/7/00	24	24	18	18	21	
Fundamentals of Management (10)- Mod # 5	Aug-00	13/9/00	18	18	14	14	9	
Cabinet Submissions	Aug-00	19/4/00	18	18	14	14	14	

**Management Institute for National Development**  
**Division of Management Studies & Organizational Development**  
**Course Performance History 2000-2001**

Programme Courses	Date		Planned		Actual		Actual No. of Trainees
	From	To	Course Hours	Hours	Course Hours	Hours	
Management & Organ. Structure of Projects	Sep-00	10/03/00	30	30	18	18	13
Fundamentals of Management (10) - Mod #6	Sep-00	10/11/00	18	18	14	14	5
General Management Course	Sep-00	06/07/01	360	360	18	18	26
Human Resource Management	Sep-00	06/05/01	360	0	18	18	0
Policy Formulation and Analysis	Sep-00	20/10/00	18	0	13	13	0
Project Design - Project Funding & Budgeting	Oct-00	24/10/00	18	18	18	18	19
Advanced Report Writing & Presentation	Oct-00	24/11/00	60	60	14	14	4
Fundamentals of Management (10) - Mod # 7	Oct-00	11/08/00	18	18	14	14	4
Mediation Skills	Oct-00	18/10/00	12	0	14	14	0
Project Preparation & Appraisal	Oct-00	12/06/00	90	0	14	14	0
Production Planning and Control	Oct-00	20/10/00	30	30	14	14	8
Supervisory Management Course	Oct-00	23/11/00	90	90	18	18	27
Cabinet Submissions - Policy Formulation	Nov-00		0	18	0	0	10
Effective Public Speaking	Nov-00		0	30	0	0	7
Fundamentals of Management (10)	Nov-00		0	18	0	0	4
Fundamentals of Management (10) - Mod # 8	Nov-00	12/06/00	18	18	14	14	3
Inspiring Productivity	Nov-00	23/11/00	12	12	14	14	3
Writing skills for Managers	Nov-00	24/11/00	18	18	14	14	7
Project Manag. & Implement.	Nov-00	24/5/00	90	0	14	14	0
Implementation Planning	Nov-00	12/07/00	60	60	18	18	15
Writing skills for Managers	Nov-00	23/12/00	18	18	14	14	10
Mediation Skills	Dec-00		0	12	0	0	17
Training Impact Evaluation	Dec-00	00/03/01	0	12	0	0	4
Fundamentals of Management (10) - Mod # 9	Jan-01	31/1/01	18	18	14	14	24
Human Resource Management	Jan-01		0	360	0	0	11
Human Resource Planning	Jan-01	00/01/01	0	18	0	0	11
Mediation Skills	Jan-01	31/1/01	12	0	14	14	0
Training of Trainers	Jan-01	04/06/01	180	0	14	14	0
Negotiation , Contracting & Procurement	Jan-01	30/1/01	30	30	18	18	17

**Management Institute for National Development**  
**Division of Management Studies & Organizational Development**  
**Course Performance History 2000-2001**

Programme Courses	Date		Planned Course Hours		Actual Course Hours		Planned No. of Trainees		Actual No. of Trainees	
	From	To	Hours	Hours	Hours	Hours	No. of Trainees	No. of Trainees	No. of Trainees	No. of Trainees
Effective Customer Service	Feb-01	03/09/01	36	36	36	36	14	14	7	7
Everyday Economics for Management	Feb-01	27/03/01	30	0	0	0	14	14	0	0
Fundamentals of Management (10) - Mod # 10	Feb-01	28/2/01	18	18	18	18	14	14	8	8
Matters of Protocol	Feb-01	14/2/01	12	0	0	0	14	14	0	0
Mediation Skills	Feb-01		0	12	12	12	0	0	6	6
Training Needs Analysis	Feb-01		0	30	30	30	0	0	11	11
Effective Public Speaking	Feb-01	03/02/01	30	0	0	0	14	14	0	0
Project Evaluation & Appraisal	Feb-01	02/20/01	18	18	18	18	18	18	25	25
Human Resource Planning	Feb-01	23/2/01	18	0	0	0	14	14	0	0
Project Based Skills for Management	Feb-01	23/03/01	30	30	30	30	14	14	4	4
Supervisory Management Course	Feb-01	03/02/01	90	90	90	90	18	18	17	17
Writing skills for Managers	Feb-01	2/23/01	18	18	18	18	14	14	3	3
Advan. Public Speaking & Speech Writing	Mar-01	03/30/01	30	0	0	0	14	14	0	0
Fundamentals of Management (10)- Mod #1	Mar-01	04/11/01	18	18	18	18	14	14	10	10
Marketing Skills for Management	Mar-01	04/19/01	30	30	30	30	14	14	19	19
Training Impact Evaluation	Mar-01	00/03/01	0	10	10	10	0	0	12	12
Training of Trainers	Mar-01		0	180	180	180	0	0	10	10
Fundamentals of Management (10) - Mod # 2	Mar-01	03/21/01	18	18	18	18	14	14	3	3
Policy Skills for Management	Mar-01	02/12/01	18	18	18	18	11	11	9	9
Cabinet Submissions	Mar-01	16/3/01	18	0	0	0	14	14	0	0
<b>Total Programme</b>			<b>2724</b>	<b>2332</b>	<b>2332</b>	<b>2332</b>	<b>911</b>	<b>911</b>	<b>609</b>	<b>609</b>

**Management Institute for National Development**  
**Division of Management Studies & Organizational Development**  
**Course Performance History 2000-2001**

Customised Courses	Clients	Month	Planned	Actual	Planned	Actual
			Course Hours	Course Hours		No. of Trainees
Interpersonal Relations	Jamaica Public Service	Apr-00	15	16	10	10
Interpersonal Relations			60	0	42	0
Cabinet Submission	Min. of Finance & Planning	May-00	0	9	0	14
Training of Trainers			180	0	63	0
Training Needs Analysis			90	0	32	0
Stress Management	Heart Trust NTA	May-00	12	5	11	25
Performance Management	Transport Authority	May-00	12	39	11	31
Performance Management			72	0	63	0
Comm. Effectively through Writing			180	0	105	0
Supervisory Management	Bureau of Standards	May-00	30	36	11	25
Negotiating Skills			96	0	84	0
Graduate Induction			150	0	53	0
Performance Appraisal			60	0	53	0
Managing Organisational Change			72	0	63	0
Planning for Retirement			144	0	126	0
Interviewing Techniques for Mgrs			72	0	63	0
Conducting Effective Meetings			60	0	53	0
Matters of Protocol			48	0	42	0
Business Facilitation	Min. of Industry Commerce & Technology	Jun-00	0	30	0	25
Team Building	Merl Grove High School	Jun-00	12	3	11	25
Team Building			72	0	63	0
Business Facilitation	Min. of Industry Commerce & Technology	Jul-00	0	30	0	22
Business Facilitation	Min. of Industry Commerce & Technology	Aug-00	0	30	0	16
Effective Presentation Skill	Min. of Labour & S. Security	Aug-00	12	2	0	18
Effective Presentation Skill			24	0	32	0
Supervisory Management	Cross - section	Aug-00	30	3	11	20
Coaching & Mentoring Staff			48	0	42	0
Interviewing Skills for Special Inv.			48	0	42	0
Managing the People Problems			36	0	32	0
The Job of the Supervisor	Ministry of Lab. & Social Sec.	Aug-00	0	3	0	18
Business Facilitation	Min. of Industry Commerce & Technology	Sep-00	0	30	0	25
Process Mgmt & Improvement			48	0	42	0
High Impact Leadership			72	0	42	0
Planning Your Professional Dev.			24	0	11	0
Contemporary Approaches to Managing People			0	3	0	14
Effective Customer Relations	Institute of Jamaica Overseas Examination Office	Oct-00	36	17	11	18
Business Facilitation	Min. of Industry Commerce & Technology	Nov-00	0	30	0	36
Business Facilitation	Min. of Industry Commerce & Technology	Jan-01	0	30	0	28
Report Writing & Time Mgmt	OPM		0	20	0	18
Cutting the Bureaucratic Tape	Min. of Industry Commerce & Technology	Jan-01	0	30	0	24
Effective Customer Relations	May Pen Hospital	Jan-01	36	24	11	21
Report Writing & Stress Mgmt	Jamaica Public Service	Jan-01	0	30	0	18
Supervisory Management	Institute of Jamaica	Jan-01	30	6	11	25
Ministry Papers and Total Quality Mgmt			0	5	0	24
Supervisory Management	Min. of Finance & Planning	Jan-01	30	6	11	24
Cutting the Bureaucratic Tape	Institute of Jamaica	Feb-01	0	30	0	25
Time Management	National Heritage Trust	Feb-01	12	4	11	13
Time Management			108	0	95	0
Supervisory Management	Urban Dev. Corp.	Feb-01	30	36	11	23
Supervisory Management			60	0	21	0
Effective Customer Service	National Gallery of Ja.	Mar-01	36	10	11	16
Effective Customer Service	Petcom	Mar-01	36	12	11	24
Effective Customer Service - SDA	Seventh Day Adventist	Mar-01	36	12	11	10
Effective Customer Service			180	0	53	0
Improving Service Delivery	RADA	Mar-01	0	20	0	18
Stress Management	Heart Trust NTA	Mar-01	12	5	11	25
Stress Management			48	0	42	0
Business Facilitation	Min. of Industry Commerce & Technology	Mar-01	0	30	0	23
GMC (Upgrading)			0	24	0	20
<b>Total</b>			<b>2469</b>	<b>618</b>	<b>1522</b>	<b>721</b>

**MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT**  
**Division of Finance & Accounts**  
**Course Performance History 2000-2001**

Programmed Courses	Date		Planned Course Hours	Actual Course Hours	Planned No. of Trainees	Actual No. of Trainees
	From	To				
Gov't Acc 1 Module 5	10-Apr-00	17-04-00	36	0	10	0
Voucher Preparation	10-Apr-00	12-04-00	18	0	14	0
Gov't Acc 1 Module 2	17-Apr-00	24-04-00	36	36	14	14
FMIS Management	18-Apr-00	05-10-00	160	0	11	0
Gov't Acc 1 Module 3	24-Apr-00	01-05-00	36	36	14	26
Gov't Acc 1 Module 5	01-May-00	08-05-00	36	0	10	0
Introduction to Supplies Mgmt.	02-May-00	04-05-00	18	0	14	0
Gov't Acc 1 Module 1	08-May-00	15-05-00	36	36	14	28
Gov't Acc 1 Module 4	15-May-00	22-05-00	36	36	14	29
Intro to Computing	16-May-00	22/06/00	30	0	13	0
Gov't Acc 2 Module 5	22-May-00	29/05/00	36	0	10	0
Gov't Acc 2 Module 1	05-Jun-00	12-06-00	36	36	14	10
IT Skills for Managers Theory	06-Jun-00	27/07/00	36	36	14	13
Voucher Preparation	06-Jun-00	08-06-00	18	18	14	11
Audit Techniques 2	12-Jun-00	19/06/00	30	30	14	16
Gov't Acc 1 Module 5	12-Jun-00	19-06-00	36	36	10	10
Gov't Acc 1 Module 3	26-Jun-00	03-07-00	36	36	14	29
Corporate Strategic Planning	28-Jun-00	30/06/00	30	0	14	0
Basic Auditing Techniques	03-Jul-00	21/07/00	60	60	14	7
Gov't Acc 1 Module 2	03-Jul-00	10-07-00	36	36	14	23
Gov't Acc 1 Module 5	03-Jul-00	10-07-00	36	36	10	14
Managing the Accounts Dept	03-Jul-00	28/07/00	120	120	14	4
Records Mgmt	17-Jul-00	19/07/00	18	18	18	18
Corporate Strategic Planning	20-Jul-00	22/02/01	30	0	14	0
Gov't Acc 2 Module 5	24-Jul-00	31/07/00	36	0	10	0
Introduction to Supplies Mgmt.	26-Jul-00	28/07/00	18	0	14	0
Gov't Acc 1 Module 3	01-Aug-00		0	36	0	20
Intro to the Ja. Tax System	07-Aug-00	18/08/00	30	0	14	0
Gov't Acc 2 Module 1	08-Aug-00	15-08-00	36	36	14	10
Corporate Strategic Planning	09-Aug-00	11-08-00	30	30	14	6
Gov't Acc 1 Module 5	14-Aug-00	21-08-00	36	36	10	13
Gov't Acc 1 Module 3	21-Aug-00	28-08-00	36	36	14	14
Programme Budgeting	21-Aug-00	25/08/00	18	0	14	0
Associate Degree in Accounting Yr.1	04-Aug-01	30-06-01	80	80	18	22
Associate Degree in Accounting Yr.2	04-Aug-00	30-06-00	80	80	18	22
Gov't Acc 1 Module 5	04-Sep-00	11-09-00	36	36	10	12
IT Skills for Managers Practice	05-Sep-00	26/10/00	36	0	14	0
Gov't Acc 1 Module 1	11-Sep-00	18-09-00	36	36	14	25
Programme Budgeting	11-Sep-00	15/09/00	18	0	14	0
Supplies Mgmt 1	11-Sep-00	06-10-00	90	90	14	10
Gov't Acc 1 Module 4	18-Sep-00	25-09-00	36	36	14	39
Gov't Acc 2 Module 2	18-Sep-00	25-09-00	36	0	14	0
Gov't Acc 2 Module 5	18-Sep-00	25/09/00	36	0	10	0
Associate Degree in Accounting Yr.1	11-Sep-00	15/12/00	80	0	18	0
Associate Degree in Accounting Yr.2	11-Sep-00	15/12/00	80	0	18	0

MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT									
Division of Finance & Accounts									
Course Performance History 2000-2001									
Programmed Courses	Date		Planned Course Hours	Actual Course Hours	Planned No. of Trainees	Actual No. of Trainees			
	From	To							
Gov't Acc 1 Module 1	01-Oct-00		0	36	0	0	13		
Gov't Acc 1 Module 2	02-Oct-00	09-10-00	36	36	14	14	16		
Voucher Preparation	02-Oct-00	04-10-00	18	18	14	14	8		
Intro to Computing	03-Oct-00	15/12/00	30	30	30	13	15		
AAAT Foundation	05-Oct-00	30/05/01	300	300	35	35	39		
AAAT Intermediate	05-Oct-00	30/05/01	300	300	32	27	27		
AAAT Technician	05-Oct-00	30/05/01	300	300	28	24	24		
Gov't Acc 1 Module 3	09-Oct-00	17-10-00	36	36	14	14	23		
Gov't Acc 1 Module 5	09-Oct-00	17-10-00	36	36	10	10	5		
Protecting Corporate Assets	09-Oct-00	19/10/00	30	0	14	0	0		
FMIS Management	18-Oct-00	28/03/01	160	160	11	11	17		
Gov't Acc 1 Module 5	23-Oct-00	30-10-00	36	36	10	11	11		
Supplies Mgmt 2	23-Oct-00	24/11/00	150	150	13	8	8		
IT Skills for Managers Theory	31-Oct-00	19/12/00	36	0	14	0	0		
FMIS Management	01-Nov-00		0	160	0	17	17		
Gov't Acc 1 Module 5	01-Nov-00		0	36	0	11	11		
FM for Public & Pvt Sector Mgrs	06-Nov-00	10-11-00	30	0	14	0	0		
Gov't Acc 1 Module 5	06-Nov-00	13-11-00	36	36	10	11	11		
Audit Techniques 2	13-Nov-00	20/11/00	30	30	14	21	21		
Gov't Acc 2 Module 2	13-Nov-00	20-11-00	36	36	14	13	13		
Gov't Acc 1 Module 1	27-Nov-00	12-02-00	36	36	14	25	25		
Gov't Acc 1 Module 3	04-Dec-00	11-12-00	36	36	14	18	18		
Gov't Acc 1 Module 5	04-Dec-00	11-12-00	36	36	10	7	7		
Gov't Acc 1 Module 4	06-Dec-00	13-12-00	36	36	14	26	26		
Gov't Acc 2 Module 1	11-Dec-00	18-12-00	36	0	14	0	0		
Records Mgmt	13-Dec-00	15/12/00	18	18	18	11	11		
Gov't Acc 2 Module 5	20-Dec-00	27/12/00	36	0	10	0	0		
Gov't Acc 1 Module 5	01-Jan-01		0	36	0	6	6		
Associate Degree in Accounting Yr. 1	08-Jan-01	31/03/00	80	80	18	32	32		
Associate Degree in Accounting Yr. 2	08-Jan-01	31/03/00	80	0	18	0	0		
Gov't Acc 1 Module 5	08-Jan-01	15-01-01	36	36	10	3	3		
Intro to the Ja. Tax System	08-Jan-01	22/01/01	30	0	14	0	0		
IT Skills for Managers Practice	16-Jan-01	08-03-01	36	36	14	7	7		
Gov't Acc 1 Module 2	22-Jan-01	29-01-01	36	36	14	37	37		
Gov't Acc 2 Module 5	22-Jan-01	29/01/01	36	0	10	0	0		
Gov't Acc 2 Module 1	29-Jan-01	05-02-01	36	36	14	19	19		
Gov't Acc 2 Module 3	08-Jan-01	15-01-01	36	0	14	0	0		
Intro to Computing	09-Jan-01	15/02/00	30	0	13	0	0		
Supplies Mgmt 3	15-Jan-01	09-02-01	120	120	11	8	8		
Associate Degree in Accounting Year 2	01-Feb-01		0	122	0	45	45		
Intro to the Ja. Tax System	01-Feb-01		0	30	0	2	2		
Gov't Acc 1 Module 1	05-Feb-01	12-02-01	36	36	14	26	26		
Protecting Corporate Assets	12-Feb-01	16/02/01	30	30	14	6	6		
Gov't Acc 1 Module 5	19-Feb-01	26-02-01	36	36	10	6	6		
Gov't Acc 2 Module 3	19-Feb-01	26-02-01	36	36	14	7	7		
Voucher Preparation	20-Feb-01	22/02/01	18	18	14	5	5		
Gov't Acc 1 Module 3	26-Feb-01	05-03-01	36	36	14	23	23		
Gov't Acc 1 Module 5	05-Feb-01	12-02-01	36	36	10	6	6		

MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT									
Division of Finance & Accounts									
Course Performance History 2000-2001									
Programmed Courses	Date		Planned Course Hours	Actual Course Hours	Planned No. of Trainees	Actual No. of Trainees			
	From	To							
Gov't Acc 1 Module 5	01-Mar-01		0	36	0	7			
Intro to the Ja. Tax System	01-Mar-01		0	30	0	4			
Basic Auditing Techniques	05-Mar-01	16/03/01	60	60	14	13			
Gov't Acc 1 Module 4	05-Mar-01	12-03-01	36	36	14	38			
Gov't Acc 1 Module 5	05-Mar-01	12-03-01	36	36	10	4			
FM for Public & Pvt Sector Mgrs	12-Mar-01	16/03/01	30	30	14	6			
Corporate Strategic Planning	19-Mar-01	21/03/01	30	30	14	3			
Gov't Acc 2 Module 5	19-Mar-01	26/03/01	36	0	10	0			
Gov't Acc 2 Module 4	26-Mar-01	02-04-01	36	0	14	0			
<i>Total</i>			4766	4054	1,282	1187			



**MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT**

**Division of Finance & Accounts**

**Course Performance History 2000-2001**

Customised Courses	Client	Planned Course Hours		Actual Course hours	Planned # of Trainees	Actual # of Trainees	Notes
		Dates					
FM for Principal & V P		60		60	0	21	0
FM for Principal & V P	Ministry of Education & Culture	60		60	60	21	26
Bursar's Course Module 2		30		30	0	21	0
Bursar's Course Module 3		30		30	0	21	0
Activity Based Costing	Ministry of Education & Culture	18		18	0	7	0
Computer Applications for the Modern Office	Cross Section	0		33	0	0	14
FM for Principal & V P		60		60	60	21	79
Intro to Computing		30		30	0	13	0
Computer Applications for the Modern Office	Cross Section	0		36	0	0	11
Computer Applications for the Modern Office	Cross Section	0		36	0	0	4
FM for Principal & V P		60		60	0	21	0
Corporate Strategic Planning	Ministry of Finance & Planning	0		18	0	0	24
Bursar's Course Module 1	Ministry of Education & Culture	30		30	30	21	56
Cash Book Management MoE&C		10		10	0	35	0
FM for Principal & V P		60		60	0	21	0
HRMIS Courses		0		0	0	0	0
Bursar's Course Module 2		30		30	0	21	0
Bursar's Course Module 1	Ministry of Education & Culture	30		30	30	21	49
FM for Principal & V P		60		60	0	21	0
IT Skills for Managers Practice		36		36	0	14	0
IT Skills for Managers Theory		36		36	0	14	0
Computer Applications for the Modern Office	Cross Section	0		36	0	0	14
FM for Principal & V P		60		60	0	21	0
Public Health Management		20		20	0	14	0

MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT									
Division of Finance & Accounts									
Course Performance History 2000-2001									
Customised Courses	Client	Planned Course Hours		Actual Course hours	Planned # of Trainees	Actual # of Trainees	Notes	Dates	
Activity Based Costing		18	0	0	7	0		Nov. 00	
FM for Principal & V P		60	0	0	21	0		Nov. 00	
Intro to Computing		30	0	0	13	0		Nov. 00	
Bursar's Course Module 1		30	0	0	21	0		27-Nov-00	
HRMIS Courses		0	0	0	0	0		Jan. 01	
Strategy Implementation	Jamaica Constabulary Staff College	0	3	0	0	15		29-Jan-01	
Tax Audit and Revenue Admin	Tax Administration Services Department	150	150	150	18	25		1-Feb-01	
Public Health Management		20	0	0	14	0		Feb. 01	
Intro to Computing		30	0	0	13	0		1-Mar-01	
IT Skills for Managers Practice		36	0	0	14	0		1-Mar-01	
IT Skills for Managers Theory		36	0	0	14	0		1-Mar-01	
Bursar's Course Module 3		30	0	0	21	0		26-Mar-01	
<b>Total Course Hours</b>		<b>1100</b>	<b>492</b>	<b>504</b>	<b>317</b>				

**Management Institute for National Development**

MIND Mandeville

**Course Performance History 2000 -2001**

<u>Programmed Courses</u>	<u>Dates From</u>	<u>Planned Course Hours</u>	<u>Actual Course Hours</u>	<u>Planned No. of Trainees</u>	<u>Actual No. of Trainees</u>
Counselling Techniques	Apr-00	18	0	18	0
Internet Access and Use, Networking	Apr-00	24	0	10	0
- Corel 8, PowerPoint, Wordperfect	Apr-00	24	24	10	8
Salary & Payroll	Apr-00	18	18	14	4
Fundamentals of School Management	May-00	144	0	18	0
Supervisory Management	May-00	90	0	21	0
Public Speaking II - Advanced	May-00	36	36	18	6
Internet Access and Use, Networking	May-00	24	0	10	0
Fundamentals of Mgmt - Ten Module 1	Jun-00	18	0	14	0
Managing the Reception Area	Jun-00	12	12	14	8
Cash Book & Bank Reconciliation	Jun-00	18	0	14	0
Essential Comm. Skills for the Successful Org.	Jul-00	45	0	18	0
Fundamentals of Mgmt - Ten Module 2	Jul-00	18	18	14	4
Internet Access and Use, Networking	Jul-00	24	0	10	0
Minutes Writing	Jul-00	12	12	14	7
Certificate in Administrative Management - I	Jul-00	150	150	18	17
Fundamentals of Mgmt - Ten Module 3	Aug-00	18	18	14	3
Hospitality Management	Aug-00	60	0	18	0
- Microsoft Word, PowerPoint, Excel	Aug-00	24	24	10	18
Certificate in Administrative Management - II	Sep-00	150	150	18	5
Certificate in Management Studies (CMS)	Sep-00	260	260	14	15
Certificate in Public Administration (CPA)	Sep-00	300	300	21	21
Fundamentals of Mgmt - Ten Module 4	Sep-00	18	18	14	4
Supervisory Management	Sep-00	90	90	21	10
<b>Mind Extension</b>					
Accounts	Sep-00	68	68	24	35
Economics	Sep-00	68	68	18	25
English	Sep-00	68	68	24	35
Human and Social Biology	Sep-00	68	68	18	25
Mathematics	Sep-00	68	68	24	35
- Microsoft Access, Excel, Dbase	Sep-00	24	24	10	8
Association of Accounting Technicians I (AAT)	Oct-00	300	300	21	35
Conducting Effective Meetings	Oct-00	18	0	18	0
Fundamentals of Mgmt - Ten Module 5	Oct-00	18	18	14	4
Protocol and Business Etiquette	Oct-00	18	18	18	12
Public Speaking II - Advanced	Oct-00	36	0	18	0
- Microsoft Word, PowerPoint, Excel	Oct-00	24	0	10	0
Personal Effectiveness	Oct-00	30	0	18	0
- Microsoft Word, PowerPoint, Excel	Oct-00	24	0	10	0
Corel 8, PowerPoint, Wordperfect	Oct-00	24	0	10	0
<b>Non-Management</b>					

**MIND Mandeville**  
**Course Performance History 2000 -2001**

Programmed Courses	Dates From	Planned Course Hours	Actual Course Hours	Planned No. of Trainees	Actual No. of Trainees
Ancillary Workers	Nov-00	18	0	18	0
Business Travel Workshop	Nov-00	12	0	14	0
Fundamentals of Mgmt - Ten Module 6	Nov-00	18	18	14	3
- Microsoft Access, Excel, Dbase	Nov-00	24	24	10	6
- Microsoft Access, Excel, Dbase	Nov-00	24	24	10	10
Certified Professional Secretary (CPS)	Nov-00	200	200	14	31
IT Skills - Managers - Practical	Nov-00	21	0	10	0
Govt Acct. Level 1 Module 1	Nov-00	36	0	14	0
Internet Access and Use, Networking	Nov-00	24	0	10	0
Association of Accounting Technicians II (AAT)	Dec-00	300	0	21	0
Fundamentals of Mgmt - Ten Module 7	Dec-00	18	0	4	0
- Corel 8, PowerPoint, Wordperfect	Dec-00	24	24	10	10
Public Speaking I & Presentation Skills	Dec-00	36	0	18	0
- Corel 8, PowerPoint, Wordperfect	Dec-00	24	0	10	0
Preparing Business Correspondence	Dec-00	6	0	14	0
Filing System	Dec-00	18	0	14	0
Certificate in Administrative Management - I	Jan-01	150	150	18	8
Certificate in Administrative Management - II	Jan-01	150	150	18	10
Fundamentals of Mgmt - Ten Module 8	Jan-01	18	18	14	3
Office Codes and Ethics	Jan-01	12	0	14	0
Protocol and Business Etiquette	Jan-01	18	0	18	0
Public Speaking I & Presentation Skills	Jan-01	36	36	18	6
Conducting Effective Meetings	Feb-01	18	0	18	0
Customer Service	Feb-01	30	0	18	0
Fundamentals of Mgmt - Ten Module 9	Feb-01	18	0	14	0
Microsoft Word, PowerPoint, Excel	Feb-01	24	24	10	8
Counselling Techniques	Mar-01	18	0	18	0
Fundamentals of Mgmt - Ten Module 10	Mar-01	18	18	14	0
Effective Telephone Techniques	Mar-01	18	0	14	0
Human Resource Management	Mar-01	360	0	21	10
Microsoft Access, Excel, Dbase	Mar-01	24	0	10	0
Human Resource Management	Mar-01	360	0	21	10
Microsoft Access, Excel, Dbase	Mar-01	24	0	10	0
<b>Grand Total</b>		<b>4166</b>	<b>2516</b>	<b>1059</b>	<b>459</b>
Non-Management					

**Management Institute for National Development**  
**MIND Mandeville**

**Course Performance History 2000 -2001**

<u>Customised Courses</u>	<u>Client</u>	<u>Planned</u>		<u>Actual</u>		<u>Planned</u>		<u>Actual</u>	
		<u>Course</u>	<u>Hours</u>	<u>Course</u>	<u>Hours</u>	<u>No. of</u>	<u>Trainees</u>	<u>No. of</u>	<u>Trainees</u>
Communicating Effectively Through Writing			18	0	0	10	0	0	0
Effective Team Building			18	0	0	10	0	0	0
Effective Customer Service X 1	Southern Regional Health Auth.		96	6	6	10	10	35	35
Group Dynamics and Leadership			12	0	0	10	0	0	0
In-Service Staff Development .	Belair High School		6	6	6	21	40	40	40
In-Service Staff Development .	Rose Hall All Age School		6	3	3	21	12	12	12
In-Service Staff Development 2X3hrs.			6	0	0	21	0	0	0
In-Service Staff Development 2X3hrs.			6	0	0	21	0	0	0
Interpersonal Skills- in the Workplace			18	0	0	10	0	0	0
Keys to Success 3X6hrs.			45	0	0	31	0	0	0
Keys to Success 3X6hrs.			45	0	0	31	0	0	0
Keys to Success 3X6hrs.			45	0	0	31	0	0	0
Listening: Aspect of Communication			18	0	0	10	0	0	0
Stress Management			12	0	0	10	0	0	0
Time Management			12	0	0	10	0	0	0
Winning Presentation Skills for Managers			12	0	0	10	0	0	0
Planning your Professional Development			12	0	0	10	0	0	0
Interviewing Techniques			12	0	0	10	0	0	0
Effective Problem Solving Techniques			12	0	0	10	0	0	0
Leadership for Performance Driven Org.			12	0	0	10	0	0	0
Managing Meetings for Productive Outcomes			12	0	0	10	0	0	0
Personal Effectiveness	Sugar Research Institute		0	6	6	0	25	25	25
Personal Effectiveness	Sugar Research Institute		0	6	6	0	25	25	25
Personal Effectiveness	Sugar Research Institute		0	6	6	0	25	25	25
Keyboard Techniques			0	15	15	0	0	0	0
High Impact Leadership			0	17	17	0	0	0	0
Clerical Skills & procedures			0	65	65	0	0	0	0
<b>Total Customised</b>			<b>270</b>	<b>130</b>	<b>130</b>	<b>317</b>	<b>162</b>	<b>162</b>	<b>162</b>

**Management Institute of National Development  
Office Professional Training Centre  
Course Performance History -2000-2001**

<u>Programme Courses</u>	<u>Date Start</u>	<u>Planned Course Hours</u>	<u>Actual Course Hours</u>	<u>Planned No. of Trainees</u>	<u>Actual No. of Trainees</u>
Certificate in Admin Mgmt Lvl 2 Symposium	April April	150 6	150 6	18 42	18 24
Certificate in Admin Mgmt Lvl 1 Development Program for Clerks & Typist Managing the Reception Area Managing the Reception Area Minute Writing Wkshp Minute Writing Wkshp Stenographers Crse.	May May May May May May May	150 120 12 12 12 12 120	150 0 12 0 12 0 0	18 14 14 14 14 14 14	22 0 10 0 13 0 0
Working for more than 1 Boss Cer in Admin Mgmt Lvl 2	June June	6 150	0 0	14 18	0 0
Certificate in Admin Mgmt Lvl 2 Office Codes & Ethics Preparing Business Correspondence Preparing Business Correspondence Telephone Techniques	July July July July July	150 18 6 6 18	150 0 0 0 18	18 14 18 18 18	19 0 0 0 5
Executive Admin Mgmt. Preparing Business Correspondence Certified Professional Secretary	August August August	90 0 0	90 6 200	18 0 0	16 13 16
Certificate in Admin Mgmt Lvl 2 Office Codes & Ethics	September September	150 18	0 18	18 14	0 8
Certificate in Admin Mgmt Lvl 2 Filing Systems & Mgmt. Planning Meetings/Conf. Telephone Techniques Working for more than 1 Boss ABC Speed Writing English - CXC Maths - CXC Accounts - CXC	October October October October October October October October October	150 18 18 18 6 0 0 0 0	150 0 0 18 6 8 65 65 65	18 14 14 18 14 0 0 0 0	23 0 0 8 6 44 17 16 7
Business Travel Wkshp Certificate in Admin Mgmt Lvl 1 Business Travel Wkshp Telephone Techniques Minute Writing Preparing Business Correspondence Service Skills for Support Workers Service Skills for Support Workers Records Keeping and Files Management Planning Meetings/Conf.	Nov Nov Nov. Nov. Nov Nov Nov Nov Nov Dec.	12 150 12 18 0 0 0 0 18	0 150 0 0 12 6 11 17 21 0	14 18 14 18 0 0 0 0 14 0	0 18 0 0 15 8 24 11 23 0

**Management Institute of National Development  
Office Professional Training Centre  
Course Performance History -2000-2001**

Programme Courses	Date Start	Planned Course Hours	Actual Course Hours	Planned No. of Trainees	Actual No. of Trainees
Certificate in Admin Mgmt Lvl 1	Jan.	150	0	18	0
Certified Professional Sec	Jan.	200	0	14	0
Development Program. for Clerks & Typist	Jan.	120	0	14	0
Managing the Reception Area	Jan.	0	12	0	5
Telecommunications for Business	Jan.	0	18	0	6
Certificate in Admin Mgmt Lvl 2	Feb.	150	150	18	29
Certified Professional Sec	Feb.	200	0	14	0
Office Codes & Ethics	Feb.	18	0	14	0
Office Codes & Ethics	March	18	0	0	0
Telephone Techniques	March	18	0	14	0
Planning Meetings and Conferences	March	0	18	0	6
Records keeping and Files Management	March	0	15	0	7
<b>Total Programmed Courses</b>		<b>2500</b>	<b>1618</b>	<b>602.00</b>	<b>437.00</b>
Secretarial Qualifying		66	66	154	189
<b>Special Programmes</b>					
<b>Total Programme</b>		<b>2566</b>	<b>1684</b>	<b>756</b>	<b>626</b>

**Management Institute for National Development  
Office Professional Training Centre  
Course Performance History 2000-2001**

<u>Customised Courses</u>	<u>Clients</u>	<u>Planned</u>	<u>Actual</u>	<u>Planned</u>	<u>No. of</u>
		<u>Course</u>	<u>Course</u>	<u>Course</u>	<u>Participants</u>
		<u>Hours</u>	<u>Hours</u>	<u>Hours</u>	<u>Participants</u>
Certificate in Adm. Management - 2	Office of the Prime Minister		44.25		14
Business Communication	Ministry of Transport & Works		24.75		20
Stocktaking	Management Institute for Nat. Dev.		6		1
Notetaking and Reproduction	The Port Authority		48		35
Business Communication	Pan American Health Org.		27		8
<b>Total</b>		<b>72</b>	<b>150</b>	<b>63</b>	<b>78</b>



**Appendix 3**

**Customised Training**



*Your Place or MIND Customised Training Business April 2000 March 2001*

#	CLIENT	TRAINING COURSE
1	Southern Regional Health Authority	Effective Customer Service
2	Office of the Prime Minister	Certificate in Adm. Management - 2
3	Jamaica Public Service	Interpersonal Relations
4	Ministry of Finance & Planning	Cabinet Submission
5	Heart Trust NTA	Stress Management
6	Transport Authority	Performance Management
7	Ministry of Education & Culture	Financial Management for Principals & V.P.
8	Bureau of Standards	Supervisory Management
9	Ministry of Commerce, Industry & Technology	Cutting the Bureaucratic Tape
10	Cross- Section	Computer Applications for the Modern Office
11	Ministry of Education & Culture	Financial Management for Principals & V.P.
12	Merl Grove High School	Team Building
13	Cross- Section	Computer Applications for the Modern Office
14	Cross- Section	Computer Applications for the Modern Office
15	Ministry of Commerce, Industry & Technology	Cutting the Bureaucratic Tape
16	Ministry of Commerce, Industry & Technology	Cutting the Bureaucratic Tape
17	Ministry of Planning	Corporate Strategic Planning
18	Ministry of Education & Culture	Bursars' Course Module 1
19	Sugar Research Institute	Personal Effectiveness
20	Sugar Research Institute	Personal Effectiveness
21	Sugar Research Institute	Personal Effectiveness
22	Ministry of Labour & Social Security	Effective Presentation Skill
23	Ministry of Commerce, Industry & Technology	Cutting the Bureaucratic Tape
24	Cross- Section	Supervisory Management
25	Ministry of Education & Culture	Bursars' Course Module 1
26	Belair High School	In-Service Staff Development
27	Rose Hall All Age School	In-Service Staff Development
28	Ministry of Commerce, Industry & Technology	Cutting the Bureaucratic Tape
29	Ministry of Labour & Social Security	The Job of the Supervisor
30	Cross- Section	Computer Applications for the Modern Office
31	Institute of Jamaica	Contemporary Approaches to Managing People
32	Ministry of Transport & Works	Business Communication
33	Office of the Prime Minister	Report Writing & Time Mgmt
34	Overseas Exam Office	Effective Customer Relations
35	Ministry of Commerce, Industry & Technology	Cutting the Bureaucratic Tape
36	The Port Authority of Jamaica	Stocktaking
37	May Pen Hospital	Effective Customer Relations
38	Jamaica Public Service	Report Writing & Stress Mgmt
39	Institute of Jamaica	Supervisory Management
40	Ministry of Finance & Planning	Ministry Papers and Total Quality Mgmt

#	CLIENT	TRAINING COURSE
41	Jamaica Constabulary Staff College	Staff Implementation
42	Min of Commerce, Industry & Technology	Cutting the Bureaucratic Tape
43	Pan American Health Org.	Notetaking and Reproduction
44	Ministry of Commerce, Industry & Technology	Cutting the Bureaucratic Tape
45	National Heritage Trust	Time Management
46	Urban Dev. Corp.	Supervisory Management
47	Tax Audit Services Department	Tax Audit and Revenue Administration
48	Ministry of Education & Culture	Financial Management for Principals and V.P
49	National Gallery of Jamaica.	Effective Customer Service
50	Petroleum Company of Jamaica Limited	Effective Customer Service
51	Seventh Day Adventists	Effective Cus. Service - SDA
52	Rural Agricultural & Development Authority	Improving Service Delivery
53	Heart Trust /NTA	Stress Management
54	Ministry of Commerce, Industry & Technology	Cutting the Bureaucratic Tape

## **Appendix 4**

### **Staff Training & Development**

*Staff Training and Development**April, 2000 - March, 2001*

Course/Seminar/ Workshop/Conference	Course Hours	Management		Training Staff		Administrative & Clerical		Ancillary		Total Training Hrs.
		No. of Participants	Training Hrs.	No. of Participants	Training Hrs.	No. of Participants	Training Hrs.	No. of Participants	Training Hrs.	
Techniques in Records Management	18	43			0	1	18		0	18
Effective Use of Audio- Visual Equipment Workshop	5			7	35		0		0	35
Spatial Data Infrastructure & Meta-data Workshop	12	1	12		0		0		0	12
ASTD Conference	36		0	2	72		0		0	72
JCTE Conference	12	2	24	1	12					36
Caribbean Public Sector Mgt. Workshop Series	54	1	54	1	54		0		0	108
Partnership Workshop	2.5	7	17.5	10	25	4	10			52.5
Jamaica in the 21st Century: Information Technology for Efficient, Equitable and Sustainable Development Workshop	9	1	9		0		0		0	9

Prepared by: Human Resource Department

April 18, 2001

**Staff Training and Development**  
April, 2000 - March, 2001

Course/Seminar/ Workshop/Conference	Course Hours	Management		Training Staff		Administrative & Clerical		Ancillary		Total Training Hrs.
		No. of Participants	Training Hrs.	No. of Participants	Training Hrs.	No. of Participants	Training Hrs.	No. of Participants	Training Hrs.	
Worldwide Lessons in Leadership Series	6	1	6	2	12					18
Service Skills for Support Workers	18		0		0			4	72	72
Introduction to Computers	36		0		0			1	36	36
Key Boarding Techniques	36		0		0			1	36	36
Academic Libraries in the New Millennium Symposium	6	1	6		0	1	6		0	12
Environmental Stewardship of Governmnet Operations Workshop	2.5	11	27.5	12	30	21	52.5	6	15	125
Train The Trainer Workshop	12			6	72					72
Train The Trainer Workshop	6			1	6					6
Train The Trainer Workshop	12			5	60					60

Prepared by: Human Resource Department  
April 18, 2001

***Staff Training and Development***  
***April, 2000 - March, 2001***

Course/Seminar/ Workshop/Conference	Course Hours	Management		Training Staff		Administrative & Clerical		Ancillary		Total Training Hrs.
		No. of Participants	Training Hrs.	No. of Participants	Training Hrs.	No. of Participants	Training Hrs.	No. of Participants	Training Hrs.	
Stocktaking	6					1	6			6
Ethics in Government Procurement Workshop	6	2	12	3	18					30
Computer Training - Microsoft Word	7.5			1	7.5	2	15			22.5
Computer Training - Microsoft Word	6					1	6			6
Computer Training - Microsoft Word	4.5					3	13.5			13.5
Computer Training - Microsoft Word	3					3	9			9
Computer Training - Microsoft Word	1.5					1	1.5			1.5
Training Needs Analysis	12	2	24	3	36					60

Prepared by: Human Resource Department  
 April 18, 2001

**Staff Training and Development**  
**April, 2000 - March, 2001**

Course/Seminar/ Workshop/Conference	Course Hours	Management		Training Staff		Administrative & Clerical		Ancillary		Total Training Hrs.
		No. of Participants	Training Hrs.	No. of Participants	Training Hrs.	No. of Participants	Training Hrs.	No. of Participants	Training Hrs.	
Training Needs Analysis	9	1	9	1	9					18
Training Needs Analysis	6	2	12	1	6					18
Training Needs Analysis	3			3	9					9
Train The Trainer Workshop	12			4	48					48
Marketing Skills for Managers	21	1	21		0	1	21			42
Marketing Skills for Managers	15		0	1	15	1	15			30
Marketing Skills for Managers	12		0	2	24		0			24
Marketing Skills for Managers	9		0	1	9		0			9

Prepared by: Human Resource Department  
 April 18, 2001



***Staff Training and Development***  
***April, 2000 - March, 2001***

Course/Seminar/ Workshop/Conference	Course Hours	Management		Training Staff		Administrative & Clerical		Ancillary		Total Training Hrs.
		No. of Participants	Training Hrs.	No. of Participants	Training Hrs.	No. of Participants	Training Hrs.	No. of Participants	Training Hrs.	
Training For Trainers	18		0	1	18		0			18
Training For Trainers	15		0	1	15		0			15
Training For Trainers	9		0	1	9		0			9
Corporate & Strategic Planning	18		0	1	18		0			18
Computer Training - Microsoft Word	1.5			1	1.5	5	7.5			9
Computer Training - Power Point	6			1	6		0			6
Computer Training - Power Point	4.5			1	4.5		0			4.5
Computer Training - Power Point	3	2	6	2	6	4	12			24

Prepared by: Human Resource Department  
 April 18, 2001

## *Staff Training and Development*

*April, 2000 - March, 2001*

Course/Seminar/ Workshop/Conference	Course Hours	Management		Training Staff		Administrative & Clerical		Ancillary		Total Training Hrs.
		No. of Participants	Training Hrs.	No. of Participants	Training Hrs.	No. of Participants	Training Hrs.	No. of Participants	Training Hrs.	
Computer Training - Power Point	1.5	2	3	3	4.5	1	1.5			9
<b>Totals</b>			<b>243</b>		<b>642</b>		<b>194.5</b>		<b>159</b>	<b>1238.5</b>
<b>Targets</b>			<b>400</b>		<b>500</b>		<b>500</b>		<b>150</b>	<b>1550</b>
<b>% of Training Target Met to Date</b>			<b>60.75%</b>		<b>128.40%</b>		<b>38.90%</b>		<b>106.00%</b>	<b>79.90%</b>

Prepared by: Human Resource Department  
April 18, 2001