



**Management Institute for
National Development**
Training for Human Resource Excellence

10th Anniversary
1999 - 2000



ANNUAL PERFORMANCE REPORT
APRIL 2008 - MARCH 2009



National Anthem

Eternal Father, bless our land,
Guard us with Thy mighty hand,
Keep us free from evil powers,
Be our light through countless hours.
To our leaders, Great Defender,
Grant true wisdom from above.

Justice, truth, be ours forever,
Jamaica, land we love.
Jamaica, Jamaica, Jamaica, land we love.

Teach us true respect for all,
Stir response to duty's call,
Strengthen us the weak to cherish,
Give us vision lest we perish.
Knowledge send us, Heavenly Father,
Grant true wisdom from above.

National Pledge

Before God and All mankind.
I pledge the love and loyalty of my heart
The wisdom and courage of my mind,
The strength and vigour of my body
in the service of my fellow citizens.

I promise to stand up for justice,
Brotherhood and Peace,
to work diligently and creatively,
To think generously and honestly,
so that,
Jamaica may, under God,
increase in beauty,
fellowship and prosperity,
and play her part in advancing the welfare
of the whole human race.



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Salute to Excellence
10-35 Years Service

Winston Dyer | 35 years
John Tracey | 32 years
Jonathan Thompson | 29 years
Naomi Jackson-Forrester | 19 years
Nova McLeod | 18 years
Evette Ricketts | 14 years
Elaine Christie-Morgan | 14 years
Ivy Fender | 13 years
Ruby Brown | 10 years
Christine Benjamin | 10 years
Suzette Livermore-East | 10 years
Debie Walcott | 10 years
Melvin Dobson | 10 years
Andrea Hyman | 10 years
Sophia Bucknor | 10 years



**Management Institute for
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— Profile —

The Management Institute for National Development (MIND) is the Government of Jamaica's *pre-eminent and preferred public service leadership development and management training institute in Jamaica, serving the Caribbean*. The role of MIND is crucial to the transformation of the public service in Jamaica and the Caribbean region.

The MIND Mission is to *provide the public service with quality leadership and management training, supporting services and outreach, that will enable the sector, to sustain a culture of enterprise, efficiency and responsiveness to the public.*

MIND offers an exclusive focus on programmes, supporting services and outreach that are strategically developed to respond effectively to enhancing the professionalism and performance quality of public service professionals towards transforming the public sector into one *"which puts the public's interest first, and in which valued and respected professionals deliver high quality services efficiently and effectively."*

MIND and its predecessor organisations have been providing training for over 30 years and is now registered with the University Council of Jamaica (UCJ) as a tertiary level institution. MIND's training programmes/courses are offered at the Certificate, Diploma, Associate of Science Degree and Post Graduate Diploma levels. Over 135 programmed courses are scheduled to run throughout the year, in a customised format through *Your Place or MIND, The Caribbean MIND*, and via the Internet through *MIND Online*. MIND's training encompasses all areas of human resource development with an emphasis on *management and leadership*.

MIND encourages collaborations and partnerships with local, regional and international learning organisations and donor agencies, to strengthen its capacity to provide a coordinated and integrated approach to deliver first class management and leadership development training to public service professionals. *MIND Consultancy* also responds to the call from public sector organisations, to provide a dynamic range of professional expertise and service.

MIND Outreach services and programmes include *Conferences, Public Lectures, Quarterly Friday Policy Forums, and Caribbean Journal of Public Sector Management*, to stimulate public awareness of issues of national, regional and global importance and providing a forum for the exchange of information and ideas that results in improved quality of thought and behaviours.

The Management Institute for National Development (MIND) is committed to providing the knowledge base required for globally competent and ethical public service professionals to advance the fulfillment of their organisation's mandate, in the interest of creating and sustaining national and regional growth and development and evolve into becoming world-class exemplars of good governance in the global community.

MIND Stakeholders

MIND has many stakeholders with different interests, influences, and expectations.

► MIND Community

- Administrative Staff and Faculty (Resident and Associate)
- Participants \ Learning Partners

► Public Sector

- Office of the Prime Minister
- Cabinet Office
- Office of the Services Commission
- Ministries of Government
- Agencies of Government
- Parliament
- Jamaica Civil Service Association
- Parastatals

► Other Sectors

- Private Sector
- NGO's
- Civic

► Strategic Partners

- Education, Training and Development Institutions
- Development and Funding Organisations
- Suppliers of Goods and Services

► Caribbean Reach

- Public Sector and allied Stakeholders

► Citizens

- Local
- Regional
- World

MIND Reach

► MIND Kingston Campus

235A Old Hope Road,
Kingston 6, Jamaica
Tel: (876) 927-1761 | Fax: (876) 977-4311
E-mail: customerservice@mind.edu.jm

► MIND Mandeville Campus

5 Perth Road, Mandeville
Manchester, Jamaica
Tel: (876) 962-2183/0428
Fax: (876) 962-1008
E-mail: customerservicemmlc@mind.edu.jm

► MIND Website: www.mind.edu.jm



MIND Values

The core values that guide the actions, transactions and behaviours of the MIND Team

Customer-focus

We strive to understand and meet the needs of our customers first, and at all times to appreciate their value, their business and their importance to the success of MIND

Honesty & Integrity

We pledge to be upright, truthful, upstanding and above board in our behaviour and interactions, and to be ethical in our conduct and dealings

Reliability & Trustworthiness

We will ensure that the quality of our work, standards and performance will be high, steady, consistent and dependable

Professionalism

We embrace the highest set of standards, strive to be experts in our respective areas of training and development, maintaining relevance and competence through consultations, continuous learning, practice and in tune with the changing needs of the public service

Teamwork & Cooperation

As professionals, we work independently but support each other, and work together as a team, where each one helps the other to advance and progress the Mission of MIND

Results-Oriented

We are driven by performance and solid results, by our own and the results and impacts of the clients and customers we serve

Vision Statement

To be the pre-eminent and preferred public service leadership development and management training institution in Jamaica, serving the Caribbean

Mission Statement

To provide public servants with quality leadership development options, management training, support and outreach services that sustain a culture of enterprise, efficiency and organisational responsiveness to the publics they serve



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The Power of the MIND

Reaching, Extending, Achieving Excellence

*The MIND is very powerful
It is unlimited in potential . . .*

*Once you begin to understand the reach, capacity and ability of the MIND
to create and sustain positive change,
so much professional and leadership success can be achieved for the individual,
the organisation and the society*



The imperatives of the new environment impacting the public sector, as well as the education/training industry nationally and regionally, with all the challenges of globalisation - economic, political, social, cultural and environmental - has compelled the Management Institute for National Development (MIND) to apply all due diligence, with a greater degree of urgency, to strengthen our mission to be the preferred and pre-eminent public service training institution. In leading the way, as adviser, consultant, developer, presenter, broker, evaluator, and monitor, of human resource development programmes and services, that result in the full professionalisation of the public service and effectively impact nation building and citizen satisfaction.



The exigencies of our current realities, such as new and emerging customer needs, increasing competition, fiscal restraints, and the urgent need to create more relevance and greater value to our service position; as providers of quality training interventions, to serve as a critical link in the process of enabling Government to respond to the demands and dynamics of a modern and efficient public service. This has lead MIND to be currently engaged in the serious process of strategic repositioning.



The mutuality of our interest in working towards securing for the public sector, quality leadership and management standards that impact performance outcomes of the service that Government provides for the citizenry; compel all our attention towards the creation, facilitation and/or development of the kind of MIND training, that demands interest, utilization and application, that drives professionalism, engineers the best performance outcomes and guides a nation towards achieving excellence in all areas.



MIND's training opportunities include over 135 scheduled courses/programmes, distance learning via *MIND Online*, customised training through *Your Place or MIND*, a dynamic range of professional support services through MIND Consulting services and important outreach that support learning such as *Conferences, Public Lectures, Quarterly Friday Policy Forums*, and the *Caribbean Journal of Public Sector Management*. Simultaneously, MIND is in the process of developing a superior range of management and leadership development programmes/courses that are aligned appropriately with the strategic objectives of the public sector and other allied non-Government stakeholders, to underpin the creation of an accountable, innovative and responsive public service.



We look forward to your full engagement with, and support of, the emerging new MIND.

CEO's Message

The MIND mission statement challenges us to *provide the public service with quality leadership and management training, supporting services and outreach that will enable the sector, to sustain a culture of enterprise, efficiency and responsiveness to the public*. This is an ambitious ideal, and honouring it requires that we focus keen and steadfast attention on the dynamic dimensions of our work that anticipates and responds effectively to the current needs and realities of all our stakeholders, simultaneous with undertaking strategic planning and activities engineered towards building Institutional capacity and capability to sustain our continued relevance and viability.

Over the past year under review, 2008-2009, that is precisely what we have done. We have together, as a brilliant MIND team, committed our leadership, management, technical, administrative and support services expertise and rich cache of other resources, to transform plans into successful performance outcomes, and shape strategic and long-term vision, into a tangible plan of action that will serve as a compass, to guide our exciting journey into a future of *diverse needs and aspirations, great challenges, and wonderful opportunities*.

This Report opens up the MIND to your scrutiny, of the Agency's performance in all areas, throughout the past year; brings into sharp focus highlights of some important achievements; and shares with you a summary "peek" into the exciting journey leading to the strategic repositioning of the MIND.

This journey into the strategic repositioning of the MIND, was developed against the background of the milestone achievement of MIND's ten year success as a pioneer Executive Agency of the Government of Jamaica.

Given the highly competitive environment in which we operate and the exigencies of our global economic and environmental realities, we thought it prudent to mark this outstanding stage of our journey with a thorough review and analysis of our capacity and capabilities; examine all aspects of our operations - all the areas in which the organisation is strong and confident, and those areas where we definitely need to tighten and strengthen; critically assess several scenarios of both opportunities and challenges and

"As our reach continues to expand and extend, locally, regionally and internationally, there is growing confirmation that our work is creating impact and that we create a difference and add value"



Ruby Brown
Chief Executive Officer
Management Institute
for National Development

consider the realities, trends and their short and long term implications; and in particular, we deliberated on the expectations of our stakeholders, and how best to help them face the many challenges and opportunities that lie ahead.

Through this Strategic plan therefore, MIND will be better empowered to *successfully design, develop and deliver quality training, transfer cutting-edge knowledge, influence the application of positive attributes and coping skills, at the highest professional standard, to motivate and enhance public sector professionals and leaders*.

In the final analysis, we strive to position ourselves strategically, to become an organisation with a more distinctive brand of quality, that is highly competitive and compels buying attention, is strong, efficient, effective and a powerful catalytic force in the transformation of the public sector.

We celebrate the value of partnership and collaboration with all our stakeholders who have underpinned our successes. As our reach continues to expand and extend, locally, regionally and internationally, there is growing confirmation that our work is creating impact and that we create a difference and add value.

I am pleased and proud to be the team leader of a highly professional, well-motivated, and team-driven organisation. I thank you all for your support and your continuing interest, engagement, involvement and commitment of will and resources to the process of fulfilling our mandate in the best interest of our people and nation. I know I can count on your unwavering dedication and *MINDset for excellence*.



PLATFORM
of
EXPERTISE
and
PROFESSIONALISM



Executive

Ruby Brown

Chief Executive Officer

Samanthi De Mel

Director Finance & Resources

Glynis Salmon

Director Marketing and Communications

Jacqueline Solomon-Wallder

Director of Learning



Management

Jessica Banton

Human Resource Administrator

Tameca Brown

Regional Manager

Lesley Ann Dixon- Ennevor

MIND Online Manager

Shawnette Henry

Marketing and Logistics Officer

Ayisha Green

Partnerships Manager

Suzette Livermore-East

Procurement and Asset Management Officer

Shawn McEwan

Promotions Development Specialist

Nova McLeod

Customer Service Manager

Warren Porteous

Information Technology Manager

Zoya Salmon-Powell

Operations Administrator

Diana Simms

Internal Auditor

Ann-Marie Smith

Manager DLPD

Jacqueline Swaby

Accountant

John Tracey

Manager DFOA





Ancillary

Sophia Bucknor
Office Attendant

Melvin Dobson
Grounds/Maintenance Attendant

Michelle Gayle
Office Attendant

Shevane Gordon
Grounds/Maintenance Attendant

Andrea Hyman
Office Attendant

Julian Martin
Office Attendant

Sebena Moulton
Office Attendant

Thomas Reid
Grounds/Maintenance Attendant

Faculty (Resident)

Leadership and Professional Development

Natasha Gordon-Miller
Senior Learning Facilitator

Lloyd Pascoe
Senior Learning Facilitator

Georgia Sinclair
Senior Learning Facilitator

Finance and Organisational Administration

Jean Forbes
Senior Learning Facilitator

Errol Gardner
Learning Facilitator

Naomi Jackson-Forrester
Acting Senior Learning Facilitator

Uchenna Godson Nwude
Senior Learning Facilitator

Reckonel Simpson
Senior Learning Facilitator

Administrative

Christine Benjamin
Product Quality Coordinator

Brenaie Bonner
Administrative Assistant

Elaine Christie-Morgan
Executive Assistant

Winston Dyer
Reprographics Assistant

Ivy Fender
Senior Learning Administration Assistant

Kodianne Hall
Senior Customer Service Representative (Acting)

Keilia Livermore
Human Resource Assistant

Simone McGowan-Carty
Administrative Assistant

Orville Mighty
Learning Coordinator

Kirk Nelson
Information Technology Administrator

Marguerite Reid-Plummer
Cust. Service Rep/Reception Assistant

Fericka Rhoden
Customer Service Representative

Evette Ricketts
Accounting Assistant

Audrey Ridge
Research & Library Assistant

Dwight Simpson
Delivery & Facilities Assistant

Donna Smith
Learning Administration Assistant

Stacey-Ann Spalding
Customer Service Representative

Nadia Stewart
Learning Administration Assistant

Zeretha Swaby
Learning Coordinator

Jonathan Thompson
Facilities & Maintenance Coordinator

Debie Walcott
Customer Service Representative

Henry Walker
Accounting Assistant

Melody Young
Marketing Assistant



FOUNDATION *and* DIRECTION

Pioneer Executive Agency
of the
Government of Jamaica
1999-2009



FOUNDATION AND DIRECTION

Pioneer Executive Agency of the Government of Jamaica - 1999-2009



THE CABINET OFFICE

The Cabinet Office sits at the heart of Government with an overall aim of making Government more effective by providing a strong centre. It provides a clear mechanism for coordination and coherence across Government; brings together the support to Cabinet decision-making; setting of strategic direction; strategic human resource management functions; and enables linkages between them.

The Cabinet Office also provides an important counter-balance to the other key central function of the Ministry of Finance.

“The Cabinet Office sits at the heart of Government with an overall aim of making Government more effective by providing a strong centre”

Public Sector Modernisation Division

The role of the Public Sector Modernisation Division (PSMD) is to drive forward the implementation by all departments and other agencies of the Government of Jamaica, the Agenda for modernising Government, for improving the quality, coherence and responsiveness of public services, and for promoting a strong and professionally well-managed public sector, capable of enabling and facilitating the achievement of the stated National goals.

The Division's Objectives are to:

- Enable Government ministries, departments and agencies to develop and deliver high quality integrated public services, programmes and regulations which meet the needs of customers.
- Establish mechanisms for effective decision making, human and financial resource management, coordination and performance management across Government, streamline cross-cutting processes for efficiency and the creation of new and better services.
- The on-going Public Sector Modernisation Programme has led to operational and institutional improvements as well as efficiency gains. Some achievements of this earlier programme include institutional strengthening and the creation of Executive Agencies (EA) and modernised entities, which operate under significant delegation of authority and according to well-defined performance criteria.

Portfolio Agencies

Various Agencies have also been placed under the Cabinet Office:

- Management Institute for National Development (MIND)
- Registrar General's Department
- Jamaica Information Service
- Companies Office of Jamaica
- Administrator General's Department
- National Environment And Planning Agency
- National Works Agency
- National Land Agency
- Jamaica Promotions
- Planning Institute of Jamaica
- Jamaica Customs
- Ministry of Transport and Works

The Public Sector Modernisation Vision and Strategy 2002-2012

The vision for the next decade of Public Sector Reform in Jamaica outlines a ten year plan which guides how the public sector should function in the new millennium. The main components are:

- Sustainable Development
- Governance
- Values & Principles and Regeneration of the Public Service
- Customer Service
- Resource Management and Accountability
- Managing People
- Performance Management
- Technology

The Medium Term Action Plan (MTAP) 2008-2012

MTAP identifies strategies for improving results-based management across Government and forms the basis for continued implementation of the Modernisation Programme over the next five (5) years.

- Focusing on Service Delivery
- Improving Governance and Accountability
- Managing for Results
- Improving Change Management and Communication

MIND FOUNDATION AND DIRECTION

Growing, Developing, Evolving...



Governments around the world have come to realize that human resources have a crucial role in meeting the challenges of public service and global competition. The rapid changes in the field of work and working environments in recent years, have caused great concern to the workforce. The changing social, technical, political, economic, spiritual, and business environmental conditions have brought about the need for radical deconstruction and reconstruction in the planning, policy direction and decision of Governments and organisations.

In marking another milestone in the life of MIND, it is important that we acknowledge the work of and partnership relationship with, one of our critical stakeholders, the Jamaica Civil Service Association (JCSA). MIND takes pride in acknowledging the role of the Jamaica Civil Service Association in being a pioneer lobby group for the establishment of Civil Service Training, aimed primarily at :

- *Developing specific skills in an effort to provide Civil Servants with the capacity to do their work effectively*
- *Imparting to Civil Servants a sense of purpose and self discipline to enable them to attain group objectives*

The Government of Jamaica, with the support of the JCSA, sought then to bridge the skill gap within the Civil Service, through a collective of in-house training and Government

training institutions - (*the Administrative Staff College, the Finance and Accounts College of Training, the Secretarial and Clerical College and the Mandeville Training Centre*) – together providing training in a variety of areas, including: Human Resources Management, Project Management, Performance, Budgeting, Accounting, and Organizational Management. In 1994, the above four specialized training facilities, merged to form the Management Institute for National Development (MIND)

As MIND continues to partner with the JCSA in championing the task of renewing the commitment of the public sector workforce, towards achieving excellence in the quest for the delivery of quality public services, it is important to note that a significant percentage of MIND's Associate Faculty and Consultants are drawn from the professional experience and expertise of members of the JCSA.

The power of the MIND is ever evolving, to become more responsive towards the fulfillment of national development goals. We expect and are prepared to embrace and utilise the opportunities for even more dynamic partnership and collaboration between MIND and the JCSA, over the next year and beyond.

MIND applauds the work of the Jamaica Civil Service Association (JCSA), throughout its 89 year history, and we are, as the Government of Jamaica's pre-eminent and preferred public service leadership development and management training Institute in Jamaica, committed to the process of enabling the success of the JCSA

in:

"Achieving excellence in a resolute quest for quality public services, is the vision statement we have chosen to guide the JCSA's activities. By constantly reminding ourselves of the need for the delivery of quality public services, we are guaranteeing and demonstrating the resolve, that it is not just a vision that we have for the public sector, but more importantly, we are prepared to make it a part of our daily living"

[Wayne St. A. Jones - President of the JCSA]

JCSA Mission Statement:

The Jamaica Civil Service Association seeks to uphold the highest qualities of professional service to the nation through the guarantee of a highly trained workforce of competent and committed persons whose legitimate interests are safeguarded and affirmed through membership in the organisation.

JCSA Aims and Objectives

- *We seek to constantly improve the social and economic well-being of our members*
- *We seek to enhance the esteem in which public sector workers are held by our internal and external clients, by identifying and exploiting opportunities for improvements in the service we provide through the teamwork, and by the application of appropriate and up to date tools and technologies in suitable environments*
- *We constantly seek to identify an exploit opportunities for personal and professional development and advancement of our members*
- *We seek to foster, establish and maintain fraternal relationships and affiliations with other local and international organizations of similar aims and objectives to provide educational opportunities and mutual support in times of need*
- *We seek to foster and enhance the esprit-de-corps among our members and wider public service*

The JCSA Motto:

Duro de Cortice Fructus Quam Dulcis - [How sweet the fruit the hard rind yields]



EVOLVING TRANSFORMING

*Engineering
Performance Excellence*

MIND

EVOLVING TRANSFORMING

ENGINEERING PERFORMANCE EXCELLENCE

The Management Institute for National Development (MIND) was established on 1 Feb, 1994 with a mandate and structure to amalgamate four independently operated training entities:

- Administrative Staff College (Norbrook)
- Finance and Accounts College of Training (Hope Road)
- Secretarial and Training College (Duke Street)
- Mandeville Outreach Training Centre

In 1999 the Government of Jamaica's Public Sector Modernisation thrust led to a Cabinet decision to transform MIND into an Executive Agency of Government and to become one of four pioneer Executive Agencies. Besides being an efficiency measure, the decision was aimed at raising the level and capacity of the civil service to implement and fast track the public sector modernisation programme.

MIND performed this role with comparatively high success, achieving both recognition and acknowledgement of key stakeholders and client ministries as well as gaining the respect and alliances of a number of benchmark public service training institutions internationally. In its new dispensation, MIND is *tasked to implement the government HR training policy for the public service and to advise Government where necessary of strategic changes and requirements for effective public service training.*

Since the inception as an Executive Agency, MIND has achieved steady and significant growth in all areas of operations, year after year. This is particularly evident in the volume of enrollment, which has grown nearly three-fold, and which has contributed in large measure to the revenue increase for the Agency, from **\$27M in 1999, to \$121M in 2009 (360% increase).**

In the early years, MIND's revenue was largely generated from a suite of scheduled programmes, gradually evolving to emerge as a respected source for Customised Programmes by target groups in Jamaica and the Caribbean. The dynamic nature of the ever-expanding MIND has led to further diversity and variety of the delivery modality of MIND programmes, resulting in Distance Learning options via *MIND On-Line*

In spite of the economic challenges that beset the national economy, MIND has consistently recorded, each year, the signal performance success of maintaining its expenditure within budget and increasing income.

Throughout its ten-year history, MIND has achieved *benchmark status* for excellence as a public service training institution, growing in local, regional and international recognition and acclaim among key stakeholders – Government ministries, agencies and parastatals and other groups. In addition to which, MIND has also succeeded in winning the respect and partnership alliance of a number of leading development and donor organisations and benchmark public service training institutions from around the world.

“Since the inception as an Executive Agency, MIND has achieved steady and significant growth in all areas of operations, year after year”



Top - Bottom:

Ruby Brown
(Current CEO)

Ambassador Douglas Saunders
(Current Cabinet Secretary)

Maria Jones
(Former CEO)

Dr. The Hon. Carlton Davies
(Former Cabinet Secretary)



The strength and endurance of a construct is dependent entirely on the quality of the foundation.

MIND salutes the distinguished leadership, management and administrative support of the cadre of professionals who laid the foundation and raised the structure of excellence upon which MIND continues to grow and flourish.

Cabinet Office, to which body MIND reports, Office of the Services Commission, ministries of Government, the successive Advisory Boards, the Jamaica Civil Service Association and allied partners, have together built strong pillars on which MIND is now elevated and stands recognised and respected as a valuable contributor to the development of the public service, the nation and region. The leadership of Dr. The Hon. Carlton Davies, former Cabinet Secretary and champion of public service reform and modernisation; Maria Jones, Pioneer Executive Agency CEO, and John Tracey former Administrative Head of Finance and Accounts College of Training (F.A.C.T) and continuing to serve the MIND as Head of the Division of Finance and Accounts for over thirty years (30), is especially noteworthy and must be lauded.

The outstanding corps of brilliant MIND-trained professionals who have served and some who continue to serve throughout the public service and beyond, who have, by the quality of their performance, contributed to the emerging transformation of the public service, are testimony to the vision, energy expertise and commitment of the MIND team.

“The strength and endurance of a construct is dependent entirely on the quality of the foundation”

Brilliant MINDS

10-35 Years Service

- Winston Dyer | 35 years
- John Tracey | 32 years
- Jonathan Thompson | 29 years
- Naomi Jackson-Forrester | 19 years
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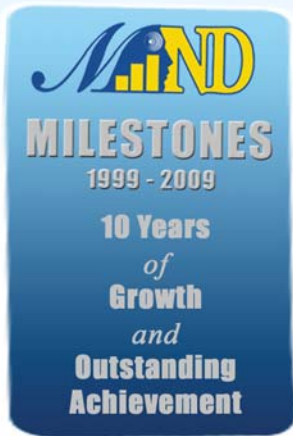
Management Institute for
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10th Anniversary
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for Human Resource Excellence



SUCCESS

10 Years
of
Continuous Growth
and
Outstanding Achievement



New and Expanded Suite of MIND Programmes and Courses Introduced:



Associate of Science Degree in Human Resource Management
Associate of Science Degree in Management Studies
Associate of Science Degree in Marketing

Performance Management and Appraisal Systems
Public Sector Senior Management Development Programme
Ethics in Government
Environmental Stewardship
Customs Regulations & Documentation
Corporate and Strategic Planning
Post Graduate Diploma in Human Resource Management



Accreditation & Institutional Partnership

■ University Council of Jamaica (UCJ) Accreditation

- MIND is registered with the UCJ as a tertiary level Institution
- Increase in MIND Programmes Accredited by the UCJ:
 - Post Graduate Diploma- Human Resource Management
 - Post Graduate Diploma -General Management Programme
 - Post Graduate Diploma - Public Sector Senior Management Development Programme
 - Post Graduate Diploma-Tax Audit and Revenue Administration
 - Associate Science Degree-Human Resource Management
 - Associate Science Degree- Accounting
- In preparation for submission to UCJ for Accreditation:
 - Supplies Management
 - Supervisory Management

■ The Joint Board of Undergraduate Studies of the University of the West Indies (UWI) approves matriculation of graduates of MIND's Associate of Science Degree in Accounting to UWI's Bachelor of Science Degree Programmes

■ The National Council on Technical and Vocational Education and Training (NCTVET) approves accreditation for MIND administered Certificate in Administrative Management (CAM) – Levels 1 and 2 Courses



Successful Financial Performance

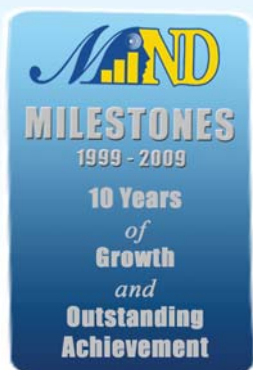
Since becoming an executive agency, MIND has consistently recorded successful performance outcomes in **meeting and surpassing financial targets and registering growth in revenue**, each year, for ten (10) years.



Dynamic Social Outreach and Expanded Learning

To further strengthen MIND's commitment to providing the knowledge base required for creating and sustaining national and regional growth and development and the thrust towards becoming world-class exemplars of good governance in the global community, MIND coordinates and hosts a dynamic range of special events designed to provide a forum for the general public and select target groups from the public and other sectors to engage in discourse on pertinent issues, and benefit from the strategic opportunity provided, to interface with each other and share in a dynamic exchange of ideas and connections with far-reaching and invaluable outcomes. These include:

- Quarterly Policy Forums
- Conferences
- Workshops
- Public Lectures
- Consultations
- Think-Tanks



The MIND has expanded its reach into the Caribbean among stakeholders, primarily within the public sector, partnering with the Governments of St. Lucia and Montserrat to deliver customised learning solutions.



E-MIND Powering Distance Learning via



This training delivery modality was developed against the background of the modernisation goals of the public sector, with particular reference to the Government of Jamaica's technology skill development and utilisation emphasis, to create greater access to training that develops professional competencies and efficiencies. *MIND Online* serves as a portal to MIND's web-based training and access to courses and programmes



MIND Customised Learning Solutions

Most of MIND's programmed courses are also offered in a flexible customised format, which is called *Your Place* or *MIND*. In this customised mode, training is organised for groups of staff of a specific organisation. Course schedule and location are determined on the basis of client-convenience and content may be modified to suit the client's specific needs.

Your Place or *MIND* provides customised training solutions, that

respond specifically to the organisations training needs, customised *how, when and where* the client needs it. It adapts MIND's current courses, as well as develop new courses to meet organisations human resource development needs. With *Your place* or *MIND*, *convenience is the rule, not the exception.*



MIND Publications



The *MIND Caribbean Journal of Public Sector Management (CJPSM)* is a biannual publication, with sponsorship from the Caribbean Centre for Development Administration (CARICAD). The *CJPSM*, provides a lively, current and dynamic forum for the exchange of information, ideas, and enquiry on public sector management issues, development and practice

throughout the region.

Each issue of *CJPSM*, presents a well-researched, credible discourse on challenges and achievements, new directions and innovations, expectations and impact, experiences and practices in leadership and management, throughout the Caribbean Public Sector.

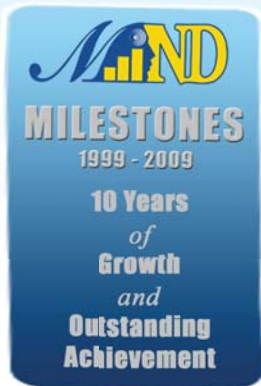
The *CJPSM* assists with the process of developing the quality of public sector professionals, bolstered by the background of review and examination, from a multi-disciplinary perspective, of policy formulation, monitoring and transformation of the Caribbean Public Sector.

The *CJPSM* is essential reading for public, statutory and private sector professionals, academics, researchers and students, and is an important inclusion in public and private libraries as critical reference material.



MIND Reach

- Jamaica
- Caribbean
- www.mind.edu.jm



“The quality of the partnerships we forge, will determine the outcome of our desire to protect and promote the highest standards of professionalism in the public service; and our commitment to ensuring that our people are provided with the most efficient and effective quality of public service to enable them to share equitably in economic and social benefits”



MIND Partnerships and Collaborations

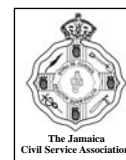
One of the many ways in which MIND is able to achieve its successes and move forward purposefully towards the fulfillment of its mandate is via the tremendous support garnered through partnerships and collaborations with stakeholder organisations and individuals.

Beyond the development and delivery of management and leadership development programmes, professional services and outreach, MIND explores and continues to drive and energise all our partnerships.

The quality of the partnerships we forge, will determine the outcome of our desire to protect and promote the highest standards of professionalism in the public service; and our commitment to ensuring that our people are provided with the most efficient and effective quality of public service to enable them to share equitably in economic and social benefits.

Over the years the MIND has forged and leveraged critical partnerships with local, regional and international Governments and organisations in support of capacity building and institutional strengthening. Some of these are:

- The Canadian International Development Agency
- Commonwealth Secretariat
- United Kingdom School of Government
- Canada School of Public Service
- Commonwealth Association for Public Administrators
- Centre for Creative Leadership
- Caribbean Centre for Development Administration (CARICAD)
- Ministry of Public Administration's Public Service Academy (Trinidad and Tobago)



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serving a new generation



Canadian School of Public Service École de la fonction publique du Canada



Canadian International Development Agency

Agence canadienne de développement international



SETYM International
www.setym.com

- University of the West Indies
- HEART TRUST/NTA
- SETYM International
- Creative Production and Training Centre (CPTC)
- Jamaica Information Service
- Jamaica Civil Service Association
- Graduate Institute of Leadership and Professional Development (GILPD) Namibia
- Cyprus Public Service Academy
- Skillfocus Consultancy, Malaysia



CULTIVATING *a* LEADERSHIP ETHOS

Within MIND, Throughout The Public Sector . . . and beyond



"Already we have amassed an impressive cache of knowledge and expertise in the area of leadership development"

Leadership is relatively easy to explain but hard to practice. Leadership is about behaviour first and skills second. Good leaders are followed chiefly because people trust and respect them, rather than the skills they might possess.

Leadership is different from management. Management relies more on planning, organisational and communication skills, while leadership relies on management skills too, but more so on qualities such as integrity, honesty, humility, courage, commitment, sincerity, passion, confidence, positivity, wisdom, determination, compassion, sensitivity, and a degree of personal charisma which is a force of character or personal presence.

"integrity, honesty, humility, courage, commitment, sincerity, passion, confidence, positivity, wisdom, determination, compassion, sensitivity, and a degree of personal charisma"

The need for strong leadership across all sectors has never been greater and the nature of leadership in the 21st century is changing. Organisations are demanding leaders who can generate trust, empower and inspire others, find innovative answers to problems and challenges, and produce results.

The development of *leadership* is of vital importance to individuals and organisations in every sector of society. Increasingly throughout the public sector, as with other sectors, individual leaders and organisations face challenges that are international in scope and dauntingly complex in scale. Helping them lead effectively in this climate requires a global mindset and a commitment to innovation.

MIND is committed to providing the knowledge base required for globally competent and ethical public sector leaders to advance the fulfillment of their organisation's mandate, in the interest of creating and sustaining national and regional growth and development and world-class exemplars of good governance in the global community.

Over the past year, we invested heavily of our time and resources in further developing our expertise in areas of *Leadership Development* and other related areas.

An authentic understanding of effective leadership is grounded in rigorous research. So we launched out on a path of dedicated and extensive research and exploration of the topic, that lead us to interface with institutions and organisations around the world, who have either a vested interest in the development of leadership skills; or who have gained benchmark status in the practice and/or development and delivery of leadership development programmes.

Already we have amassed an impressive cache of knowledge and expertise in the area of leadership development, and have infused what we have learnt into the quality of our professional behaviours and strategic performance management.



We believe that the practice of leadership is enhanced by nurturing a community of learners. We have therefore begun the process of transferring our knowledge of leadership, through a range of programmes and consultations, that will be of lasting value to our stakeholders and leaders everywhere.



We organised and took part in numerous events and projects that brought together leaders who are passionate about their craft. We engaged clients from the public sector and other sectors, as well as major entities that influence global affairs, nonprofit and educational institutions, media, and the general public.



We saw results in three distinct and critical spheres: the burgeoning understanding, appreciation, practice and development of leadership in the public and other sectors.

“We count as one of our critical goals at this time, to enable leaders and organisations to become more effective through better leadership”

MIND strives to remain true to it's mission and highly relevant to our stakeholders, who look to us for learning that has a lasting impact on their success.



“MIND strives to remain true to our mission and highly relevant to our stakeholders, who look to us for learning that has a lasting impact on their success”

We count as one of our critical goals at this time, to enable leaders and organisations to become more effective through better leadership, equipping them with skills and knowledge that can make their behaviour and character, their professionalism, their performance, their service, their impact and ultimately the world, a better place.



Individuals and organisations, (around the world), are demonstrating an increasing hunger for leadership development, and we look forward, with your help, to answering that urgent call.





MIND Conference '09

LEADERSHIP DEVELOPMENT:

A Vehicle for Public Sector Modernisation
MARCH 18 & 19, 2009 | HILTON, KINGSTON, JAMAICA

Leadership demands a fusion of *vision, insight, partnership and collaboration, knowledge, skill, expertise, time, effort, care* and a host of other resources that are readily available to us, if we step forward and put on the mantle of leadership.

The public sector demands all our attention and resources to empower the management and leadership capabilities required to deliver and sustain the highest quality of service to the citizenry, and inspire and embolden a strong and enduring spirit of productivity, enterprise, harmony and a commitment to achieve excellence in all areas.

MIND has set the mark and is off and running with the baton of strategic management and leadership development, to pass on to public service professionals and allied interest groups, to efficiently and effectively serve and satisfy the best interest of the nation and the region.

The MIND leadership Development Conference '09 is a benchmark of excellence in vision, partnership, knowledge, information, creativity and dynamism. Beyond the Conference, the topics covered will continue to be topical, relevant and worth continued discourse and application.





10th Anniversary

1999-2009



Conference '09

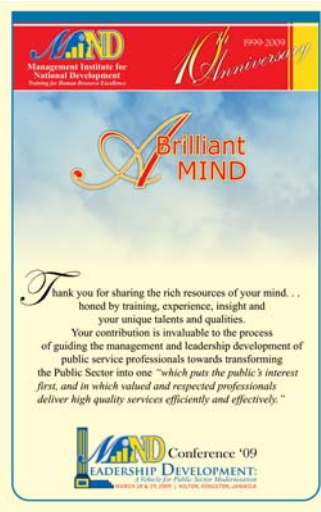
LEADERSHIP DEVELOPMENT:

A Vehicle for Public Sector Modernisation
MARCH 18 & 19, 2009 | HILTON, KINGSTON, JAMAICA

Wednesday March 18th, 2009	Thursday March 19th, 2009
<p>Plenary <i>The Case and Context for Public Sector Leadership Development</i> (Presenter: Sir Kenneth Hall, Former Governor General)</p> <p>What Got You Here Won't Get You There: <i>Beyond Successful Managerial Performance to Effective Leadership</i> (Presenter: Ms. Shera Clark, Manager, Non-profit Sector, Centre for Creative Leadership (CCL))</p> <p>Engineering Performance: <i>Why Leadership Development Matters in Difficult Times</i> (Presenter: Robert Levy, CEO, Jamaica Brothers Group Limited)</p> <p>Do the Right Things: <i>Rules for Leading Ethically</i> (Presenter: Dr. John Young, Dean Emeritus, University of North Carolina at Greensboro)</p> <p>Authentic Leadership - A Journey (Presenter: Donna Duncan Scott, Executive Director of Culture & Leadership Development, Jamaica Money Market Brokers Limited)</p>	<p>Plenary <i>Role of Organisational Leadership and Individual Leader Capabilities in Advancing the Public Sector Modernisation Agenda:</i> (Presenter: Professor Earle Taylor, President, Graduate Institute for Leadership & Professional Development (GILPD) - Namibia)</p> <p>Staying on Track: <i>What All Leaders Need to Know</i> (Presenter: Dr. John Young, Dean Emeritus, University of North Carolina at Greensboro)</p> <p>Strengthening the Heart of Good Leadership: (Presenter: Dr. Walter Phillips, Deputy Chief Inspector, National Education Inspectorate, Ministry of Education)</p> <p>Unlock Your Leadership Potential: <i>Leveraging Feedback Tools for Enhanced Leadership Impact</i> (Presenter: Ms. Shera Clark, Manager Non-profit Sector, Centre for Creative Leadership (CCL))</p> <p>Make the Most of Your Strengths Without Overdoing it: <i>Concrete Strategies to Fuel your Leadership Success</i> (Presenter: Mr. David Sweeney, Head of the Centre for Strategic Leadership, UK National School of Government)</p> <p>Talent Management: <i>Helping Leaders Take Effective Action</i> (Presenter: Colin Barnett, Senior Director Human Resource Planning and Development HEART TRUST/NTA)</p> <p>Leadership Effectiveness: <i>Moving Beyond Intellectual Know-how to Expanding Emotional Intelligence</i> (Presenter: Ms. Fiona Marklow, Learning and Development Specialist and Leadership Consultant, UK National School of Government)</p> <p>Essential Elements of Leadership Development: (Presenter: Dr. John Young, Dean Emeritus, University of North Carolina at Greensboro)</p> <p>Fit to Lead: <i>How Health and Fitness Support the Leadership Process</i> (Presenter: Dr. Eva Lewis Fuller, Director Health Promotion and Protection Division)</p>



- *Leadership Development: A vehicle for Public Sector Modernisation.*
- *The Role of Organisational Leader Capabilities in advancing the public Sector Modernisation Agenda*
- *The Case and Context for Public Sector Leadership development*
- *What Got You Here Won't Get You There: Beyond Successful Managerial Performance to Effective Leadership*
- *Driving Performance: Why Leadership Development Matters in Difficult Times*
- *Do the Right Things: Rules for Leading Ethically*
- *Building an Authentic Leadership Image*
- *Staying on Track: What All leaders Need to Know*
- *Strengthening the Heart of Good Leadership*
- *Unlock Your Leadership Potential: Feedback Tools That Work/Leveraging 360-Degree Feedback for Enhanced Leadership Impact*
- *Make the Most of Your Strengths Without Overdoing It: Concrete Strategies to Fuel Your Leadership Success*
- *Communicating Leadership Savvy: The Art and Skill of Public Speaking*
- *Fit to Lead: How Health and Fitness Support the Leadership Process*
- *Great Leaders Build Great Teams*



The success of the Conference would not have been possible without the partnership, support and commitment to engineer meaningful change throughout the public sector, that impacts the quality of public service delivered to the citizenry and result in good governance.

MIND applauds all who made this Conference the success that it was.

Delegates: Public, Private and allied sectors from Jamaica and the wider Caribbean Region *[sharing in a mutually enriching experience with a multiplicity of rewarding outcomes.]*

Partners: Cabinet Office, Ministry of Finance, Office of Services Commission, Jamaica Civil Service Association, Jamaica Information Service, for your invaluable partnership, collaboration and commitment to the mission of professionalising the public sector and for displaying exemplary dynamism, teamwork, tenacity and professionalism in all areas of the Conference planning and execution; Centre for Creative Leadership, Canada, National School of Government – UK, *[contributing your organisations' training resources]*; Creative Production and Training Centre, *[For the supply of technology equipment and technical professional support]*; Press Box Printers *[preferential fees on all printing services for the Conference]*

Presenters: Senator Dwight Nelson, Sir Kenneth Hall, Prof. Earle Taylor, Dr. John Young, Shera Clark, Fiona Manklow, Robert Levy, Angela Patterson, Dr. Calton Davis, Karelle Jones, Donna Duncan Scott, Dr. Patricia Eves-Mckenzie, Dr. Lewis-Fuller, Dr. Walter Phillips, Colin Barnett, Wayne Jones, Prof. Trevor Munroe, *[For the magnanimous contribution of your invaluable time, knowledge and expertise in leadership development]*

Moderators: Hillary Alexander, Myrtle Weir, Ann-Marie Rhoden, Michelle Muir, Elizabeth Emmanuel, Fay Sukhu, Miranda Sutherland, Takeyce Palmer *[For volunteer support and expert guidance of the sessions]*

Media: *For their invaluable partnership, collaboration and commitment to the mission of educating and informing the public*

MIND Team: *For displaying exemplary dynamism, teamwork, tenacity and professionalism in all areas of the Conference planning and execution*

THE HONOURABLE PRIME MINISTER



Bruce Golding

The Management Institute for National Development (MIND), under the theme, "Leadership Development: A Vehicle for Public Sector Modernisation" is both timely and appropriate; and possibly holds even greater significance than those held in the past, given the current global climate; where many countries, companies, organisations and individuals are reeling from the impact of the serious financial challenges that prevail. These problems that beset both the international and local landscapes, have imposed stringent imperatives on entities, to engage in fundamental and transformational initiatives, if they want to overcome the obstacles and secure their survival.

This applies even more so to our public sector workers, who are the main purveyors of Government's policies and programmes; and the transformation which is required, must be steered by and rest primarily in the 'hands' of the leadership of the public sector. This is certainly a mammoth task with which public sector leaders have been entrusted; and how best this is carried out, is dependent on the extent of their readiness; as their efficacy or lack thereof, will determine to a large extent, the success or failure of the Government. This again brings to the fore, the importance of a Conference such as this; where the main objective is to strengthen, enhance and build the leadership capacities and capabilities of our public sector managers.

This Conference theme supports the efforts of the Government's Public Sector Modernisation Programme, which is seeking to apply a strategic approach to enhancing the performance of civil servants; and transforming the public sector into one "which puts the public's interest first, and in which valued and respected professionals deliver high quality services efficiently and effectively." I have every confidence that this forum will facilitate the exchange of ideas and experiences amongst practitioners and experts, that will augur well for the future development of the public sector.





PARTNERSHIP *and* COLLABORATION



MIND Celebrates

the value of

PARTNERSHIP & COLLABORATION

Through the MIND flows the spirit of adventure, exploration, discovery, entrepreneurship and a strong sense of connectedness with like minds.

We celebrate the fact that the world today is almost fully connected and that our individual actions as countries, organisations, and people can influence the lives of others elsewhere on the globe. Economic jolts around the world, such as the financial turmoil being experienced today, remind us that no single country can succeed alone. That might also imply that no country flounders on its own.

In spite of the challenges, however, we celebrate the truism, that, with

vision, unity of purpose and through perseverance, it is possible to achieve great accomplishments, and forge a strong, productive and successful future.

We celebrate looking forward to the possibility of realising our vast potential as a nation and as a region. We celebrate the possibilities for success, knowing that the way forward must be imbued with *solidarity, inclusiveness, purpose and meaningful cooperation*. That we can, as a national, regional and global community, move forward in *partnership and collaboration*, recognising and responding cohesively and coherently, to the difficult challenges that confront our respective organisations, sectors and nations, large and small.

“We celebrate looking forward to the possibility of realising our vast potential as a nation and as a region.

We celebrate the possibilities for success, knowing that the way forward must be imbued with solidarity, inclusiveness, purpose and meaningful cooperation”





“...what is at stake, is the sum total of the impact of all our contribution, all our expertise and all our resources to society and the connection between the fulfillment of all of our vision and mission”

MIND Celebrates

the value of

PARTNERSHIP & COLLABORATION

*As we unite in sharing the dynamic exchange of knowledge, experiences and ideas, we celebrate the fact that the vast and inextricable web of link-ages that connects all our worlds, all our enterprise, all our hopes and vision for the future, is strong only with the knowledge and appreciation, that in the end, **what is at stake, is the sum total of the impact of all our contribution, all our expertise and all our resources to society and the connection between the fulfillment of all of our vision and mission.***

Beyond the development and delivery of management and leadership development programmes, professional services and outreach, MIND explores and continues to drive and energise all our partnerships.

The quality of the partnerships we forge, will determine the outcome of our desire to protect and promote the highest standards of professionalism in the public service; and our commitment to ensuring that our people are provided with the most efficient and effective quality of public service to enable them to share equitably in economic and social benefits.



The DYNAMISM DIVERSITY DIASPORA *of the*



DYNAMISM DIVERSITY DIASPORA

Social Outreach



Hope Estate Educational Partners (HEEP)



As a leading corporate citizen in the community in which MIND's Kingston Campus is located, MIND joined forces with other corporate bodies located in the community, to assist with the development of the community within which we operate, with special focus on the improvement and maintenance of the physical environment and the social needs of the people of the community, in particular the children.

Subsequently, MIND is a proud partner of the Hope Estate Educational Partners (HEEP). HEEP is a community-based organisation, located within the Hope Estate/ Papine area. The organisation seeks to unite the community's major stakeholders – i.e. companies, schools, churches, residents - who have a vested interest in the community's social, economic and ecological development and sustainability.

“MIND is a proud partner of the Hope Estate Educational Partners (HEEP). HEEP is a community-based organisation, located within the Hope Estate/ Papine area”

Some of the collaborating Agencies/ partners within HEEP are:

- + *The Management Institute for National Development (MIND)*
- + *Jamaica Association for the Deaf Schools*
- + *University of Technology (UTECH)*
- + *Papine High School*
- + *McCam Child Development*
- + *Carberry Court Special School*
- + *National Children's Home*
- + *Hope Gardens*

Since its inception in 2003, the **HEEP Organising Committee**, through a project funded by the Environmental Foundation of Jamaica has created a park, informally known as *“Hope Green”*. This park, consisting of a green area and also an asphalted court, was created for the recreational enjoyment of community members.

Special events have been planned and executed, aimed at promoting the use of the park and as an avenue through which to raise funds to increase the ability of HEEP to become more responsive to the social needs of the community. One of the more outstanding events was MIND's lead partnership role in the coordination of **HEEP's Storytelling and Picnicking, at the Hope Green**.



“One of the more outstanding events was MIND's lead partnership role in the coordination of HEEP's Storytelling and Picnicking, at the Hope Green”



DYNAMISM DIVERSITY DIASPORA

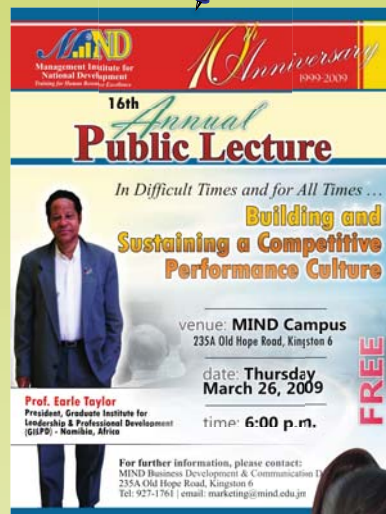
MIND Social Outreach



The dynamic organisations neither static, nor sterile. It is vibrant, multifaceted and people-centred. It embraces opportunities for service beyond narrow self-interests and celebrates the positive change-enhancing results.

MIND is ever conscious of our Corporate Social Responsibility and our commitment to serve and satisfy the best interests of all our stakeholders. While our core business brings us primarily in direct contact with our public sector and other allied stakeholder groups, MIND continually seeks out and utilizes opportunities to interface directly with the citizens, whose interests we ultimately serve.

MIND's Social Outreach programmes are dynamic and diverse. From Public Lectures, Forums, Awards, Endorsements, Sponsorship, Partnership and Collaboration of subject matter aligned with our interest in promoting Excellence in all areas, throughout the Jamaican Society - to playing a lead role in the support of community development - MIND opens up its resources to the benefit of the greater good.





MANAGING PERFORMANCE EXCELLENCE

AGENCY PERFORMANCE vs TARGETS
[April 2008- March 2009]





MANAGING PERFORMANCE EXCELLENCE

AGENCY PERFORMANCE vs TARGETS [April 2008- March 2009]



With a strong focus on innovation and impact, MIND significantly strengthened its portfolio of offerings during the 2008 – 2009 fiscal year. Our efforts yielded increase in revenues, and substantial increase in our status among stakeholders in the national, regional and international market.

In service to our stakeholders and our mission, MIND's work was guided by an ambitious list of key strategic objectives — and we experienced excellent results across the board.

We increased our accessibility to clients by strengthening our focus, promotion and administrative attention on our classroom and distance learning modality.

We furthered our expertise in leadership and professional development, focused on helping clients navigate the complex leadership and professional challenges, and lead and manage effectively, amid the complexities and the unpredictables.

We continued to integrate new technology into our array of programs, products and services, and special emphasis was placed on developing plans aimed at enhancing our Web site at www.mind.edu.jm.

Much of MIND's success depends on strategic partnerships and collaborations and we have been fortunate to have received considerable support from national, regional and international

stakeholders. Even as we have received assistance, we continue to deepen our philanthropic support to the development of community and people, via leadership involvement with several social initiatives. For the Fiscal Year, April 2008- March 2009, the Management Institute for National Development (MIND) pursued ten (10) Agency specific Strategic Objectives:

1. *Increase learner participation, engagement and achievement*
2. *Expand options and access to training and development*
3. *Strengthen the quality of service delivery*
4. *Develop, review and upgrade learning products and services in response to government and business priorities and needs*
5. *Maintain sound financial management*
6. *Entrench a system of documenting and referencing Agency policies and operational procedures*
7. *Establish and sustain an environmental management programme towards reducing operational costs and the Agency's negative impact on the natural environment*
8. *Expand strategies to upgrade public sector employees*
9. *Provide innovative and responsive learning environments*
10. *Expand strategies to create greater awareness of MIND and its services to the various publics*

These Strategic Objectives underpinned MIND's overarching goal to be more strategic, relevant and responsive to the training and development needs and priorities of Government, the wider public sector and allied stakeholders in Jamaica, with extensions in the Caribbean.

The collective performance of the Agency's Departments and Divisions, resulted in **27 of 31 targets achieved, or 87% success rating for the Agency.**

“With a strong focus on innovation and impact, MIND significantly strengthened its portfolio of offerings during the 2008 – 2009 fiscal year. Our efforts yielded increase in revenues, and substantial increase in our status among stakeholders in the national, regional and international market”

AGENCY PERFORMANCE vs TARGETS [April 2008- March 2009]

Strategic Objectives	Targets	Performance Achieved
Increase learner participation, engagement and achievement	1. Achieve 90% rating with clients' satisfaction with the performance of staff trained at MIND	99% - target exceeded
	2. Achieve 90% rating with participants successfully completing course/programmes	87% - target not achieved
	3. 75% pass rate achieved on examinable courses/programmes	81% - target exceeded
	4. Achieve 90% rating with participants' satisfaction with Learning facilitation	97% - target exceeded
	5. Achieve 90% rating with participants' satisfaction with course coordination and administration	91% - target exceeded
	6. Achieve 95% participant satisfaction with achievement of stated learning outcomes	96% - target exceeded
	7. 4% increase in number of repeat participants	5% - target exceeded
	8. 4% increase in revenue attributed to repeat participants	8% - target exceeded
Expand options and access to training and development	9. 197 courses delivered	221 courses delivered- target exceeded
	10. 16,311 course hours (programmed and customised)	17,159 course hours (programmed and customised) - target achieved
	11. 3,628 participants	5053 participants - target exceeded
	12. Six Special Learning Events	Eight (8) Special Learning Events - target exceeded
	13. 5% increase in MIND Online registration	150% - target exceeded
Strengthen the quality of service delivery	14. Achieve 85% client satisfaction with service delivery	85% - target achieved
	15. Achieve 75% staff job satisfaction	71% - target not achieved
	16. Achieve 85% participant satisfaction with service delivery	94% - target exceeded
Develop, review and upgrade learning products and services in response to government and business priorities and needs	17. Achieve 85% client satisfaction with the extent to which training has met their organisation's needs	97% - target exceeded
	18. 100% of new and upgraded products and services each having explicit statement (rationale) of alignment with government priorities and needs	58% - target not achieved

AGENCY PERFORMANCE vs TARGETS [April 2008- March 2009]

Strategic Objectives	Targets	Performance Achieved
Maintain sound financial management	Financial targets met: 19. Income – 100% 20. Expenditure – 100%	Exceeded target by 13% Reduced costs by 13% of targeted figure (target exceeded)
Entrench a system of documenting and referencing Agency policies and operational procedures	21. Achieve 60% decrease in the number of non conformances to policies and procedure	75% - target exceeded
Establish and sustain an environmental management programme towards: • reducing operational costs • reducing the Agency's negative impact on the natural environment	22. 100% of Environmental Management System policy/procedure developed 23. 100% of Environmental Management System policy/procedure promulgated 24. 100% completion of Research on the Agency's impact on the natural environment	100% - target achieved 0% - target not achieved 100% completed - target achieved
Expand strategies to upgrade public sector employees	25. 5% increase in revenue earned from customised learning products	9% - target exceeded
Provide innovative and responsive learning environments	26. Achieve 85% client/participant satisfaction with facilities 27. Achieve 85% staff satisfaction with facilities 28. Achieve 85% client/participant satisfaction with IT services	94% - target exceeded 86% - target exceeded 100% - target exceeded
Expand strategies to create greater awareness of MIND and its services to the various publics.	29. 5% increase in revenue over prior year 30. 5% increase in demand for existing products 31. 5% increase in requests for development of new products	16% - target exceeded 26% - target exceeded 8.5% - target exceeded



Customer Service

For the year April 2008- March 2009, a total of **221 courses were delivered**. The target was set for evaluating 75% of courses annually. The year under review revealed that this target was **surpassed by 20% - i.e. 210 of 221 courses or 95% evaluated**.

The courses evaluated included scheduled and customised courses, delivered at MIND Kingston and Mandeville Campuses, as well as at other locations in Jamaica and in the Caribbean.

Customer Service

The following Tables (1-2) provide a summary of data collected on a monthly basis, (throughout the year). Actual data is provided for the month of March and the final percentages for the respective indicator as at the end of the fiscal year.

Table 1
Management Level and Sector Description of Participants Evaluated

Levels				Sector	
Senior Management (%)	Middle Management (%)	Supervisory (%)	Management Aspirants (%)	Public (%)	Private (%)
4	14	42	40	95	5

Table 2
Responses of Participants Evaluated

Statements	Responses				Targets (%)	Actuals ¹ (%)	Year to date (%)
	Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)			
1. The delivery and assessment methodologies employed during the course effectively facilitated my learning (e.g. logically structured, effective use of audio visual aids, interactive, stimulating, practical application)	42	55	3	-	90	97	97
2. Participant materials (handouts, etc) were useful during the sessions.	47	46	7	-	-	93	95
3. The session content was logically organised.	47	43	6	4	-	90	93
4. My knowledge and /or skills increased as a result of this course.	53	44	3	-	-	97	98
5. Stated learning outcomes of the course have been achieved.	43	51	5	1	95	94	96
6. My training course was well coordinated and administered.	38	47	10	5	85	85	91
7. The training room arrangement was satisfactory	35	53	8	-	85	92	94
8. Overall, I was satisfied with the presenter (s).	45	50	5	-	90	95	97
9. Overall, I was satisfied with this course.	38	56	6	-	85	94	96
10. The training directory accurately described the actual presentation of this course.	28	64	7	1	-	92	94

Customer Service

Tables (1-2) provide a summary of data collected on a monthly basis, (throughout the year). Actual data is provided for the month of March and the final percentages for the respective indicator as at the end of the fiscal year.

Table 2
Responses of Participants Evaluated (contd.)

Statements	Responses				Targets (%)	Actuals ¹ (%)	Year to date (%)
	Strongly Agree (%)	Agree (%)	Disagree (%)	Strongly Disagree (%)			
11. Overall, I was satisfied with the general facilities.	20	72	8	-	85	92	95
12. Overall, I was satisfied with the canteen services.	10	62	28	-	-	72	76
13. Overall I was satisfied with the Library Services.	16	66	15	3	85	82	88
14. I was satisfied with the Operation's Unit:							
• Responsiveness	19	72	8	1	-	91	94
• Effectiveness	19	74	6	1	-	93	95
• Staff Attitude	31	63	5	1	-	94	96
15. I was satisfied with the Account's Unit:							
• Responsiveness	18	75	5	2		93	
• Effectiveness	16	77	5	2	-	93	94
• Staff Attitude	27	71	1	1	-	98	97
16. I was satisfied with the Customer Service Division's:							
• Responsiveness	38	59	3	-	90	91	94
• Effectiveness	35	62	3	-	90	91	
• Staff Attitude	42	55	3	-	90	94	96
17. Overall I was satisfied with the examination coordination.	13	50	34	3	-	63	80
18. Overall I was satisfied with the examination invigilation.	33	60	7	-	-	93	97

¹ The percentages in the column are derived by adding the percentages in the strongly agree and agree columns.

NB: Previous target year-to-date up to October, 2008 - 95%. Target has been changed to reflect responsiveness, effectiveness and staff attitude - effective November 1, 2008.

Customer Demographic Data

In order to strategically plan, implement and analyse data to inform sound decision making in all areas of operation, MIND has begun collecting Customer Demographic Data. The variables focused on for the fiscal year were:

repeat customers, number of customers served by sector and customer gender. The results of one of the Customer Demographic Tables, featuring Gender variable, is as follows:

Variable Type	Number	Percentage
Male	1117	21%
Female	4215	79 %
Total # of participants	5332	100%



MANAGING PERFORMANCE EXCELLENCE



WORKING TOGETHER



Independent and Integrated



ACHIEVING COMMON GOALS

Summary Review
of Divisions and Departments



Summary Performance Review Of Divisions and Departments

INFORMATION TECHNOLOGY

For the fiscal year April 2008 - March 2009, and in accordance with MIND's 2008-2011 Corporate Plan, the IT Division focused on two Strategic Objectives:

1. *Strengthen the quality of service delivery*
2. *Provide innovative and responsive learning environment*

Highlights of the Division's Performance Outcomes include:

- Upgrade of MIND's Participant Management System- PAMAM (Participant Administration @ MIND)
- Production and dissemination of Monthly Training and Management Reports
- Provide access to - **MIND Participants** for download of *Past Papers, Course Material and Transcripts*; **Learning Facilitators** to upload *learning Material, Faculty utilization, Actual vs. Budgeted figures, Training hours and Customer Demographics*

- Integrate *WEB 2.0* applications on *MINDNet* - the application that facilitates more effective communication and increase the value of shared information among pertinent target groups
- Implement wireless internet access from strategic on-campus locations
- Implementation of - *MIND's on-line library database*; upgrade of MIND website, www.mind.edu.jm - though work to complete the projects is on-going

BUSINESS MANAGEMENT

The Business Management Department (BMD) consists of three Divisions - *Accounts, Customer Service and Operations*.

For the fiscal year April 2008 - March 2009, and in accordance with MIND's 2008-2011 **Corporate Plan**, the Business Management Department focused on three Strategic Objectives aimed at:

1. *Improving operational efficiency*
2. *Building environmental awareness*
3. *Improving the aesthetic and functional value of MIND's facilities.*

Summary Performance Review Of Divisions and Departments

Business Management cont'd

Highlights of the Division's Performance Outcomes include:

- Two new *Environmental Management Projects* added to the suite of MIND's *Environmental Stewardship* programmes: **MIND Rainwater Recycling** and **MIND Composting Plant** Projects
- Improve developments to previously implemented projects to strengthen capacity and sustainability.
- Institutionalised the **MIND Environmental Impact Report** to evaluate the extent to which MIND's environmental initiatives have benefited the Agency and community and impact the natural environment.
- Drafted **MIND's Environmental, Procurement and Asset Disposal Policies** to guide and monitor MIND's operating standards (as per international ISO standards)
- Acquired and implemented use of **AccPac Accounting software** in the Accounts Division to enable greater management efficiency and effectiveness of the Accounts Receivables. Plans are underway to introduce two other new applications for the same purpose for Accounts Payables and Fixed Assets.
- Improved via Facilities Management, the aesthetic appeal and functionality of the office spaces and common areas

INTERNAL AUDIT

MIND's *Internal Audit* function responds to the task of developing, implementing and continuously reviewing policies and procedures to ensure transparency and compliance with Government Regulations, Systems and Procedures, and standards in keeping with accepted organisational and best practices world wide.

For the fiscal year April 2008 - March 2009, and in accordance with MIND's 2008-2011 **Corporate Plan**, Internal Audit focused on two Strategic Objectives:

1. *Entrench a system of documenting and referencing Agency policies and operational procedure*
2. *Establish and sustain an environmental management programme towards reducing operational costs and the Agency's impact on the natural environment*

MIND Rain Water Recycling Project



Highlights of Performance Outcomes include:

- Achieved 100% of its target for absence of audit exceptions in the Auditor General's final report
- Developed an Audit Plan for which 81% of the plan was implemented and 75% of the elements put forward reviewed.

Summary Performance Review Of Divisions and Departments

LEARNING FACILITATION AND MANAGEMENT

The Learning Facilitation and Management (LFM) Department consists of four Divisions and four Units:

- Division of Leadership and Professional Development (DLPD)
- Division of Finance and Organisational Administration (DFOA) (*which includes The Administrative Professionals' Training Centre (APTC)*)
- The Office of the Director of Learning which further consists of three units: (*Research, Library and Records (RLR), Partnerships and MIND Online*)
- MIND Mandeville Learning Centre (MMLC)



LEADERSHIP AND PROFESSIONAL DEVELOPMENT

Highlights of Performance Outcomes include:

- 24 of the 34 targets achieved; 18 exceeded targets
- Target for Customized Courses exceeded by 135%.
- *Development of a Concept Document* for the introduction of an *Orientation Programme* (which provides a comprehensive understanding of the framework underpinning the functions, policies, procedures and systems governing general operations within the public service)
- Drafted two policies to strengthen procedures and improve standards of *quality, control* and *assurance*
- Reviewed and upgraded the following programmes /courses
 - *General Management Programme*
 - *Certificate in Supervisory Management*
 - *Social Research Methods*
 - *PMAS 1 & 2*
 - *Corporate and Strategic Planning*
 - *Associate of Science Degree in HRM*

- *Creation of an Ethical Infrastructure in Government*
- *Effective Corporate Governance*
- *Management Techniques for New Managers*
- Coordinated the Agency's Annual Leadership Conference: Leadership Development: 'A Vehicle for Public Sector Modernisation', March 2009
- Achieved Accreditation status for the Associate of Science Degree in Human Resource Management

OFFICE OF THE DIRECTOR OF LEARNING

The Division, Office of the *Director of Learning*, comprises three (3) Units – *Research, Library and Records Management (RLR); Partnerships, and MIND Online*

Highlights of Performance Outcomes include:

- **Partnerships**
 - Maintained the longstanding *Partnership* between the Agency and the University of the West Indies
 - Pursuing three(3) new *Partnership and Articulation Agreements* with the University College of the Caribbean (UCC), Northern Caribbean University (NCU) and the Caribbean Polytechnic Institute (CPI)
 - Developed proposals for donor agencies and public sector organisations, for the development and/or delivery of : Organizational Development and Transformation; Environmental Stewardship; Corporate Governance; Institutional Capacity Strengthening for Community Development.
 - Exceeded target by 35% for managing efficiently and effectively, storage of pertinent course and programme-related information on the Institute's main repository – MINDnet
 - Reduced expenditure by 31%



Summary Performance Review Of Divisions and Departments

Research, Library and Records Unit

- Conducted *Tracer Study for the 2007 MIND Graduates; Client Satisfaction Surveys; Learning Facilitators' Evaluations; Course Evaluations*
- Reviewed and revised select policies and procedures to support the thrust towards achieving improved quality and standards of operations



MIND Mandeville Learning Centre

- Achieved 17 of 22 targets (77%)
- Achieved over 90% rating for Learning Facilitation and *Course Coordination*
- Successful relocation of *MIND Mandeville Learning Centre* from *Mandeville Plaza* to *Perth Road*



Division of Finance and Organisational Administration (DFOA)

- Succeeded with meeting all of 32 performance targets; 20 exceeded.
- Exceeded revenue targets for *programmed (34%) and customized courses (176%)*
- Collaborated with relevant Units at the Ministry of Finance and the Public Service to design training modules in *Audit Techniques*
- Developed and established course for *Procurement Policies and Procedures*.
- Developed and established three new programmes / courses: *Introductory Mathematics; Microsoft Project Management; Training for Procurement Officers*
- Produced Research Paper, using educational marketing and strategic management to enhance the competitiveness of tertiary institutions: *The Case Of MIND*
- MIND Mandeville Learning Centre



Summary Performance Review Of Divisions and Departments

MIND Online

POWERING AHEAD



E-MIND CONNECTION

Beyond The Classroom . . . Distance Learning

E-Powering Jamaica 2012 has been adopted as the foundation for the ICT Sector Plan within the long-term development plan for Jamaica's Vision 2030. One of the primary objectives is to ensure an educated and knowledge based society. Specific focus areas include:

- *Full integration of ICT into the teaching and learning processes at all levels*
- *A revised curriculum to ensure that ICT is integrated in the teaching and learning processes*
- *The development of digital educational content and the utilization of electronic media to offer courses including on-line courses*

MIND underpinned its commitment to strengthen the Institute's capacity and capability in this area by investing in the recruitment of a Manager for Distance Learning, with special focus on:

- Coordinating the Unit's programmes and courses
- Monitoring programme facilitation and participants' progress
- Providing effective and efficient leadership and administrative support
- Evaluating the Course Management System and Programme Delivery
- Researching, monitoring, informing and leading the review and analysis of the technology landscape to guide and support decision-making, customer satisfaction and training impact



- *Associate of Science Degree Management Studies programme:*
60% increase in enrollment
Ranked as the second (2nd) highest enrollment among MIND's Associates Degree programmes (Accounting programme ranked first 1st ; Human Resource Management programme ranked third 3rd).
- Associate Degree Programme restructured to incorporate a *blended delivery modality* to enhance student constructivist learning and retention.
- Introduced an *E-readiness Evaluation* and orientation session for successful Applicants
- Memberships with the *Jamaica Association for Distance and Open Learning (JADOL)* and the *Caribbean Association for Distance and Open Learning (CARADOL)*
- New initiatives for programme expansion in 2009-10
- Introduced Skype software, which facilitates synchronous (real-time) communication via the internet with participants.



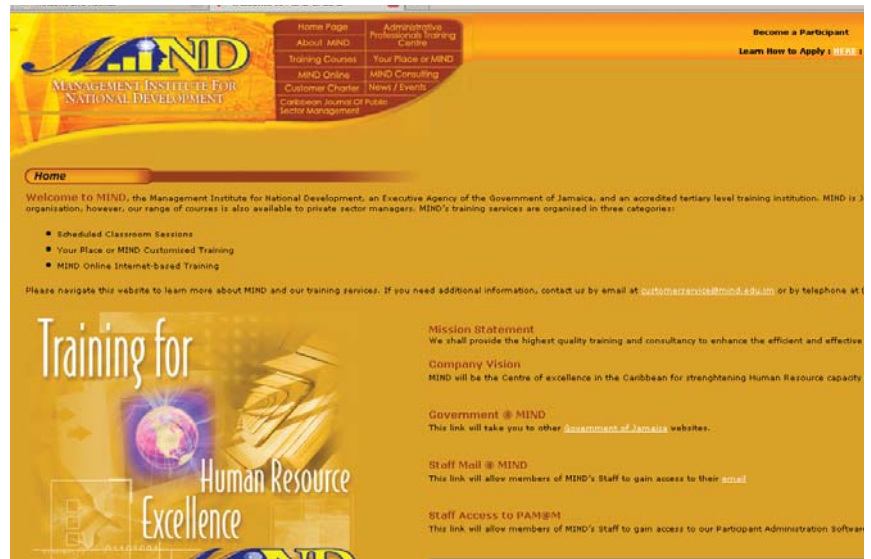


MIND Directory of Scheduled Programmes and Courses

To optimise resources, expand MIND's reach, accessibility and facilitate ease-of-use to all target groups (organisations and individuals), the MIND Training Directory was produced and distributed in both Print and Electronic Format.

Print: Attractive letter-size, Paperback
Directory Electronic: CD and via www.mind.edu.jm

The creative development and production of both print and electronic versions of the Directory, was managed and produced entirely by MIND's in-house team of professionals, utilising MIND's technical expertise and technology resources (with the exception of printing, which was outsourced)



MIND Website

MIND's website, www.mind.edu.jm, showcases the Agency, its products and services on the world wide web. Additionally, it facilitates access to several of MIND's web-based resources, including the course management system, participant administration system and email. Initiatives have commenced to repurpose and improve the functionality, layout and content of the MIND website. This will, in turn, address some of the communication, business development and branding needs of MIND.



MIND Online

This training delivery modality was developed against the background of the modernisation goals of the public sector, with particular reference to the *Government of Jamaica's technology skill development and utilisation emphasis*, to enable increased range and higher standards of professional competencies and efficiencies. MIND Online serves as a portal to MIND's web-based training and access to courses and programmes

Summary Performance Review Of Divisions and Departments

Marketing

PROMOTING EXCELLENCE

STRENGTHENING COMPETITIVE ADVANTAGE

- Achieved success with 25 targets; exceeded 14
- Produce and disseminated a Business Development Plan: **Establishing a Better Frame of MIND**. Precursor to the Strategic Plan (which established the foundation for the development of the Strategic Plan, currently underway)
- Coordinated four (4) *Friday Policy Forums* and one (1) *Annual Public Lecture* as follows:

Stemming the Tide of Violence Against Women: a National Imperative – (Fay Webster- Executive Director, Bureau of Women's Affairs)

Managing the Public Sector in Times of Uncertainty (Professor Earle Taylor, President, Graduate institute of Leadership and Professional Development, Namibia)

The value of Partnership and Collaboration within the Public Services: Creating Cost & Service Efficiencies - (Glynis Salmon, Director, Business Development & Communication, MIND)

In Difficult Times and For All Times: Building and Sustaining a Competitive Performance Culture (Professor Earle Taylor, President, Graduate institute of Leadership and Professional Development, Namibia)

- Coordinated planning and promotion of MIND Conferences, Workshops and Seminars
- Produced a range of Publications e.g. *MIND Directory*

of Learning Products (Print and Electronic Format); Leadership Development Conference Magazine; MIND Journal; Establishing a Better Frame of MIND; Special information inserts for Course Manuals

- Strengthened direct contact with partners and clients
- Established effective partnership and collaborative links with critical stakeholders resulting in increased efficiencies and greater cost reduction
- Increased MIND's visibility in the media and among key target groups
- Strengthened brand development, promotion and recognition for MIND's corporate and product/corporate products and services
- Strengthened the use of technology in marketing and communication
- Coordinated the establishment of MIND's repositioning strategy within the MIND community and throughout

the Jamaican and Caribbean Market

- Expanded MIND's reach and strengthened impact of the Agency among critical stakeholder groups in the local regional and international market

- Provided strong and sustained strategic support to the office of the CEO, MIND Divisions and some stakeholder organisations, in the areas of communication and business development

- Established a *MIND Creative Development and Production Unit*



Summary Performance Review Of Divisions and Departments

Human Resource Management



CAPACITY BUILDING INSTITUTIONAL STRENGTHENING

- Coordinated Training and Development; Job Analysis; Staff Satisfaction Survey
 - Draft proposals for the establishment of a comprehensive and practical *Agency Safety and Emergency Plan*
 - Coordinated *MIND's Staff Annual Salute to Quality Awards and Dinner*
- Coordinated local, regional and international *training activities* to facilitate the continuous development of the MIND team in the following areas:
 - *Business in a Global Environment*
 - *Project And Performance Management*
 - *Quality Assurance*
 - *Information Communications and Technology*
 - *Curriculum Development and Pedagogical Facilitation Practices*
 - *Budget Management*
 - *Customer Service Excellence*
 - *Monitoring And Evaluation*
 - *Transformational Leadership And Strategic Management*
 - *Retirement Planning*
 - *Occupational Health And Safety*



The Table below shows the targeted training hours for each category of employee and the Division's actual corresponding performance measured in course hours and percentage.

Category	Annual Target (Hours)	Actual Performance (Hours)	Performance measured in % age
Managers/Supervisors	400	953	Exceeded by 238%
Learning Facilitators	500	515	Exceeded by 103%
Administrative/Clerical	300	1061	Exceeded by 354%
Ancillary Support	150	285	Exceeded by 190%





MANAGING PERFORMANCE EXCELLENCE



FINANCIAL

2008 - 2009



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AUDITOR GENERAL'S DEPARTMENT
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KINGSTON 5
JAMAICA

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INDEPENDENT AUDITOR'S REPORT

**To the Chief Executive Officer
Management Institute for National Development**

Report on the Financial Statements

I have audited the accompanying Financial Statements of the Management Institute for National Development, set out on pages 1 to 12, which comprise the Statement of Financial Position as at March 31, 2009, Statement of Financial Performance, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these Financial Statements in accordance with International Public Sector Accounting Standards. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on these Financial Statements based on my audit. I conducted my audit in accordance with the auditing standards issued by the International Organization of Supreme Audit Institutions (INTOSAI). Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the Financial Statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the Financial Statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the Financial Statements, whether due to fraud or error. In making those risk



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assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances.

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of the accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Basis for Qualified Opinion

As at March 31, 2009 I could not place any reliance on the accounts receivables which were valued at \$66,453,047. Included in the accounts receivable are credit balances totalling \$18,399,334 that management has not been able to fully investigate and resolve. The Management Institute for National Development has indicated that these balances represent monies received from participants that have not been applied to the relevant invoices as the required documentation was not presented or is not available. The audit was unable to obtain sufficient appropriate audit evidence to determine the possible effects of these credit balances on the financial statements which could be material.

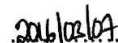
Qualified Opinion

In my opinion, except for the circumstance described in the basis for qualified opinion paragraph, the Financial Statements give a true and fair view of the financial position of the Management Institute for National Development as at March 31, 2009, and of its financial performance, and its cash flows for the year then ended in accordance with International Public Sector Accounting Standards.

Report on Additional Requirements of the Executive Agencies' Act

I have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purpose of the audit. In my opinion, proper accounting records have been maintained and the Financial Statements are in agreement therewith and give the information required in the manner so required.


 Auditor General


 Date



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Statement of Financial Position

Year ended March 31, 2009

	<u>Note</u>	<u>2009</u> \$	<u>2008</u> \$
Non-current assets			
Property, plant and equipment	4	22,229,445	13,927,710
		<u>22,229,445</u>	<u>13,927,710</u>
Current assets			
Trade and other receivables	5	66,436,464	35,616,215
Prepayments		54,248	267,807
Cash and cash equivalents	6	52,946,997	27,365,172
		<u>119,437,709</u>	<u>63,249,194</u>
Current liabilities			
Payables and accruals	7	15,914,570	5,571,696
Employee benefits	8	9,231,536	6,201,515
GOJ 50% Contribution	9	52,071,259	27,798,109
Unearned Revenue		22,528,634	19,445,780
		<u>99,745,999</u>	<u>59,017,100</u>
Net current assets		<u>19,691,711</u>	<u>4,232,094</u>
Total assets		<u>41,921,155</u>	<u>18,159,804</u>
Equity			
Capital (GOJ Investment)	11	15,833,262	15,833,262
General reserve		23,464,255	(808,895)
Donated Assets Reserve	12	2,623,638	3,135,437
Total equity and reserve		<u>41,921,155</u>	<u>18,159,804</u>

Approved for issue on behalf of the Management Institute for National Development on

21/12/2016 and signed on its behalf by:

Ruby Brown

Ruby Brown, Ph.D.
 Chief Executive Officer

S. de Mel

Mrs. Samantha deMel
 Senior Manager, Corporate Services

The accompanying notes on pages 5 – 12 form an integral part of the financial statements



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Statement of Financial Performance

Year ended March 31, 2009

	<u>Note</u>	<u>2009</u> \$	<u>2008</u> \$
INCOME			
Training Course Fees		48,197,496	21,570,600
Miscellaneous Revenue		5,763,369	760,596
Training Support - Facilities Rental		847,350	612,070
Divisional Revenue		81,009,413	48,366,903
Total income		135,817,628	71,310,169
EXPENDITURE			
Staff costs	13	118,439,990	93,316,146
Goods and services	14	69,641,636	37,365,724
Premises related services	15	19,639,217	14,417,822
Depreciation		3,081,985	1,975,613
Bad Debts Provision		9,241,365	2,031,452
Total operating expenses		220,044,193	149,106,757
Operating deficit		(84,226,565)	(77,796,588)
Foreign Exchange Gain/(Loss)		863,052	8,481
Interest income		31,014	4,446
Donated asset amortization		511,799	511,799
Net deficit before GOJ Financing		(82,820,700)	(77,271,862)
GOJ financing from Consolidated Fund		131,367,000	88,257,000
Net (deficit)/surplus after GOJ financing		48,546,300	10,985,138
50% Net surplus to Consolidated Fund	9	(24,273,150)	(5,492,569)
Net (deficit)/surplus		24,273,150	5,492,569

The accompanying notes on pages 5 – 12 form an integral part of the financial statements



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Statement of Changes in Equity

Year ended March 31, 2009

	Capital (GOJ Investment)	Donated Assets Reserve	General Reserve	Total
	\$	\$	\$	\$
April 1, 2007	15,833,262	3,647,236	(6,301,464)	13,179,034
Release from Reserves	-	(511,799)	-	(511,799)
Deficit for the year	-	-	5,492,569	5,492,569
March 31, 2008	15,833,262	3,135,437	(808,895)	18,159,804
Release from Reserves	-	(511,799)	-	(511,799)
Surplus for the year	-	-	24,273,150	24,273,150
March 31, 2009	15,833,262	2,623,638	23,464,255	41,921,155



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Statement of Cash Flows

Year ended March 31, 2009

	<u>2009</u>	<u>2008</u>
	\$	\$
Cash flows from operating activities:		
Deficit for the year before GOJ financing	(82,820,700)	(77,271,862)
Recurrent financing from Consolidated Fund	<u>131,367,000</u>	<u>88,257,000</u>
(Deficit)/Surplus for the year after GOJ financing	48,546,300	10,985,138
50% net surplus to Consolidated Fund	<u>(24,273,150)</u>	<u>(5,492,569)</u>
Net surplus/(deficit)	<u>24,273,150</u>	<u>5,492,569</u>
Adjustments:		
Depreciation	3,081,985	1,975,613
(Increase)/decrease in receivables	(30,606,690)	(7,808,665)
Increase/(decrease) in current liabilities	40,728,899	22,424,910
Transfer from Donated Assets Reserve	<u>(511,799)</u>	<u>(511,799)</u>
Net cash used in operating activities	<u>36,965,545</u>	<u>21,572,628</u>
Cash flows from investing activities:		
Capital expenditure	<u>(11,383,720)</u>	<u>(7,127,152)</u>
Net cash used in investing activities	<u>(11,383,720)</u>	<u>(7,127,152)</u>
Decrease in cash and cash equivalents	25,581,825	14,445,476
Cash and cash equivalents at beginning of year	<u>27,365,172</u>	<u>12,919,696</u>
Cash and cash equivalents at end of year	<u>52,946,997</u>	<u>27,365,172</u>



Notes to the Financial Statements

Year ended March 31, 2009

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 facilities rental.

2. Statement of compliance

- i. These financial statements have been prepared in accordance with the requirements of the International Public Sector Accounting Standards (IPSAS). IPSASs are developed by the International Public Sector Accounting Standards Board (IPSASB), an independent board of the International Federation of Accountants (IFAC).
- ii. The preparation of the financial statements to conform with IPSAS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, contingent assets and contingent liabilities at the balance sheet date and the revenue and expenses during the reporting period. Actual results could differ from those estimates. The estimates and the underlying assumptions are reviewed on an ongoing basis and any adjustments that may be necessary would be reflected in the year in which actual results are known.

3. Significant accounting policies

i. Basis of preparation

The financial statements have been prepared under the historical cost convention and are presented in Jamaica dollars (\$), which is the reporting currency of the Agency.

ii. Cash and cash equivalents

Cash and cash equivalents are carried on the balance sheet at fair value. For the purpose of the cash flow statement, cash and cash equivalents comprise cash at bank, in hand, and deposits.

iii. Receivables

Trade receivables are carried at original invoice amounts less provision made for impairment losses. A provision for impairment is established when there is evidence that the entity will not be able to collect all amounts due according to the original terms of receivables.



Notes to the Financial Statements

Year ended March 31, 2009

Significant accounting policies (Cont'd)

iv. Accounts payable and accrued charges

Accounts payables are carried at cost for the supply of goods and services and accruals are based on fair estimates of liabilities at the end of the financial year. The amounts are payable within one year.

v. Property, plant and equipment

Property, plant and equipment are stated at historical cost less accumulated depreciation and impairment losses.

Subsequent costs are included in the asset's carrying amount or are recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Agency and the cost of the item can be measured reliably. All other repairs and maintenance costs are charged to other operating expenses during the financial period in which they are incurred.

Depreciation on assets is calculated on the straight-line basis at annual rates that will write off the carrying value of each asset over the period of its expected useful life. Annual depreciation rates or period over which depreciation is charged are as follows:

Leasehold Property Improvement	20 years
Furniture, fixtures and Fittings	10 years
Computers	5 years
Office Equipment	10 years
Motor Vehicles	5 years

Property, plant and equipment are reviewed periodically for impairment. Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount.

v. Amortization of donated assets reserve

The reserve is written off on a straight line basis over the life of the assets.

vi. Provisions

Provisions are recognised when the entity has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to



Notes to the Financial Statements

Year ended March 31, 2009

Significant accounting policies (Cont'd)

settle the obligation, and a reliable estimate of the amount of the obligation can be made.

vi. Financial Instruments

A financial instrument is any contract that gives rise to both a financial asset of one entity and a financial liability or equity instrument of another entity. The Agency's financial instruments at March 31, 2006 were receivables and payables.

vii. Revenue recognition

Revenue is fees earned and is measured at the fair value of the consideration received or receivable and represents amount recoverable for services provided in the normal course of business. Deferred revenue is a liability as at the balance sheet date related to training fees for which revenue has not yet been earned.

Subvention is recognized when it is received.

Interest revenue is recognised in the income statement for all interest bearing instruments on an accrual basis.

4. Property, Plant and Equipment

	Leasehold Improvements	Motor Vehicles	Computers	Office Equipment	Furniture, Fixtures & Fittings	TOTAL
	\$	\$	\$	\$	\$	\$
Cost						
April 1, 2008	10,328,084	243,763	11,395,031	7,955,823	4,770,169	34,692,870
Additions	695,987	3,125,384	4,349,701	2,016,245	1,196,403	11,383,720
Disposals	-	-	-	-	-	-
March 31, 2009	11,024,071	3,369,147	15,744,732	9,972,068	5,966,572	46,076,590
Accumulated Depreciation						
April 1, 2008	2,011,392	98,910	10,971,498	3,732,028	3,951,332	20,765,160
Current charges	533,604	397,592	723,624	904,636	522,529	3,081,985
Disposal	-	-	-	-	-	-
March 31, 2009	2,544,996	496,502	11,695,122	4,636,664	4,473,861	23,847,145
NBV - March 31, 2009	8,479,075	2,872,645	4,049,610	5,335,404	1,492,711	22,229,445
NBV - March 31, 2008	8,316,692	144,853	423,533	4,223,795	818,837	13,927,710



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Notes to the Financial Statements

Year ended March 31, 2009

5. Trade and other receivables

	2009	2008
	\$	\$
Accounts Receivables - Corporate	71,615,077	46,658,058
Accounts Receivables - Self Sponsored	48,822,207	33,701,029
	120,437,284	80,359,087
Provision for Doubtful Debts	(53,984,237)	(44,742,872)
	66,453,047	35,616,215
Other Receivables	(16,583)	-
	<u>66,436,464</u>	<u>35,616,215</u>

6. Cash and cash equivalents

	2009	2008
	\$	\$
General Expenditure	11,024,378	4,705,292
Appropriation-In-Aid	37,538,994	21,738,163
Payroll	4,282,938	796,549
Foreign Exchange	95,687	115,830
MIND Development Fund	-	4,338
Petty Cash	5,000	5,000
	<u>52,946,997</u>	<u>27,365,172</u>

7. Payables and Accruals

	2009	2008
	\$	\$
Trade Payables	8,615,761	3,795,234
Accruals	1,000,000	553,241
Payroll Payables	6,298,809	1,223,221
	<u>15,914,570</u>	<u>5,571,696</u>



Notes to the Financial Statements

Year ended March 31, 2009

8. Employee Benefits

	2009	2008
	\$	\$
Gratuity	913,660	1,377,946
Vacation leave accrual	2,066,441	1,667,239
Performance incentive provision	6,251,435	3,156,330
	<u>9,231,536</u>	<u>6,201,515</u>

9. GOJ 50% Contribution

This represents the 50% of surplus by the Agency to be paid into the Consolidated Fund in accordance with the Financial Instructions to Executive Agencies and advance for budgetary support.

	\$
Balance as at 1st April 2008	27,798,109
Amounts recognized during the year	24,273,150
Payments during the year	-
Balance as at 31st March 2009	<u>52,071,259</u>

10. Financial Risk Management

The Agency's activities expose it to a variety of financial risks: market risks (including currency risk and price risk), credit risk, liquidity risk, interest rate risk and operational risk. The Agency's overall risk management policies are established to identify and analyse risk exposure and to set appropriate risk limits and controls and to monitor risk. The risk management framework is based on guidelines set by management and seeks to minimize potential adverse effects on the Agency's financial performance.

a. Price risk

Price risk is the risk that the value of financial instruments will fluctuate as a result of changes in market prices. Deposits would be affected by this risk.



Managing Performance Excellence
Financial Report
 2008 - 2009

Notes to the Financial Statements

Year ended March 31, 2009

Financial Risk Management (Cont'd)

b. Currency risk

Currency risk is the risk that the value of a financial instrument will fluctuate because of changes in foreign exchange rates. The Agency's currency risk arises from its foreign currency bank account.

	2009	2008
	\$	\$
Foreign exchange bank account	<u>95,687</u>	<u>115,830</u>
	<u>95,687</u>	<u>115,830</u>

c. Interest rate risk

Interest rate risk is the risk that the interest earned on interest bearing bank account balances will fluctuate due to changes in market interest rate. The Agency's interest rate risk arises from deposits as follows:

	2009	2008
	\$	\$
Cash resources (excluding cash in hand)	<u>52,941,997</u>	<u>27,365,172</u>
	<u>52,941,997</u>	<u>27,365,172</u>

c. Liquidity risk

Liquidity risk is the risk that an Agency will encounter difficulty in raising funds to meet its commitments associated with financial instruments. The risk is managed by maintaining sufficient cash and cash equivalents balances.

d. Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Agency has the following cash resources:

	2009	2008
	\$	\$
Cash and cash equivalents	52,946,997	27,365,172
Accounts receivable and advances	<u>66,436,464</u>	<u>35,616,215</u>
	<u>119,383,461</u>	<u>62,981,387</u>



Notes to the Financial Statements

Year ended March 31, 2009

11. GOJ Capital Investment

The initial capital investment from Government of Jamaica is represented by the value of the fixed assets when the Agency was granted Executive Agency status at April 1, 1999. This has now been converted to equity.

12. Donated assets reserve

This represents the residual value of the assets donated to the Agency by the Government of Jamaica and other multinationals.

13. Staff costs

	2009	2008
	\$	\$
Gross Salary & Other Allowances	109,208,454	87,114,631
Employee benefits	9,231,536	6,201,515
	<u>118,439,990</u>	<u>93,316,146</u>

Staff emoluments

- a. Employees in receipt of emoluments of \$1 million and over per annum as at the financial year ended March 31, 2009 are:

NUMBER OF EMPLOYEES	SALARY RANGE \$'000
3	1.00 - 1.25
8	1.25 - 1.50
2	1.50 - 1.75
5	1.75 - 2.00
6	2.00 - 2.25
8	2.25 - 2.50
Nil	2.50 - 2.75
1	2.75 - 3.00
1	3.00 - 3.25
Nil	3.25 - 3.50
Nil	3.50 - 3.75
3	3.75 - 4.00
Nil	4.00 - 4.25
Nil	4.25 - 4.50
Nil	4.50 - 4.75
1	4.75 - 5.00
Total	38



Managing Performance Excellence
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 2008 - 2009

Notes to the Financial Statements

Year ended March 31, 2009

14. Goods and Services

	2009	2008
	\$	\$
Food and Drink	3,579,022	1,533,494
Books	134,204	749,916
Magazines & Subscriptions	74,630	11,916
Stationery	3,213,995	1,924,392
Petrol	51,574	37,198
Cooking Fuel	388,172	322,550
Local Consultancy	33,807,005	16,874,651
Advertising	1,052,499	2,124,669
Postal and Courier	513,561	172,649
Insurance	281,648	124,805
Printing	2,903,840	1,048,774
Repairs and Maintenance	430,550	296,459
Pest Control	79,744	-
Toilet Articles	610,618	702,306
Waste Disposal Services	411,918	205,396
Training Expenses	10,230,490	2,809,413
Computer Supplies	406,797	399,126
Bank Charges	513,728	230,800
Security Services	7,622,094	5,314,724
Overdraft Interest	-	7,020
Other	3,085,547	2,225,728
Audit Fees	250,000	250,000
	69,641,636	37,365,724

15. Premises Related Expenditure

	2009	2008
	\$	\$
Rental	2,662,933	1,518,228
Public utilities	11,321,792	9,228,542
Repairs and maintenance	5,654,492	3,671,052
	19,639,217	14,417,822



Management Institute for National Development

STATEMENT OF INTERNAL CONTROLS 2008/2009

The Management Institute for National Development's Senior Management team accepts responsibility for the Agency's system of internal controls. Consequently, it has sought to ensure the ongoing adequacy, robustness and effectiveness of its internal controls, with the institutionalization of measures not limited to the following:

- The design and implementation of controls that enhance Agency operations;
- Development and updating of the Agency's policies and procedures;
- Appointment of an Internal Audit Function that monitors the adequacy and effectiveness of the Agency's governance, risk management and internal control system;
- Implementation of the recommendations made by Internal and External Auditors and Audit Committee; and
- Senior Management's continuous assessment of the Agency's internal system of control.

Notwithstanding the above, the Agency encountered limitations with its internal controls during the 2008/2009 financial year, resulting from the loss of functionality with its GMAX system. This necessitated the Agency implementing a manual system of managing its accounting and financial operations, pursuant to the later acquisition and use of ACCPAC. While this served to ensure the integrity of the Agency's financial and accounting records and strengthening of the internal controls for 2008/2009, it required the recasting of the financials, a process which delayed the Auditors verification and certification of the financial statement for the period.

MIND



Managing Performance Excellence

SENIOR EXECUTIVE & ADVISORY BOARD COMPENSATION 2008 - 2009

SENIOR EXECUTIVE & ADVISORY BOARD COMPENSATION

Position of Senior Executive	Year	Salary (\$)	Gratuity of Performance Incentive (\$)	Travelling Allowance or Value of Assigned Motor Vehicle (\$)	Pension or Other Retirement Benefits (\$)	Other Allowances (\$)	Non-Cash Benefits (\$)	Total (\$)
Chief Executive Officer	2008/2009	4,500,000.00	893,851.88	398,250.00				5,792,101.88
Director Business Development	2008/2009	3,100,000.00		796,500.00				3,896,500.00
Director of Learning	2008/2009	3,019,051.27	-	796,500.00				3,815,551.27
Director of Finance & Resources	2008/2009	3,192,811.85	472,063.51	796,500.00				4,461,375.36

Notes

1. No compensation was paid to members of the Advisory Board.



RESPONDING
TODAY

PREPARING
TOMORROW

MIND's Strategic Plan 2009 -2013



RESPONDING
TODAY

PREPARING
TOMORROW

MIND's Strategic Plan 2009 -2013

This Plan conveys the consensual visualisation and direction of MIND over the next five years. It presents and outlines MIND's vision, mission, corporate goals, strategy and scorecard based on the collective insight and consensus of the executive and strategic management teams and the strategic analysis of the Institute's capacity, unique competencies and its vast potential. The plan reconciles observations and expectations of our key stakeholders viewed from the context of the existing mandate and the new demands facing the public service of Jamaica.

Cognisant of the strategic role and demands on the public service, MIND recognises the need to adjust its business model, and to reposition its human resources and faculty to address the new challenges of the public service and the expectations of its stakeholders. This is aimed at underpinning and fast tracking the on-going public sector modernisation programme so as to bring government services in line with the high expectations of citizens for value, quality and relevance.

Against this backdrop, MIND's management initiated a new strategic planning process at the end of 2008 to incorporate the *Kaplan and Norton Balanced Scorecard Methodology* as its principal management tool, to improve MIND's focus and align its strategic plan with Government's priorities.

This planning process allowed MIND to better define its corporate and thematic goals focused on stakeholder needs and expectations, and to integrate these in departments' strategies and to highlight individual and team roles, their accountabilities, performance metrics, and desired intra-departmental relationships for maximum use of the organisation's resources and synergy.

The process used to develop this strategic plan was highly participative, encompassing several workshops, working sessions with the executive management, senior management and the strategic planning committee, which is a cross cutting staff forum composed from all ranks. Additional consultations and frank review sessions were held with our key stakeholders to inform and enrich the plan leading to the revised vision and mission statements.

It should be noted that the strategic plan is being developed in consultation with our key stakeholders, and in alignment with several high level government policy statements such as *Vision 2030*, *Medium Term Financial Plan (MTFP)*, *Millennium Development Goals (MDG)* and the *governing Party Manifesto*.

Four thematic outcomes (Themes) have been identified as the "pillars of excellence" that will help MIND to coordinate and focus its strategies, and consequently, direct all staff efforts and resources towards the achievement of its mission.

These are:

Theme 1: Customer Satisfaction and Approval

Theme 2: Program & Operations Excellence

Theme 3: Transformation Learning and Professionalization

Theme 4: Resource Mobilization and Management

The success of this five year strategic plan recognises the importance of engaging, communicating and satisfying the legitimate expectations of stakeholders.

"Cognisant of the strategic role and demands on the public service sector, MIND recognises the need to adjust its business model, and to reposition its human resources and faculty to address the new challenges of the public service and the expectations of its stakeholders"

Purpose of the Strategic Plan

Based on our research and best practices of our benchmark institutions around the world, MIND has decided to adopt the strategic plan approach in place of the traditional corporate plan for two main reasons:

1. It is a more effective management tool to engage our stakeholders in the definition of needs and in envisaging the strategic issues likely to emerge over the next five years

2. It provides an opportunity to adopt the Balanced Scorecard and Common Assessment Frameworks in aligning our strategies and resources with our customers' expectations, and the opportunity to embed a culture for performance management with clear metrics to assess our achievements in relation to our needs and expectations of stakeholders.

Thus, the proposed Strategic plan represents a departure from the Corporate Plan which has tended to rely more on internal resources for its development.

The strategic plan is also important for three other reasons:

1. Government declared its intention to fast track performance management in the public service and to require public service institutions to closer relate their services to stakeholders' values and expectations.

2. This requirement implicates MIND as public service trainer, to ready itself in all aspects of performance management to lead the process and to build the culture for strategic planning.

3. Our traditional approach underestimated the importance of maintaining balance between our internal and external

growth and the financials

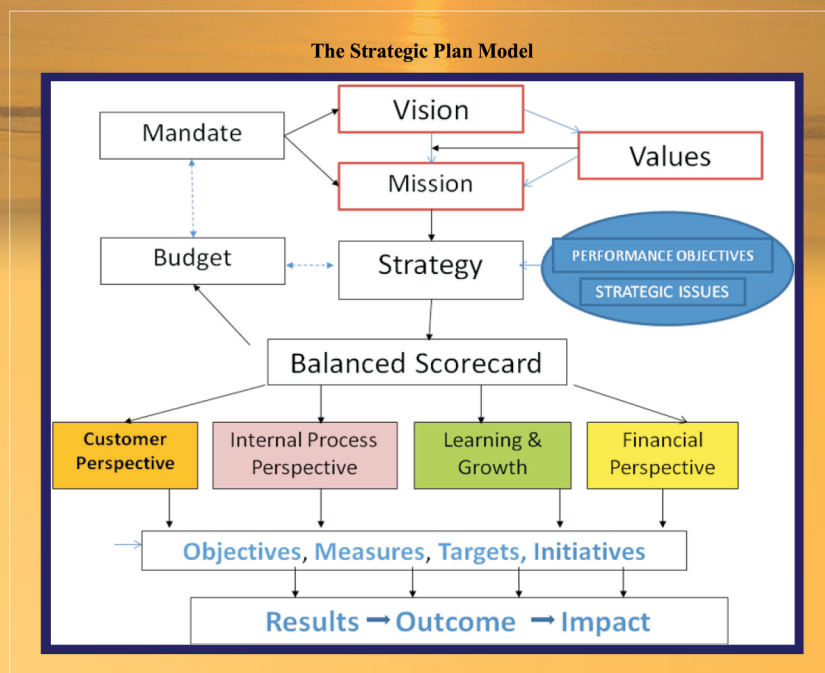
2. The associated performance metrics to facilitate alignment of vision, mission, values, strategies and resources.

Thus, it is only when all these four perspectives are considered in the plan and delivered in a balanced way, we have the best likelihood of fully achieving our mission, objectives and enabling our clients and customers to achieve theirs.

The Strategic Issues

The capacity of the public service has been stretched by the rapid changes occurring in the economy pointing to the urgent need for training and development at senior management and strategic levels. A More

comprehensive response requires a revision to MIND's structure, establishment, and upgrading of staff, faculty, lecture rooms and social and research facilities and the strengthening of our quality management systems. The strategic plan and budget anticipate this upgrading.



stakeholders and translating the functional requirements into our corporate metrics to achieve the desired results.

Plan approach and methodology

MIND's Strategic Plan follows the basic format of the Corporate Plan which outlines the organisation vision, mission, values, strategies, programmes and the logical framework for implementation. However, two notable additions are included:

1. The Balanced Scorecard, developed by Kaplan and Norton which stresses the importance and interaction of four stakeholder perspectives, namely: customer, the business model or internal process, people or the learning and

"The success of this five year strategic plan recognises the importance of engaging, communicating and satisfying the legitimate expectations of stakeholders"

ENVISIONING *an* EXPANDED



ENVISIONING *an* EXPANDED MIND

Physical & Virtual

MIND has enjoyed unprecedented growth since its establishment as an Executive Agency of the Government of Jamaica, ten years ago in 1999. While MIND has achieved a distinguished track record of Human Resource Development service to the public sector and the wider community of stakeholders, engaged in the mission of establishing and maintaining good governance in Jamaica and the Caribbean, there is much room for enhancement and expansion.

For the past several years, MIND has had to become increasingly more resourceful in responding to the need for adequate physical and other critical infrastructure to respond to the needs of its stakeholder clients. Our stakeholders are becoming increasingly forthright and trenchant in stating their needs and staking their claim to, among other needs, an improved MIND with:

- *Adequate and satisfying classroom, social facilities, services, environmental and security provisions*
- *Expanded programme delivery options and customer access*
- *Provision of a conducive environment for learning and innovation*
- *Streamline and upgrade of on-campus & distance learning products, systems and support services*



Among the steps which MIND has taken to address this, is the development of weekend programs with courses offered on Saturdays, courses offered online, and the leasing of new and expanded space to house the MIND Mandeville Campus. In addition to this expansion on weekends, online, and with new campus facilities, a considerable number of courses have been moved to other locations off-campus, due to a lack of on-campus space. It is important to note that the attendance pattern at MIND is bi-modal - mornings and evenings (up to 8:30 PM daily) - and MIND Online utilizes the "blended" approach requiring some amount of direct, classroom intervention.

ENVISIONING *an* EXPANDED MIND

Physical & Virtual

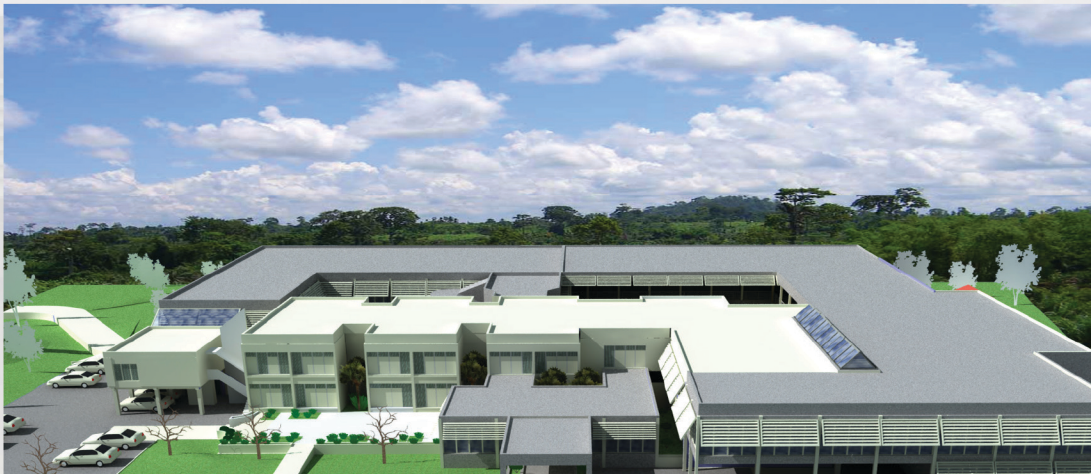
MIND stands on the brink of a new future, full of promise and opportunity, with increased potential for meeting the needs of its constituents. The lack of adequate facilities would not only ensure that potential is not realised, but it would also necessitate a retreat

from the types and levels of service which have been planned for the coming years, in direct response to requests from our stakeholders. It would also stifle the potential of an institution which, having prevailed, in spite of the

challenges, for over ten years, has much more room and opportunity to grow to become the best that it can be.

The proposed MIND Strategic Plan, complemented by the Proposed MIND Expansion presents this institution with a rare and wonderful opportunity to extend and deepen its commitment to developing human resource excellence and leadership. It endeavours to support MIND's highest priority needs and to continue the extraordinary momentum that has characterised the Institute's growth for over a decade.

Its ambitious agenda of needs, encompassing facilities, special institutional strengthening enrichment initiatives, and operating support, reflects MIND's historic commitment to serve its stakeholders and the larger world community, in the valuable and critical



mission of the developing men and women, not just of competence, but also of character, in service to nation building and the advancement of good governance.

It is our hope that upon presentation and considered review of our vision for the expansion of MIND, we will win important stakeholder support, in recognition of the potential of the MIND to transform its institutional capacity and capabilities, towards the fulfillment of its mandate.



THE BOTTOMLINE



Satisfying Stakeholder Needs

Today's MIND calls for more than just developing and producing quality products, pricing them attractively, promoting and distributing them among target groups. More than anything else, today's MIND environment demands a steadfast focus on developing, implementing and utilizing effective strategies to gain competitive advantage. These strategies must be founded on the principles of:

- *Satisfied stakeholder needs*
- *Strengthen operational efficiencies*
- *Create and delivering quality service consistently*
- *Respond to stakeholder need to feel respected, valued and valuable*
- *Fulfill the Mandate*

MIND is currently operating in a dynamic global environment – emerging markets, new customers, new technologies, increasing local, regional and global competition, increasing diversity in customer needs and wants, rapidly changing political and socio-cultural environment that impacts MIND's performance.

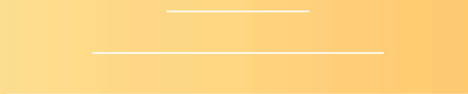
The current marketing situation and trends, require nothing less than the most critical thinking, focused analysis, planning, implementation and control, to build and maintain beneficial exchanges with target groups for the purpose of achieving successful outcomes.

In the context of visioning a new strategic construct to support a more dynamic and effective market positioning for MIND, the concept of satisfying stakeholder needs, creating stakeholder value and satisfaction and delivering that satisfaction profitably, is not only necessary, but a vital imperative.

Since stakeholder satisfaction is at the heart of the emerging new MIND, then the MIND success demands a synergy of strategic alignment with all performance areas, and a steadfast, focused approach to engineering cohesive and coherent implementation of strategies.

The continuing success of MIND requires the full integration of resources and teamwork that extends beyond the individual, Unit and/or department tasks, to the full involvement of the organisational "whole", in order to result in meaningful impact.

Essentially therefore, the emerging new MIND, will see an organisation, lead by a select group of professionals with the requisite experience and expertise that qualify their selection to the team, that leads and manages the business and responsibilities of the whole organisation, and totally focused on, motivated by, and absolutely dedicated to anticipating, responding and satisfying stakeholder needs.



A VISION FOR JAMAICA

National Vision Statement

**“Jamaica, the place of choice to live, work,
raise families, and do business”**

The Vision

From bustling townships and cities to the “irie” countryside, we are a people of tremendous God-given talent and potential. Out of diverse hardships we remain strong and deeply spiritual. Jamaica, an island gem basking in brilliant sunshine where cool waters cascade from the mountains to the fertile soils of the valleys below.

As a united family at home and abroad, we commit to a vision in which:

- we ensure equitable access to modern education and training appropriate to the needs of each person and the nation
- we provide quality and timely healthcare for the mental, physical and emotional well-being of our people
- our children and our children's children can continue to enjoy the unique environmental and cultural treasures of our island home
- we seek out and support the entrepreneurial talents and creativity of our people
- we create prosperity through the sustainable use and management of our natural resources
- we create and advance national prosperity and security by vigorously seeking, learning, generating, and applying scientific and technological knowledge
- we provide full access to efficient and reliable infrastructure and services
- we are the premier destination to visit and do business
- we hold to and build on those positive core values and attitudes that have made us distinctly Jamaican
- we resolve conflicts through dialogue and mediation
- we treat each other with respect and dignity
- we all have a meaningful voice in the decision-making of our country
- we create a safe and secure society
- we know our rights and responsibilities and stand equal before the law
- Our families contribute positively to the society and nurture, protect, encourage and support their members

We especially seek to create a secure future for our vulnerable population in ensuring that:

- each child has equal opportunity to develop his or her full potential through access to the best care, affection and protection
- our youth are empowered to contribute meaningfully in building and strengthening the communities to which they belong
- our elderly and persons with disabilities are fully integrated within society, have access to appropriate care and support services and are treated as valuable human resources
- no one falls into, or remains in poverty for lack of adequate support

“One love, one heart, one Jamaica”

“JAMAICA, THE PLACE OF CHOICE TO LIVE, WORK, RAISE FAMILIES AND DO BUSINESS”



**Management Institute for
National Development**
Training for Human Resource Excellence

10th Anniversary

1999 - 2000



Mission

MIND shall provide the highest quality training and consultancy to enhance the efficient and effective delivery of service by our clients.

Vision

MIND will be the centre of excellence in the Caribbean for strengthening Human Resource capacity to support sustainable development.

Kingston Campus

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E-mail: customerservice@mind.edu.jm

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Mandeville Campus

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