



**Management Institute for
National Development**
Training for Public Service Excellence

2012-2013 ANNUAL REPORT





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.



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 and 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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MESSAGE FROM THE CEO

This our 2012 – 2013 Annual Performance Report, demonstrates the Management Institute for National Development's ongoing commitment as the Government of Jamaica's (GoJ) public sector training and leadership development institute, *"to provide effective leadership development programmes and management training appropriate to all levels, and in line with the demands of a modern and competitive public service"*. It also points to the Agency's strategic thrust towards bringing to life a Public Sector Learning Framework and Leadership Development Centre, while engendering a culture of partnership and collaboration, as means to a whole-of-government approach to building public service human resource capacity and capability.

The *Leadership Development Strategy, Implementation and Engagement Plan* developed during the year, reflects the efforts of a broad and diverse group of stakeholders both within and outside of Jamaica, and internal and external to MIND, who have begun a process of working collaboratively towards creating for Jamaica and the rest of the Caribbean, a public sector leadership ethos and practice consistent with achieving results for citizens.

While the proposed *Public Sector Learning Framework* is yet to be completed, it too benefited from the focused collective inputs of key public sector strategic partners throughout the 2012-2013 fiscal year, as much as the ground-work towards conceptualizing this initiative begun as early as 2006, following our exposure to similar frameworks in other parts of the world. In 2009 with the development of our 2009-2014 Strategic Plan and the work of a MIND team committed to leading differently for ourselves and for the rest of the public sector, we identified the implementation of a comprehensive Public Sector Learning Framework as one of the strategic objectives we would pursue.

Both our efforts at designing the Leadership Development Strategy, Implementation and Engagement Plan and the Public Sector Learning Framework, have underscored the need for us to continually examine how public sector training and development is facilitated in other parts of the world; scan the environment for emerging training and development needs; engage with local public and private sector stakeholders towards securing the shared ideas that will facilitate the kind of public sector learning and development that impact results. This marks, however, not so much the beginning, but the continuation of an approach for supporting and enabling MIND to fully achieve its mandate and to be able to deliver on its core objectives within the Jamaican public sector and to the wider Caribbean.

MIND is particularly grateful for the partnership support and assistance of all our technical partners and stakeholder groups and organizations throughout the year. We thank you for your sustained input, enthusiastic encouragement, patient guidance and useful critique. I know we can continue to count on your ongoing support as we work at bringing together new and on-going public sector training and development initiatives within a common infrastructure, with the suitable delivery mechanisms and administrative linkages to support an efficient and effective human resource development environment, geared towards creating a culture of learning, greater efficiency, effectiveness and responsiveness across the sector.

While I have never doubted the Agency's ability to deliver on its mandate, the unwavering commitment and collective input of the MIND Team, throughout the year, has instilled even greater confidence that we can truly succeed in providing the training and development support needed for a transforming public sector. Indeed, I am humbled by the resilience, drive and "will do" attitude of the MIND Team.

For those areas where performance was less than projected and desired, we remain cognizant of and committed to the kind of leadership and management that is required to forestall this in the future, as we see beyond the obstacles and challenges. For we are seized with our role as highlighted by Vision 2030 Jamaica: National Development Plan, i.e. the *"important role of the Management Institute for National Development (MIND) in building the capacity of public sector employees to deliver effective and efficient services"*.

-Ruby Brown



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Table of Contents

1	INTRODUCTION
1	Organizational Overview
4	Performance Overview
	SECTION I
6	Performance Analysis
	SECTION II:
21	Agency Highlights
	SECTION III:
36	Financial Report

INTRODUCTION

The Management Institute for National Development (MIND) an Executive Agency of the Government of Jamaica (GOJ) and a registered tertiary level training institution with the University Council of Jamaica (UCJ), has committed itself in its Strategic Plan 2009-2014, to meeting Government's modernisation and transformation agendas through transformative learning and professionalisation for and of the public service and stakeholder satisfaction and approval. This compels us to remain cognizant of the ever changing realities of the Jamaican public sector and to lead and respond to its emerging needs and priorities. This is in keeping with our mandate *"to provide effective leadership development programmes and management training appropriate to all levels, and in line with the demands of a modern and competitive public service"* (Cabinet Decision 32/93 of 6 September, 1993). Our mandate thus places the Institute at the heart of any public sector transformation initiative as it seeks to ensure that all those who serve the public, do so with optimal levels of efficiency, effectiveness and impact.

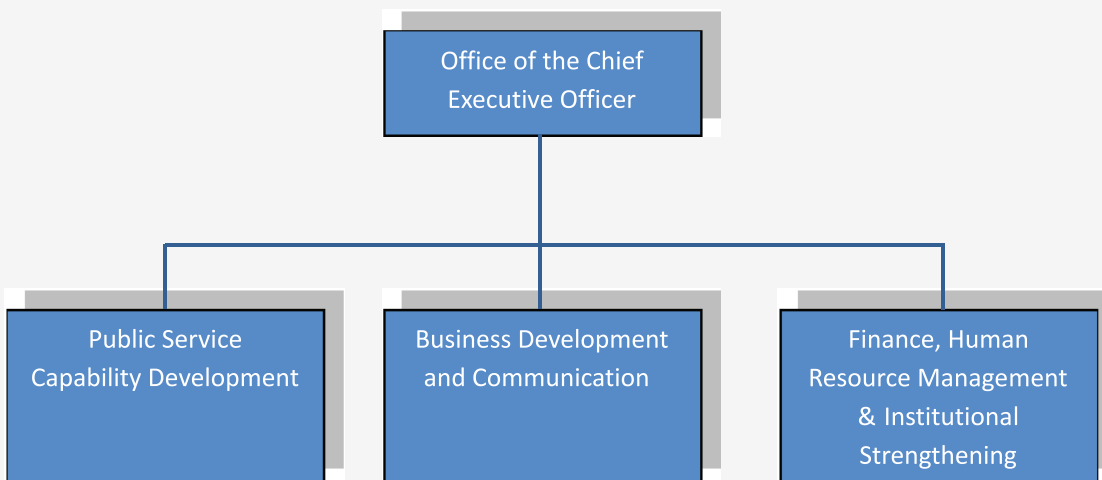
Organizational Overview

MIND is led by a Chief Executive Officer, *who is charged with the responsibility to lead the Institute's strategic and business planning in fulfillment of MIND's mandate.* The Executive Agencies Act, 2002 provides for the CEO to report directly to the responsible Minister (this is done through the Office of the relevant Permanent Secretary). Given that MIND is placed within the Cabinet Offices, the CEO reports through the Cabinet Secretary.

The Executive Agencies Act also provides for the CEO to be advised *in the strategic and business planning responsibilities of the Executive Agency* by an Advisory Board and for the Board to be *appointed from among suitable qualified persons in the public and private sectors and non-governmental organisations.*

The alignment of the Agency's organisation structure and human resource needs with its Strategic Plan, resulted in an organizational structure reflecting four critical strategic areas (Figure 1).

Figure 1: Critical Strategic Areas



Office of the Chief Executive Officer (CEO)



The Office of the CEO provides direction and leadership to all areas of the Agency, and embodies functions related to strategic planning, monitoring and evaluation, partnerships and collaborations, internal audit and outreach. These functions distil the strategies and plans emanating from the three departments, and monitor, evaluate and present Agency performance reports to key stakeholders inter alia.

Business Development and Communication (BDC)



The Business Development and Communication Department deepens and extends the understanding and appreciation of strategic marketing beyond the “old sense” of promoting, advertising and selling, to a higher level “new sense” of marketing aimed at satisfying customers and clients needs, that is creating customer value and satisfaction and delivering that satisfaction profitably. Areas such as Registry and Records Management, Information and Communication Technology, Creative Development and Production, Client Relations & Marketing and Research and Information Management make up this Department.

Finance, Human Resource Management and Institutional Strengthening (FHRMIS)



The new construct of FHRMIS is responsible to enhance and transform MIND's staff capacity and instill a continuous learning, research and innovation culture that will significantly impact the quality of staff attracted, developed and retained at MIND. The department includes three units namely: Finance and Accounts, Human Resource Management and Corporate Services.

The Public Service Capacity Development Department (PSCD)



The PSCD is responsible to direct, guide and oversee the conceptualisation, development, quality assurance, delivery, evaluation and continuous review of the Agency's learning and development product and services, toward improvements in public service capacity, performance and impact. The Department ensures that such products and services are offered in a variety of formats, modalities and locations to include the various regions of Jamaica and the wider Caribbean.

The structure and role of the Department impel a greater focus on and stronger linkages between the development and delivery of learning products and services that anticipate respond to and lead public sector human resource development. Given the fact that this area essentially determines the Agency's continued relevance, viability, sustainability and justifies the investment by Government in the Agency to support the requisite public service outcomes, its construct requires its own unique and specialised skills sets, professional attitudes and approaches. In this regard, the work of the Department is realised through the vehicles of the following operational units supporting the work of the Office of the Director:

- Product Planning and Development
- Scheduled Programme Delivery and Administration
- Customised Programme Delivery and Administration
- Distance Learning Delivery and Administration
- Product Quality Assurance

Performance Overview

In 2009, the Agency initiated a strategic re-alignment to fully embrace its mandate. The result was a strategic focus hinged on four thematic outcomes, identified as the “pillars of excellence” that would help the Agency to better coordinate and focus its strategies, and consequently, direct all staff efforts and resources towards supporting the Government of Jamaica’s priorities and needs through training and development. These are:

- Theme 1: Stakeholder Satisfaction and Approval (SSA)
- Theme 2: Programme and Operations Excellence (POE)
- Theme 3: Transformative Learning and Professionalization (TLP)
- Theme 4: Resource Mobilization and Management (RMM)

These thematic outcomes (Themes)/“pillars of excellence”, as articulated in MIND’s 2009-14 Strategic Plan, are aligned to 14 strategic objectives, their associated strategic initiatives and performance targets, which continued to be the focus of the Agency during the 2012-13 fiscal year. Cognizant of their intended outcomes and impact, all the necessary effort and available resources were channeled into working collaboratively with internal and external stakeholders (staff members, clients, participants, partners) resulting in performance outcomes including:

- One hundred and eighty six (186) programmes /courses delivered
- Three thousand four hundred and forty (3440) participants trained
- Ninety (90) customized proposal developed, twenty (21) one of which resulted in training delivery
- Re-accreditation received for two programmes
- Forging of the first tripartite agreement for training and development
- Three (3) new partnerships developed and five existing partnerships leveraged for training development and delivery
- MIND’s Public Sector Leadership Development Conference successfully staged
- Case Study developed and accepted by the Commonwealth Association for Public Administration and Management (CAPAM) for inclusion in their Library of Public Administration

- Leadership Development Symposium successfully hosted
- Development of a Public Sector Learning Framework progressed
- The MIND Public Life Award for Leadership Excellence launched
- MIND’s Leadership Development Strategy, Implementation and Engagement Plan developed
- 90% of the MIND Team (across all levels) participated in at least one training and developmental intervention
- Revenue increased by \$11.63m over fiscal year 2011-2012
- Expenditure maintained below budget

While the Agency recognizes the import of client feedback, we were not able to formally assess client satisfaction as planned for the period. Nevertheless, we received valuable feedback from our clients through the multiplicity of stakeholder consultations and forums that were hosted during the year. As a consequence, we were able to assess and gauge client engagement and needs, and employ the appropriate strategies in response.

The Report now continues with the following three sections:

- Section I: Performance Analysis
- Section II: Agency Highlights
- Section III: Financial Statements



SECTION I: PERFORMANCE ANALYSIS

SECTION I:

PERFORMANCE ANALYSIS

The performance results highlighted in this section, reflect the progress of the Agency towards the realization of its strategic objectives which are linked to its four thematic outcomes (Themes) as shown in Table 1 and articulated in MIND's 2009-14 Strategic Plan, 2012-2014 Corporate Plan and 2012-2013 Operational Plan.

Table 1: Strategic Objectives Linked to MIND's Four Strategic Themes

THEMES	MIND STRATEGIC OBJECTIVES
THEME 1: Stakeholder Satisfaction & Approval Theme	C1: Strengthen stakeholder relations, communication, cooperation & public awareness of MIND's services and products. C2: Expand program delivery options & customer access to MIND's management training & leadership development, both locally and regionally. C3: Improve MIND's social facilities, client services, environmental and security provisions.
THEME 2: Programme & Operations Excellence	I1: Upgrade MIND's learning systems, infrastructures and amenities to meet public service training requirements and Government modernization agenda. I2: Create a dynamic work environment that supports a performance and continuous learning culture and promotes and reinforces the Agency's values. I3: Strengthen MIND's performance management systems and ensure that they are anchored in and across the Agency's departments and linked to its MIS and research databases. I4: Strengthen MIND's research capacity and capability to support policy and programme development for public service Human Resource Development. I5: Implement a comprehensive Public Service Learning Framework (PSLF).
THEME 3: Transformative Learning & Professionalization	L1: Strengthen and institutionalize the Agency's Strategic Leadership development programmes to cater to the needs of senior public servants and parliamentarians. L2: Strengthen in-house human resource capacity to successfully roll out MIND's 5-Year Strategic Plan and programmes, and to operate and propagate a performance and accountability ethos in the Public Service. L3: Ensure MIND has adequate & relevant competencies to develop and support its learning products and service offerings.
THEME 4: Resource Mobilization & Management	F1: Ensure adequate and consistent funding for MIND's operations and capital development needs. F2: Strengthen systems for corporate and departmental budgeting, funds allocation including Risk Management processes and controls. F3: Ensure sound financial management, ethical and fiduciary practices, performance accountability and reporting.

Theme 1: Stakeholder Satisfaction and Approval

Strategic Objective C1:

Strengthen stakeholder relations, communication, cooperation and public awareness of MIND's services and products

Stakeholder Satisfaction and Approval is the major focus and outcome of MIND's activities. Our goals in this regard, reflect to a large extent, the expectations of the Agency's multi-sector customers, clients and sponsors. Stakeholder satisfaction and approval is thus a critical indicator of the range, quality and relevance of MIND's management training and leadership development programmes. As a composite measure, MIND's Stakeholder Satisfaction and Approval rating is being constantly monitored through its product value chain and delivery systems to assure excellence in service, relations and communications.

While no formal Stakeholder Satisfaction Survey was administered during the period under review, the Agency continued to consult, collaborate and partner across stakeholder groups to execute various projects and programmes. These stakeholder engagements provided rich feedback that augmented well with the data from Participant Evaluations and indicated ongoing support for the Agency and confirmation of the value added through its training and development interventions.

MIND recognizes the following Stakeholder Groups:

- MIND's Staff and Faculty
- Public Sector bodies (locally and regionally)
- Special Stakeholders
 - Cabinet Offices
 - Office of the Prime Minister
 - Office of the Service Commissions
 - Ministry of Finance and Planning
 - Jamaica Civil Service Association
- Quasi Government Institutions e.g. UCJ - Accreditation
- Private Sector Organisations
- Non-Government Organisations
- Development and Donor Agencies
- Allied Training Institutions – local, regional and international
- Participants
- Public and Private Sector Client Organisations

Strategic Objective C2:

Expand programme delivery options and customer access to MIND's management training and leadership development both locally and regionally

MIND delivers an all-year-round schedule of Post-Graduate Diploma, Bachelor Degree, Diploma, Associate of Science Degree and Certificate programmes/courses that span the categories of Administrative Management, Communication, Customer Service, Customs Regulations, Environmental Management, Ethics and Good Governance, Finance and Accounts, Human Resource Management, Industrial Relations, Information Technology, Management, Procurement Management, Public Sector Management, Records and Information Management, Research and Policy Development, Supplies and Inventory Management, Leadership Development and Supplementary Professional Development. Beyond the approximately 152 scheduled programmes and courses that were identified for 2012-2013 within these named categories, MIND provided other dynamic channels of learning opportunities through distance learning via MIND On-Line; Customized training via Your Place or MIND; in addition to seminars, workshops, symposium and a public sector leadership development conference.

While only 119 of the 152 Scheduled programmes/courses for 2012-2013 were delivered, contributing to a decline in training over the 2010-2013 three year period (Table 2), the Agency realized a 34% increase in its Enrollment Efficiency Ratio for Scheduled programmes (Table 3). This resulted in an overall 9% efficiency change across both Scheduled and Customised programmes/courses.

Table 2: Number of Programmes/Courses Delivered - Three Year Comparison

Programmes/Courses	2010 - 2011	2011 - 2012	2012 - 2013
Scheduled	129	140	119
Customised	95	85	67
Total	224	225	186

Table 3: Enrollment Efficiency Ratio - Three Year Comparison

Participants/Programmes	Fiscal Year 2010 - 2011	Fiscal Year 2011 - 2012	Fiscal Year 2012 - 2013	Change in Efficiency Ratio over 3 Years
Number of Scheduled Participants/ Number of Scheduled Programmes	2000/129	2377/140	2492/119	
Enrolment Efficiency Ratio	15.50:1	16.97:1	20.94:1	34%
Number of Customised Participants/ Number of Customised Programmes	2664 / 95	2016 / 85	1730 / 67	
Enrolment Efficiency Ratio	28.04:1	23.71:1	25.82:1	(8%)
Total Participants Enrolled/ Total Programmes Delivered	4664 / 224	4393 / 225	4222 / 186	
Enrolment Efficiency Ratio	20.82:1	19.52:1	22.69:1	9%

Theme 1: Stakeholder Satisfaction and Approval

Although there was a 4.83% increase in participants enrollment for Scheduled programmes/courses over 2011-2012 (Table 4), enrollment for Customised programmes/courses declined by 14.19% resulting in an overall reduction in participant enrollment of 3.9% for fiscal year 2012-2013.

Table 4: Participants Enrollment

Programmes/Courses	2010 - 2011	2011 - 2012	2012 - 2013	2012/2013 versus 2011/2012
Scheduled	2000	2377	2492	4.83%
Customised	2664	2016	1730	(14.19%)
Total	4664	4393	4222	(3.9%)

At the end of the reporting period, 3440 participants' successfully completed 186 Scheduled and Customized programmes/courses combined. This represents a 3% increase in completion rate over 2010/2011 (Table 5).

Table 5: Analysis of Participants' Completion Rates over the last three years

Participants	2010 - 2011	2011 - 2012	2012 - 2013
Enrolled	4664	4393	4222
Successfully Completing	3639	3514	3440
% of Enrolled Participants Successfully Completing	78.02%	79.99%	81.47%

Women comprised 79% of the participants registering for training programmes/courses over 2012-2013. This is consistent with the trend over the last three years (Table 6).

Table 6: Participants Enrollment by Gender

Gender	% of Enrolled Participants - 2010-2013		
	2012-2013	2011-2012	2010-2011
Women	74%	77%	79%
Men	26%	23%	21%

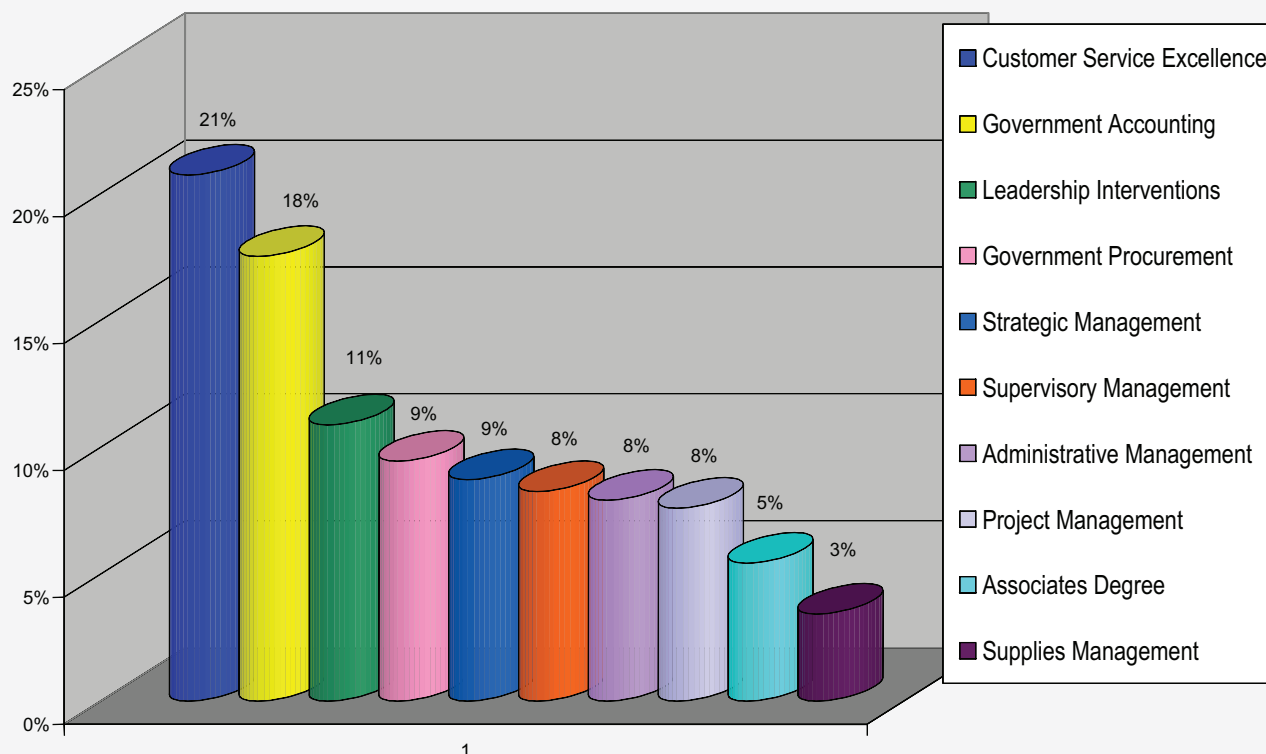
Forty percent (40%) of total participant enrollment for 2012-2013 was within the age group 25 – 34 years and reflects a similar trajectory as the previous two years (Table 7).

Table 7: Participant Enrollment by Age

Age Range (Years)	% of Enrolled Participants		
	2010-2013		
	2012-2013	2011-2012	2010-2011
25 and Less	8	13.65	13.41
26 - 34	40	38.15	36.3
35 - 44	38	29	30.2
45 - 54	13	16.1	16.09
55 and Greater	1	3.1	4.0

Ten (10) of the 186 programmes/courses delivered during 2012-2013, accounted for 60% or two thousand five hundred and ninety (2,590) participants. *Customer Service*, *Government Accounting* and *Leadership Development* interventions received the highest levels of participation with enrollment ranging from 537, 454 and 282 respectively (**Figure 2**).

Figure 2: Top Ten Programmes by Enrollment: April - March 2013



Strategic Objective C3:

Improve MIND's social facilities, clients' services, environmental and security provisions

MIND recognizes that the success of the Agency's strategic pursuits can only be realized, if its underlying focus is placed on engaging with and satisfying stakeholder needs. Having our stakeholders generally and our participants and staff more specifically, voicing their interests and concerns, provide the Agency with valuable information to help create a positive and enabling learning and working environment that fosters greater levels of human resource development and industrial harmony, toward the Agency fully and successfully delivering on its mandate.

Throughout the year, participants were asked to indicate their level of satisfaction with 143 or 76.9% of the 186 programmes/courses delivered. This robust response rate was intended to increase the likelihood that participants' perspectives could be generalized to support the Agency's continuous improvements to learning products and services that impact the public service in improved delivery of services to citizens, and thus earn citizens' higher satisfaction and approval.

Participants' collective satisfaction level for 2012-2013 was 96% (Table 8) and represents a 13% increase over the Agency's projected target for the period.

Theme 1: Stakeholder Satisfaction and Approval

Table 8: Participant Satisfaction - 2012-2013

Participants' Satisfaction with:	Level of Satisfaction
	%
• Faculty	96
• Programmes/Courses	96
• Course Coordination and Administration	93
• Learning Facilitation	96
• Training Room Arrangement	95
• Course Delivery and Assessment Methodologies	98
• Stated Learning Outcomes	97
Participant Satisfaction Index	96

The MIND Team was invited three times throughout the year to complete employee satisfaction surveys. The final and most comprehensive survey administered towards the end of the year, was completed by 57% of the Team and reflected an overall satisfaction level of 63%.

As was the case with the satisfaction surveys conducted for previous years, Staff were most satisfied with the clarity and understanding they had of the Agency's direction, purpose and objectives (94%) and Teamwork (86%), while being least satisfied with Compensation (33%) and Communication (38%).

Theme 2: Programme and Operations Excellence

Strategic Objective I2:

Upgrade MIND's learning systems, infrastructures and amenities to meet public service training requirements and Government's modernization agenda

There were two strategic initiatives aligned to this Strategic Objective which the Agency pursued throughout the year as follows:

I1.1: Develop and establish a comprehensive Product Planning, Development, Delivery and Administration Framework (PPDDAF)

Client satisfaction and engagement are critical pillars of MIND's sustainability, and these are directly and sometimes solely determined by the quality of our products and services and the client's experience. Accordingly, the Agency identified the development of a comprehensive Product Planning, Development, Delivery and Administration Framework (PPDDAF) as a most relevant mechanism to guide the conceptualisation, design, development, delivery, administration, monitoring and evaluation of its training products and services, in a bid to streamline and make more efficient and effective product and service delivery.

Following extensive research across national, regional, and international institutions as well as internal stakeholder discourse, a proposed model was developed for a MIND PPDDAF and the concept of a "Renewed MIND" was established. "Renewed" serves as the acronym for **R**esearch, **E**valuate, **N**etwork, **E**ngage, **W**iden, **E**xcel, and **D**evelop. Figure 3 depicts the concept of the *RENEWED* MIND, where all actions are interrelated in order to ensure a wholesome approach to ensuring relevant and high quality learning products and services.



Figure 3: Concept of the Renewed MIND



It is envisioned that ongoing and appropriate engagement in these activities, “*RENEWED*” will enable each operational unit within the Public Service Capability Development Department specifically, and the Agency generally, to better execute its processes.

At the end of the financial year the PPDDAF was eighty five (**85%**) complete with policies, procedures, process maps and forms reviewed/developed for:

- Product Planning and Development
- Customised Programme Delivery and Administration
- Product Quality Assurance
- Distance Learning Delivery and Administration

Policies, procedures, process maps and forms for Scheduled Programme Delivery and Administration, while initiated were not completed as at the end of the reporting period.



Members of the MIND Team:
Alia Vaz-Heaven (L) and
Orville Mighty (R) in discussion

New policies, procedures developed and/or reviewed and revised during the period included:

Developed:

- Assuring Quality of Learning Products – Accreditation
- Special Needs
- Designing and Developing Learning Products
- Reviewing, Monitoring and Evaluating Learning Products
- Control System and Standards for Policies and Forms

Reviewed and Revised:

- Programme/Course Matriculation and Credit Exemption
- Preparing for and Supporting Facilitation and Learning
- Monitoring, Rescheduling and Cancelling Programmes/Courses
- Reporting
- Preparing Customised Training Proposals (*non-tender*)
- Preparing Customised Training Proposals (*tender*)

Processes mapped include:

- Preparing Customised Training Proposals (*non-tender*)
- Preparing Customised Training Proposals (*tender*)
- Designing Learning Products
- Reviewing Learning Products
- Preparing Assessments
- Preparing for and Monitoring Examinations
- Marking Assessments
- Re-/Accrediting Learning Products

Theme 2: Programme and Operations Excellence

I1.2: Develop new outreach strategies and links that create increased access and impact for learning products and services

The Agency targeted a variety of outreach strategies to enhance access to and the impact of learning products and services. Accordingly, the following outreach activities were undertaken during the year.

- Successful staging of the MIND Leadership Development Conference in March 2013, under the theme **Leadership in Action: Supporting the Vision, EnGENDERing Transformation**. (See Section Agency Highlights for additional details)
- In partnership with ACCA Caribbean, successfully hosted a Breakfast Leadership Symposium, in May 2012, under the theme “**Effective Talent Management in Finance - a Leadership Development Perspective** (See Section Agency Highlights for additional details).
- Delivered training in non-traditional markets through a series of **Organisational Strengthening and Capacity Building** training interventions for four community based organizations (Quartile 4 Communities in St. Elizabeth and Kingston) as a Jamaica Social Investment Fund (JSIF) led initiative.
- Secured formal membership for twenty three (23) members of the MIND Team, including all members of Faculty, in the International Association of Facilitators. It is envisaged that this will serve not only to build the Team’s facilitation and engagement competencies, but also strengthen their network of learning development and facilitation professionals towards enhancing the Agency’s outreach efforts, image and presence.
- Re-established membership with the Jamaica Association for Distance and Open Learning in an effort to strengthen the Agency’s professional outreach.
- Drafted a Strategic Plan for MIND’s Distance Learning Product
- Developed an Online Readiness Questionnaire to be used to help participants and the Agency assess readiness for online learning, and to support participants in identifying how they may need to prepare for this environment.

Strategic Objective I2:

Create a dynamic work environment that supports a performance and continuous learning culture and promotes and reinforces the Agency’s values

During 2012-2013, work was completed towards the development of a Human Resource Management Strategic Plan. The Plan served as a guide to ensuring that the Agency attracts, develops, engages and retains the talent needed to achieve our mandate, mission and strategic goals, while meeting the needs of employees and other stakeholders.

To this end, the Plan focused on four steps in the Human Resource Management Strategic Planning Process:

1. Assessing the current HR Capacity
2. Forecasting HR Requirements
3. Gap Analysis
4. Developing HR Strategies to support Organizational Goals

Strategic Objective I3:

Strengthen MIND's Performance Management Systems and ensure that they are anchored in and across the Agency's departments and linked to its Management Information System (MIS) and research databases

In reviewing the cascaded strategic initiatives emanating from our Strategic Plan, it has become very evident that to completely implement the Plan towards fulfilling the Agency's mandate, realizing its mission and vision and living its values, a new performance culture must be instilled with even greater emphasis on results, accountability, teamwork and customer focus across the Agency. To this end a Framework to strengthen MIND's performance management and accountability systems was developed during the 2012-2013 financial year.

This Framework aims to further develop MIND's existing Performance Management System to ensure a more robust process for driving a culture of accountability. It seeks to ensure a system in which departmental, unit and individual objectives are more strategically aligned to the wider Agency strategic objectives, thus minimizing subjectivity ensures greater focus on outputs, outcomes and impact, rewards good performance and effectively manages under-performance. It also seeks to highlight the critical MIND Policy and Procedure Documents which are integral to the full implementation of the Framework. These policies and procedures further ensure that the Agency's practices comply with established Government of Jamaica (GoJ) regulations and requirements.

Within the context of MIND's Performance Management and Accountability Framework, "**performance management**" is defined as *a process which contributes to the effective management of individuals and teams in order to achieve high levels of organisational performance. As such, it establishes shared understanding about what is to be achieved and an approach to leading and developing people which will ensure that it is achieved.* Accordingly, the performance management process occurs throughout the year in support of accomplishing the strategic objectives of the organisation.

Additionally, a *Strategic, Corporate and Operational Planning Policy and Procedure* document was also developed to provide the overall context and guide for the key planning processes of the Agency and serve

to direct the MIND staff on the standard planning approaches to be taken. It also highlights the significant supporting roles that monitoring and evaluation plays and provide the policy context for other attendant MIND documents.

The *Strategic, Corporate and Operational Planning Policy and Procedures* further seek to ensure that the Agency's planning practices comply with established Government of Jamaica (GoJ) regulations and requirements such as those stipulated in the:

- Proclamations, Rules & Regulations for Executive Agencies, [Executive Agencies' Act]; (2010)
- Financial Instructions to Executive Agencies; (2009)
- Financial Administration and Audit (FAA) Act; (1999)
- Agency's Performance Agreement
- Agency's Framework Document

Additionally, the policy emphasizes the importance of performance management and the alignment of MIND's Performance Management and Accountability Framework and tools to government-wide systems, such as the GoJ's Performance Monitoring and Evaluation System (PMES), to:

- Enable more effective and efficient decision making
- Guide strategy formulation and implementation that promote synergies across units, departments and ultimately the wider public sector
- Facilitate the assessment of the performance of individuals, units and departments consequently the contributions of the Agency to broader public sector goals and mandates
- Support the process of public sector culture transformation to one that is performance and service oriented, innovative, proactive and responsive

Theme 2: Programme and Operations Excellence

Strategic Objective I4:

Strengthen MIND's research capacity and capability to support policy and programme development for public service Human Resource Development

The Agency completed and submitted to the Commonwealth Association for Public Administration and Management (CAPAM) for inclusion in their Library of Public Administration, the Case Study, **Leading Change: MIND's Strategic Planning Experience.**

This Implementation Case Study examined MIND's experience as the Government of Jamaica's public sector management training and leadership development institute, in developing its first Strategic Plan (2009-2014). The Case was developed along the frame of the following abstract:

The Challenge: Strategic Planning is a relatively new construct in public sector management in Jamaica. The different waves of public sector reform in Jamaica since the 1990s, coupled with pressure from donor agencies for greater accountability in the allocation and management of public resources along with the general call for governments across the globe to improve service delivery albeit with fewer resources, have collectively influenced the ongoing focus on the modernization of the public service and a thrust towards managing for results.

The Government of Jamaica has thus 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, reflecting clear alignment to national development goals and Government's strategic policy priorities. MIND was therefore challenged as the public service training institute, to ready itself in all aspects of performance management to lead the process that would help to build the culture for strategic planning. MIND's strategic plan was a first step in preparation for this strategic exercise and to ensuring that the Agency fully delivered on its mandate "to provide effective leadership development programmes and management training appropriate to all levels, and in line with the demands of a modern and competitive public service" (Cabinet Decision 32/93 of September 6, 1993).

The Context: In 2008, on approaching the milestone marking ten (10) years as an Executive Agency, MIND commenced a review of its existing strategy

and business model. The assessment revealed that, though MIND had performed creditably over the 10 years in relation to key performance targets, there was a need to reposition the Agency to better play its role in ensuring that public servants are empowered to provide, raise and sustain high levels of service delivery for the Jamaican citizenry, amidst the new challenges and demands facing a modernizing and performance driven public service. Thus the need for MIND to articulate its strategic role, evolve appropriate strategies and reposition to fully deliver on its mandate.

The Strategy: Based on MIND's research of benchmark institutions around the world, it decided to adopt the strategic plan methodology in place of the traditional corporate planning approach. In 2009, MIND developed in consultation with its 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, its 2009-2014 Strategic Plan which was a first for the Agency.

The Outcome: In 2009, MIND launched its 2009-2014 Strategic Plan that was developed utilizing the Balance Scorecard framework.

Discussion Points: This case examined the process leading to the development of MIND's five year strategic plan with special focus on the following key leadership issues:

- Importance of top management support
- Importance of communication in articulating a clear vision and plan of action
- The role of leaders in "modeling the way" toward a new culture
- Individual and organizational readiness
- Leaders role in mobilizing full staff participation
- Importance of support from all external stakeholders

Strategic Objective 14:*Implement a comprehensive Public Service Learning Framework (PSLF)*

The Agency secured the formal endorsement of the Cabinet Secretary on September 12, 2012 for the Thought Paper for a Public Sector Learning Framework (PSLF) and the approval to move forward the process of developing the Framework.

This endorsement led to the implementation of a number of activities towards the development of the PSLF. These included:

- Appointment of a PSLF Steering Committee
- Appointment of a PSLF Technical Working Group
- Development of a Work Plan
- Supporting research, inclusive of interviews with international organizations for the development of the PSLF

Further details are provided in the Agency Highlights section of this report.

In order to strengthen MIND's systems, capacity and capability to implement and sustain the PSLF, the Agency pursued a number of activities to include:

- Strengthening of research capability through project assignments such as the development of a Leadership Development Centre Strategy, Implementation and Engagement Plan as well as the rigorous research process associated with the PSLF itself
- Streamlining of the Agency's administrative systems and processes through the development and establishment of the Product Planning, Development, Delivery and Administration Framework
- Continued engagement in the Caribbean Leadership Project and leveraging the capacity building opportunities the Agency's involvement on the technical Working Group provided
- Pursuit of a series of Agency wide training and development interventions led by the Human Resource Management Unit.



Participants in discussion during the stakeholder engagement session for the development of the PSLF

Theme 3: Transformative Learning & Professionalization

Strategic Objective L1:

Strengthen and institutionalize the Agency's strategic leadership development programmes to cater to the needs of senior public servants and parliamentarians

The Agency sought to strengthen its leadership capacity through the implementation of its Leadership Development Framework. Specifically, the Agency:

- Secured technical assistance from the Commonwealth Secretariat for the development of a MIND Leadership Development Centre Strategy, Implementation and Engagement Plan
- Developed with the support of a Technical Partner, a MIND Leadership Development Centre Strategy, Implementation and Engagement Plan. (Further details are provided in Section 2: Agency Highlights)
- Delivered 19 Leadership Development interventions to five hundred and forty five (545) participants through customized or scheduled formats throughout the year. A full listing of the leadership Development interventions pursued are detailed in Section 2 of the Report; Agency Highlights.

Strategic Objective L2:

Strengthen in-house human capacity to successfully roll out MIND's 5 Year Strategic Plan and programmes and to operate and propagate a performance and accountability ethos in the Public Service

Strategic Objective L3:

Ensure MIND has adequate and relevant competencies to develop and support its learning products and service offerings

MIND's focus on Transformative Learning and Professionalization, is intended to upgrade, transform and enable the Agency to retain core competencies in staff and faculty. Consequently, the Agency simultaneously addressed Strategic Objectives L2 and L3 with the same rigor and attention as the other strategic objectives, with well-targeted investment in ongoing staff training and development, that sought to engender a culture of performance, continuous learning, research and innovation, towards significantly influencing the quality of training, services and support that MIND provides to the public service customers and stakeholders. This was also with the expectation, that MIND will be in a better position to expand its programme offerings and increase its customer base and range.

Throughout 2012-2013 the MIND Team across all levels and job categories (Figure 4), were exposed to training and development interventions aimed at improving functional skills, managerial competencies and quality of strategic leadership and governance. This resulted in 90% of the Team having had at least one training and development opportunity over the year, either by way of their participation in a workshop, conference, webinar, training courses (Table 9) or in an on-the-job assignment.

Figure 4: MIND Team's Participation in Training and Development across Job levels and Categories for 2012-2013

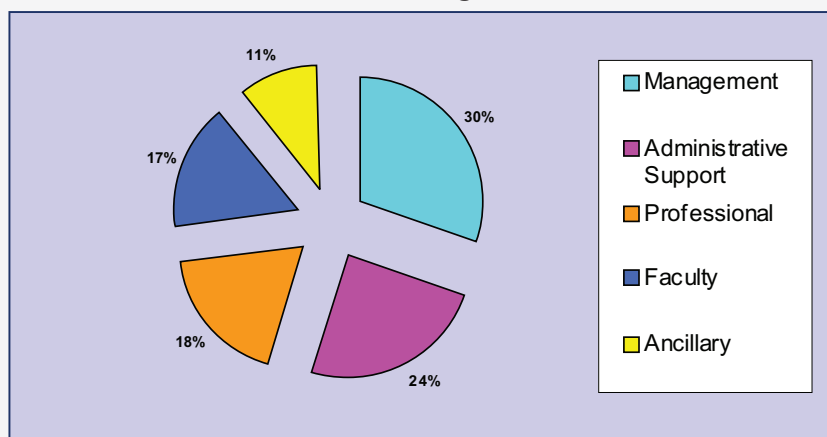


Table 9: Staff Training and Development Interventions for 2012-2013

No.	Training and Development Interventions	No. of Participating Staff
1	IAFJ Pre- Conference & Conference	15
2	Risk Based Auditing & Audit Standards Techniques	9
3	MIND Public Sector Leadership Development Conference	12
4	Receivables Management	2
5	Introduction to GoJ Procurement Policies & Procedures	1
6	Commonwealth Secretariat Senior Leadership Development Programme	1
7	Expo "Libraries Contributing to National Development	2
8	Service Skills for Ancillary Workers	6
9	Customer Service Monitoring & Evaluation Training	6
10	MIND/ACCA Symposium	8
11	Public Speaking & Presentation Skills	5
12	Tackling Money Laundering Workshop	2
13	Senior Leadership Development Programme, (Antigua & Barbuda)	1
14	Supplies Management (1-3)	1
15	Supplies Management Level 4	2
16	Auditing Techniques Level 1:Module 4	1
17	Comp TIA Project Management Course	1
18	Caribbean Leadership Project	1
19	Advanced Natural Resource Valuation	1
20	Leadership Essentials Workshop	6
21	Characteristics Needed for Effective Coaching Engagements	18
22	Snapshots of Great Leadership	12
23	Courageous Leadership for Women	13
24	Developmental Assignments: Strategies for Integrating Leadership Work and Learning	16
25	Accountability: Taking Ownership of Your Responsibility	17
26	Leading with Others	24
27	Introduction to Coaching	16
28	The Art and Science of Coaching	1

Theme 4: Resource Mobilization and Management

Strategic Objective F1:

Strategic Objective F1: Ensure adequate and consistent funding for MIND's operations and capital development needs.

Strategic Objective F2:

Strengthen systems for corporate and departmental budgeting, funds allocation including risk management processes and controls

Strategic Objective F3:

Ensure sound financial management, ethical and fiduciary practices, and enforce accountability and timely reporting

The Agency sought to realize through the three foregoing strategic objectives, the financial performance and accountabilities which would ensure that it consistently operated within its approved budget; strengthened its budget priority setting, allocation and control measures, procurement and inventory management; contained costs and pursue strategic partnerships and cooperation. As a consequence, fiscal year 2012-2013 ended with:

- A Risk Management Framework Developed
- The Agency continuing to receive a compliance rating of 100% from the Office of the Contractor General and maintaining its position at Level 1 for its procurement practices
- A framework for Ensuring Timely Financial Analysis and Reporting Developed
- All monthly financial reports completed and submitted
- A Revenue and Expenditure Framework Developed
- Operating Expenditure 13% below budget
- 88% of revenue budget achieved
- Revenue \$11.63m above the actual revenue for 2011/12
- A Receivables Management Framework Developed

SECTION II: AGENCY HIGHLIGHTS

SECTION II:

AGENCY HIGHLIGHTS

Leadership Development

As the Government of Jamaica's public sector training institute, charged with providing effective leadership development programmes and management training appropriate to all levels, and in line with the demands of a modern and competitive public service, MIND has not only been successful in changing the tone and texture of conversations about leadership development within the Jamaican public sector, but has also begun to influence public sector leadership practice through exposure to an increasing number and variety of leadership development interventions for public sector leaders.

Throughout 2012-2013, the Agency pursued a process of working collaboratively towards creating for Jamaica and the rest of the Caribbean, a public sector leadership ethos and practice consistent with achieving results for our citizens. Consequently, the following were among the leadership development interventions that were successful outcomes from the process:



Members of the MIIND Team being recognized at the MIND Public Sector Leadership Development Conference 2013



Participants of the Leadership and Change Management to Support Public Sector Transformation Workshop held at MIND

Public Sector Leadership Development Conference



The purpose of the MIND Public Sector Leadership Development Conference was to:

- Provide an opportunity to examine public sector leadership in action from diverse perspectives;
- Explore concepts and strategies to foster a public sector leadership culture supportive of long-term organizational growth;
- Facilitate the development of new insights that inspire personal growth and empowerment for leaders; and
- Provide an opportunity for networking and sharing among leaders at all levels across all sectors.

Accordingly, Conference 2013 was staged under the theme: *“Leadership in Action: Supporting the Vision: EnGENDERing Transformation”*. It sought therefore, to focus the spotlight on a number of national imperatives including: Public Sector Transformation, Public Sector Modernisation, Gender Mainstreaming – in support of the newly promulgated GoJ Gender Mainstreaming Policy and Vision 2030 Jamaica: National Development Plan, and demonstrate how as a public service we can address these issues through leadership not being a concept but an action.

Given the focus outlined and MIND’s strategy of achieving results through partnerships and collaborations, the Agency partnered with the following organisations for the event:

- Office of the Cabinet
- Association of Certified Chartered Accountants (ACCA) Caribbean
- Jamaica Civil Service Association
- Bureau of Womens’ Affairs
- Centre for Creative Leadership

A total of one hundred and thirty six (136) delegates benefitted from the Conference which was hosted at the Knutsford Court Hotel on March 7-8, 2013.

A combination of plenary and concurrent workshops, were the main vehicles through which the objectives of the Conference were realized; and outlined below are the main Conference sessions and presenters.

“Leadership is quite possibly the most important tool that any leader can have and therefore we must be ready and willing to embrace the journey of honing this skill towards the effective application and transfer of our experiences that will enable the advancement of our country, work and lives.”

Prime Minister of Jamaica, the Most Honourable
Portia Simpson Miller in her March 7, 2013,
Keynote address to Conference Delegates

Delivered by Hon. Horace Dalley,
Minister without Portfolio, Ministry of Finance & Planning

Table 10: Conference Session, Presenters and Number of Participants

SESSION	SESSION PRESENTER (S)	# OF DELEGATES
Opening Ceremony and Keynote Address <i>Leadership in Action: Supporting the Vision, EnGENDERing Transformation</i>	Most Honourable Portia Simpson - Miller , Prime Minister of Jamaica represented by the Honourable Horace Dally , Minister without Portfolio in the Ministry of Finance and Planning	136
Plenary Roundtable – <i>Gender Mainstreaming: A Vision 2030 Jamaica Imperative</i>	Lorna Green – Moderator Professor Verene Shepherd , Regional Head – Institute for Gender and Development Studies Faith Webster , Executive Director, Bureau of Women's Affairs Judith Wedderburn , Director FES and Founding Member, 51% Coalition Charles Clayton , Social Sector Specialist, Planning Institute for Jamaica	136
<i>World Café – Envisioning Our Future</i>	Lyndon Rego – Global Director of Leadership Beyond Boundaries – Centre for Creative Leadership (CCL) and, Philomena Rego – Leadership Trainer and Coach – CCL	136
<i>Enhancing the Leader Within Through Leadership Coaching</i>	Dr. Winston Sutherland – Principal OD and Learning Advisor, Department for International Development (DFID) Ruby Brown – CEO, Management Institute for National Development	37
<i>Mentoring: A Fundamental Practice for Leaders</i>	Lyndon Rego – Centre for Creative Leadership Philomena Rego – Centre for Creative Leadership	28
<i>Supporting the Vision: Leadership Passion into Action</i>	James Clemens – Leadership Consultant	35
<i>Building a Better Business Through Finance Diversity</i>	Vintoria Bernard – President, Institute of Chartered Accountants of Jamaica	16
<i>The Future of the Public Sector: New Look Leadership</i>	Lesley Ennevor – Management Institute for National Development Karen Henry – University of Technology Romaine Butler – Mico University College Joel Jumpp – Youth Pastor, East Jamaica Conference of Seventh Day Adventists Stephanie Stone – Secretary Students' Council, Immaculate Conception High School	20
<i>Rearview Mirror Experience</i>	Latoya Anderson – Associate Faculty – MIND Jessica Banton-Buchanan – Senior Human Resource Officer - MIND	136
<i>Leadership: Applying a Style that is Fit for Purpose</i>	Dr. Winston Sutherland – DFID	136
<i>Leadership STYLE: Image and Profile</i>	Juliet Scott – Lux Couture Shawnette Henry – Marketing and Client Relations Manager – MIND	136
Public Life Award Luncheon <i>Celebrating Leaders in Public Life</i>	Ambassador Douglas Saunders – Secretary to the Cabinet	

The very dynamic developmental workshops and exchanges that were held over the two days of the Conference, exposed delegates to new leadership strategies

MIND Public Life Award for Leadership Excellence

The MIND Public Life Award for Leadership Excellence is a new feature of our Leadership Development Conference which started with the 2013 Conference. This award will recognize Public Servants who have demonstrated excellence in achieving results for Jamaicans and who reflect the priorities of the public service, while demonstrating excellence in leadership. The award also seeks to discover innovations in governance; reward excellence in the public sector; motivate public servants to pursue continued professionalism; while raising the image and profile of public officers and highlighting excellence in leadership practices for emulation.

In keeping with the theme and objectives of the 2013 Public Sector Leadership Development Conference, MIND's 2013 Public Life for Leadership Excellence awardee was selected on having met the agreed criteria associated with Gender Equity and Diversity and Leadership Excellence. The theme of the Conference in coming years will therefore impact the selection criteria for future awards.

Citation

Scarlette Nene Gillings, CD, J.P., M.A., PHF
Distinguished, Pioneering, Passionate, Committed, Public Servant



Mrs. Scarlette Gillings
CD, J.P., M.A., PHF

*Distinguished, Pioneering, Passionate,
Committed, Public Servant
The Management Institute for National
Development recognizes your excellence in
achieving results for Jamaicans in advancing
gender equity, equality and balance.*

*We applaud you Scarlette; your leadership is
not passive.*

*With passion and purpose unspeakable
Daughter of Portland, Jamaica
Symbol of Tenacity and "Tallawabcity"
Woman of substance.....thou art strong
You are a leaderPhenomenally*

*Thank you for expanding the reach and power
of the MIND by sharing your mind, imbued
with a sense of purpose and a will to embody,
Leadership in Action: Supporting the Vision,
Engendering Transformation."*

Leadership Breakfast Symposium

In keeping with the Agency's thrust to "*establish partnership and collaboration arrangements to develop and deliver attractive, competitive and relevant learning products*", a one day Leadership Symposium was held on May 17, 2012, in partnership with ACCA Caribbean under the theme, "**Effective Talent Management in Finance – A Leadership Development Perspective**".

It was envisioned that through participation in the Symposium, the identified target group of Directors of Finance and Human Resource Management, Senior Managers/Directors and ACCA members, would become more aware of strategies for:

- Aligning the organisation's talent and leadership planning strategy with corporate business objectives
- Optimising talent deployment towards maximising organisational performance, and
- Building a recognizable talent development culture

The feature presentation was delivered in the form of a panel discussion with panelists:

- **Peter Hall** – Leadership Development Consultant
- **Ann-Marie Smith** – Director Public Service Capability Development – MIND
- **Michael Maragh** – Chief Financial Officer – Ministry of Health
- **Errol Holmes** – Associate Director HR and Administration – Andrews Memorial Hospital

One hundred and thirteen (113) participants benefitted from the event.



(L-R) Latoya Anderson, Associate Faculty - MIND; Ann-Marie Smith, Director - MIND; Michael Maragh, CFO - MOH in discussion at MIND/ACCA Leadership Symposium

Public Sector Senior Managers' Leadership Forum

The Agency hosted its first annual **Public Sector Senior Managers' Leadership Forum**, a new addition to the *Public Sector Senior Management Development Programme (PSSMDP)* on May 9, 2012.

The PSSMDP is MIND's most comprehensive management and leadership development programme, with the goal to elevate the profile and practice of public sector management and leadership. The Forum which was conceptualized in keeping with the Agency's ongoing efforts to ensure that our training programmes generally and the PSSMDP in particular, provide a strategic response to the need for developing the knowledge, skills and professional orientation of senior managers, towards increasing the pool of persons who are suitable for appointment to senior leadership positions in the public service.

This year's forum carried the theme, *Leadership in the Public Sector: Overcoming Challenges to Attain Organizational Effectiveness*, and was intended to provide an opportunity for outstanding public sector leaders who have served or are serving at the highest levels, to share with the current cohort of PSSMDP participants, how they have effectively navigated leadership challenges to make their organizations more effective and responsive to stakeholder needs and expectations.

Accordingly, the panelists were:

- **Ruby Brown** – CEO, MIND
- **Paula Llewelyn** – Director of Public Prosecutions and graduate of the PSSMDP
- **Nigel Logan** – Former Executive Director – Petroleum Corporation of Jamaica and graduate of the PSSMDP



Members of the PSSMDP Group in discussion during their Leadership Forum

Leadership and Change Management to Support Public Sector Transformation Workshops

Through a consultancy with the Public Sector Transformation Unit of the Cabinet Office, the Agency developed and began delivery of a series of three day *Leadership and Change to Support Public Sector Transformation Workshops* in November 2011, which specifically targeted Directors, Senior Managers, Inter-disciplinary Transformation Team Members and Chairpersons of Sub-Committees. At the end of March 2013, 524 public officers, representing 17 ministries and their associated departments and agencies, successfully completed 23 deliveries of the three day Workshop, in addition to a one day workshop designed and delivered for Permanent Secretaries. For fiscal year 2012-2013, 250 participants successfully completed the three day Workshop.

The *Leadership and Change Management for Public Sector Transformation Workshops*, are part of Government's ongoing efforts at ensuring that the envisioned transformation of the public sector is fully realized, as outlined in the **Public Sector Master Rationalization Plan of May 2011**. The senior public officers, who were targeted for the learning intervention, are charged with the responsibility to lead and guide the transformation. The Workshops therefore, will serve to enable their full and strong collective leadership of the change process.

MIND Leadership Development Centre (LDC) Project

In keeping with its mandate and “future focus,” the Agency in its 2009-2014 Strategic Plan, identified as one of fourteen strategic objectives, its intent – “to strengthen and institutionalise the Agency’s strategic leadership development programme for senior public servants and parliamentarians.” Accordingly, in 2011, an internal cross functional team was commissioned by MIND’s Chief Executive Officer, to facilitate the design of a Leadership Development Framework and Implementation Plan to contribute in the first instance, to a deep and steadfast understanding of the organisation’s collective leadership capacity and establish a shared understanding of the success factors that must be considered in support of the Agency’s efforts to give more focused attention to Leadership Development.

The Leadership Development Framework Implementation Plan was revised in 2012, and pointed to the need for the early establishment of the MIND LDC. Accordingly, the Agency sought and received support from the Commonwealth Secretariat for the development of a MIND Leadership Development Centre Strategy, Implementation and Engagement Plan.

Work began on the project in earnest in November 2012, with the engagement of technical support and the appointment of a Project team drawn from the wider MIND Team.

The Project sought to create a stakeholder informed blueprint for the establishment of the MIND Leadership Development Centre (LDC) with the appropriate infrastructure, governance structure and delivery mechanisms – including clear accountabilities, relevant competencies, and the appropriate allocation of resources – to support the delivery of the Agency’s leadership development product in support of national and regional development priorities.



Participants of the Leadership and Change Management to Support Public Sector Transformation Workshop held at MIND

Specifically, the Plan is intended as a high-level strategic document to be used as a roadmap to:

- i. Align staff and stakeholders to a common vision and purpose for a MIND Leadership Development Centre (LDC)
- ii. Engage stakeholders for the full establishment and sustainability of the LDC
- iii. Provide high-level support to MIND's leadership and staff as the Centre is established

Through a process of intense environmental scanning of local and international experiences and stakeholder engagement, the team successfully developed and submitted for the attention of the Cabinet Secretary and the Commonwealth Secretariat, the MIND Leadership Development Centre Strategy, Implementation and Engagement Plan.

Central to the successful execution of the Project was a focus on the development of new competencies among the MIND Team, to enhance the Agency's ability to confidently execute similar projects in the future as well as develop leadership and leadership development capacity generally. Accordingly, and in order to engage the full MIND Team in an inclusive and holistic process, the leadership of MIND issued a call for Expressions of Interest (EoI) to all staff members, inviting eligible individuals to indicate their interest in serving on the Project Team. Interested individuals were requested to submit their Expression of Interest, indicating inter alia, how best they would be able to serve the project as well as the competencies that they would wish to hone, as a result of their participation in the process.

All seven team members who responded to the EoI were formally appointed to the Project Team. Their subsequent feedback indicated that, involvement in the Project has in fact, resulted in tremendous "takeaways" (learning and growth) for the Agency, and more specifically for the MIND Project Team. Among the abilities identified as having been developed are:

- Planning, organising and facilitating environmental scans

- Research and analytical skills
- Time management skills (Project Team Members were required to balance the requirements of the LDC project with their substantive job commitments.)
- Ability to develop lines of inquiry
- Interviewing skills
- Group facilitation skills
- General facilitation design and delivery
- General consultancy

MIND is particularly pleased to have been able to embark on this project with the support of the Commonwealth Secretariat. It marks the continuation of an approach to supporting leadership development which will enable MIND to effectively and efficiently achieve its mandate - *"To provide effective leadership development programmes and management training appropriate to all levels, and in line with the demands of a modern and competitive public service."*

"The project has allowed me to collaborate in a truly cross-functional team within the Institute, with membership spanning various departments and units. I anticipate that the collective experience of the Project Team will serve as a useful platform in advancing the completion of this and other projects."

"This experience will definitely assist me in adding greater value to any other project that I may be involved in as well as a reference when sharing information on partnership, stakeholders and developing a business case."

Members of MIND LDC Project Team

Public Service Learning Framework (PSLF)

In 2009, MIND proposed a more systematic approach to whole-of-government human resource development, in the form of a Public Sector Learning Framework (PSLF) for Jamaica. Following on the development of a *Thought Paper* in 2011/12, the Cabinet Secretary in September 2012 gave his endorsement for MIND to take the process forward for the full development of the PSLF.

The Framework seeks to bring together new and on-going public sector training and development initiatives within a common infrastructure, with the suitable delivery mechanisms and administrative linkages to support an efficient and effective human resource development environment. It is geared towards creating a culture of learning, greater efficiency and responsiveness and developing the necessary skill sets for a transformed public sector.

More specifically, the overarching objectives of the PSLF are:

- To provide a policy coherent framework for human resource development within the sector
- To facilitate access, mobility and progression in learning and professional development paths within the sector
- To develop a source of evaluating/assessing investment in and impact of human resource development within the sector

Among the activities pursued during 2012-2013 towards the development of the PSLF were:

- Appointment of a Project Steering Committee (PSC) and a Technical Working Group (TWG) which are to develop the Framework, provide strategic direction and policy guidance inter alia, over the life of the Project.

○ *Members of the Project Steering Committee*

- Ruby Brown – CEO, MIND (Chair)
- Lois Parkes – Chief Personnel Officer, Office of the Services Commission
- Wayne Jones – Deputy FS Strategic Human Resource Management, Ministry of Finance and Planning

- Marjorie Johnson – Head, Public Sector Modernisation Division, Cabinet Office
- Ward Mills – Consultant – Public Sector Transformation Unit, Cabinet Office
- Lorna Phillips – Establishment Division, Ministry of Finance and Planning
- Oniel Grant – President, Jamaica Civil Service Association
- Ann-Marie Smith – Director PSCD, MIND

○ *Members of the Technical Working Group*

- Ann-Marie Smith - Director PSCD, MIND (Chair)
- Wayne Jones – Deputy FS Strategic Human Resource Management (Co-chair), MOFP
- Patricia Jackson – Civil Registrar, Registrar General's Department
- Techa Griffiths – Strategic Planner – Ministry of Local Government
- Charmaine Beckford - Clerk of the Court, Spanish Town RM Court
- Sue-Ann Waite – Principal Director – PSMD, Cabinet Office
- Andrea Bruce – Manager, Research and Information Management (Acting)- MIND
- Crafting of a comprehensive Project Plan for the development of the PSLF
- Research into the human resource development systems within public sectors across the world, as well as learning frameworks and public service training institutions generally
- The facilitation of a series of stakeholder engagement sessions across the island, involving public servants from all parishes, at all levels and including specific groups such as the Permanent Secretaries Board and the Human Resource Network, inter alia is scheduled for the start of the 2013-2014 fiscal year

As espoused by public officers at different levels across the island, for the PSLF to be successful, it must be underpinned by an agreed set of values and principles. Among the principles highlighted by participants in each engagement session are:

- Transparency
- Redress and Equity
- Mobility, Portability and Progression
- Integrity, and
- Efficiency

The full list of principles that will guide the PSLF is outlined in the accompanying diagram (Figure 5).

Figure 5: PSLF Guiding Principles



Participants making notes during the stakeholder engagement session for the development of the PSLF

Annual Graduation



Members of the Graduating Class at MIND's 13th Annual Graduation and Awards Ceremony

MIND celebrated its 13th Annual Graduation and Awards in our 50th year of Independence, on December 8, 2012, under the theme, **“Supporting a Nation on a Mission: Training for Public Service Excellence”**.

While we celebrated the outstanding achievements of the **3,514** participants who successfully completed programmes/courses throughout 2012-2013, we recognized at our 13th Annual Graduation, 213 graduates from eleven selected programmes (Table 11 & Figure 6). Eight percent of the graduates were representative of the private sector with the remaining 92% representing over 60 ministries, agencies and departments of government and an overall gender balance of 28% males and 72% females.

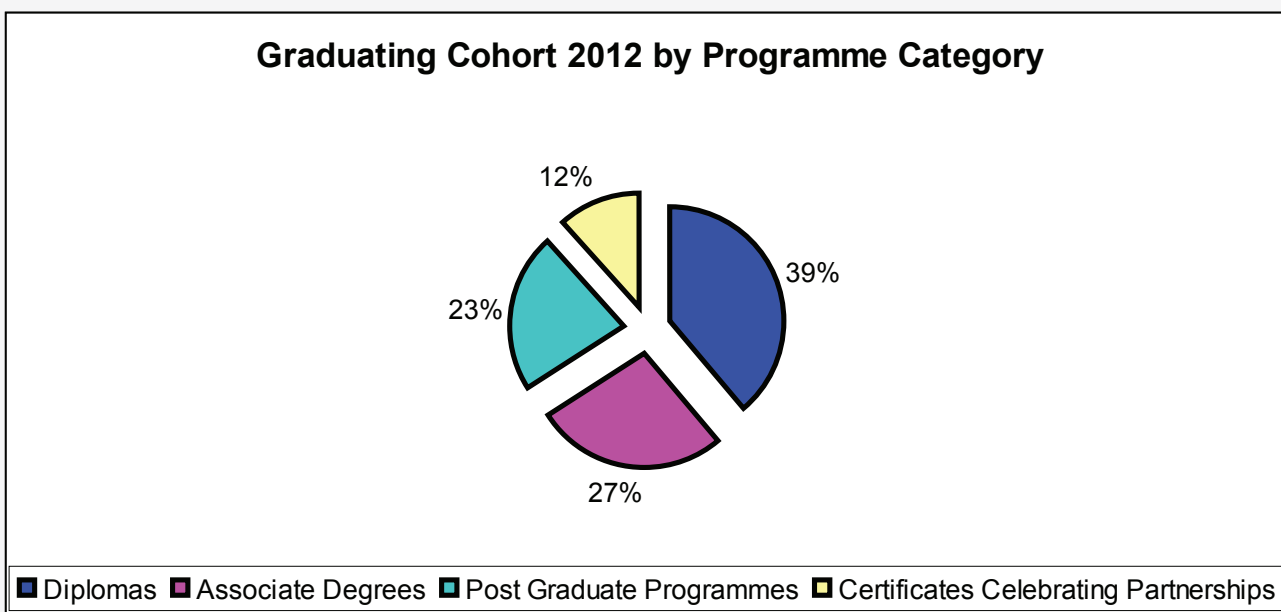
Table 11: 2012 Graduates by Programmes

PROGRAMMES
Post Graduate Programmes
• Public Sector Senior Management Development Programme
• Human Resource Management
• General Management Programme
Associates of Science Degrees
• Accounting
• Human Resource Management
• Management Studies (MIND-Online)
Diplomas
• Administrative Management
• Government Accounting
• Supplies Management
• Project Design, Implementation and Management
Certificates Celebrating Special Partnerships
• Professional Certification in Industrial Relations



Hon. Peter Phillips, Minister of Finance & Planning presenting Lois Walters, Valedictorian with a MIND plaque at MIND's 13th Annual Graduation and Awards Ceremony

Figure 6



Dr. The Honorable Peter Phillips, Minister of Finance and Planning, delivered the featured address and Mrs. Lois Walters, Deputy Chief Personnel Officer, Information Standards and Education at the Office of the Services Commission, the valedictory address. Mrs. Walters completed the Post Graduate Diploma Public Sector Senior Management Development Programme.

Special Training Interventions Delivered Through Partnerships and Collaborations

During the period under review, the Agency successfully delivered through existing and new partnerships and collaborations, a number of major training projects.

New Partnerships Established:

- University of Portsmouth – Institute of Criminal Justice
- The Independent Commission of Investigations (INDECOM)
- The Physical Life Inc.
- The Bureau of Women's Affairs

Existing Partnerships Leveraged:

- Goss Gilroy Inc.
- Centre for Creative Leadership
- ACCA Caribbean
- JWB Clemens Inc.
- Public Sector Modernisation Division
- Jamaica Civil Service Association



(L-R) John Jones, Consultant - University of Portsmouth; Terrence Williams, Commission participating in the

Specific training engagements resulting from these partnerships are noted in the Table 12.

**Table 12: Training Engagements Facilitated through Partnerships and Collaboration
April 2012-March 2013**

Partnering Organisation	Intervention
✓ Goss Gilroy Inc ✓ Cabinet Office	<i>Development and Delivery of a Government of Jamaica Monitoring and Evaluation Training Programme and Capacity Building.</i>
✓ Jamaica Social Investment Fund (JSIF)	<i>Organisational Strengthening for Community Based Organisations</i>
✓ The Physical Life Inc ✓ Cabinet Office ✓ Jamaica Customs	<i>Technical Consultancy to Design and Deliver a Strategic Planning Training Course for the Jamaica Customs Department</i>
✓ JWB Clemens Inc ✓ Public Sector Transformation Unit, Cabinet Office	<i>Leadership and Change Management to support Public Sector Transformation</i>
✓ Independent Commission of Investigation (INDICOM) ✓ University of Portsmouth	<i>Professional and Investigative Skills Training Course</i>
✓ Goss Gilroy Inc ✓ Cabinet Office	<i>Policy Impact Assessment</i>
✓ Centre for Creative Leadership	<i>Leadership Essentials</i>
✓ Jamaica Civil Service Association	<i>Professional Certificate in Industrial Relations</i>
✓ Bureau of Women's Affairs ✓ Cabinet Office ✓ Jamaica Civil Service Association ✓ ACCA Caribbean	<i>Public Sector Leadership Development Conference</i>



er, Independent Commission of Investigations; Hon. Mark Golding, Minister of Justice; Ruby Brown, CEO, Management Institute for National Development
e opening ceremony for the Professional and Investigation Skills Course held at MIND



SECTION III: FINANCIAL REPORT



**Management Institute for
National Development**
Training for Public Service Excellence

Balance Sheet as at March 31, 2013 (Revised)

	Notes	\$	March 2013 \$	\$	March 2012 \$
Fixed Assets	3		68,677,667		63,610,629
Depreciation Provision	4		47,958,200		44,002,444
Net Book Value			20,719,467		19,608,185
Investment in EAIF					
Current Assets					
Debtors	5	106,807,463		103,942,994	
Prepayment		436,396		199,421	
Cash and Bank	6	<u>99,086,312</u>	206,330,171	<u>108,956,397</u>	<u>213,098,812</u>
Current Liabilities	7		138,770,320	<u>152,602,084</u>	
Net Current Assets				<u>67,559,852</u>	<u>60,496,728</u>
Net Assets				88,279,319	80,104,913
Long Term Liabilities					
Rent Payable GoJ	8			<u>88,279,319</u>	<u>80,104,913</u>
Financed by:					
GoJ Equity	9		15,833,262		15,833,262
General Reserve	10		70,665,398		61,538,501
Donated Assets Reserve	11		<u>1,780,659</u>		<u>2,733,151</u>
			<u>88,279,319</u>		<u>80,104,913</u>

Prepared by :

Name:

Diara Simms
Accountant

Date:

15/05/2013

Approved by :

Name:

Ruby Brown
Chief Executive Officer

Date:

15/05/2013

Prepared By:
Finance and Accounts Unit

May 15, 2013

Income and Expenditure Statement

For the period ending March 31, 2013

Notes	March 2013 (Actual)	April - March 2013 (Actual)	April - March 2013 (Budget)	Y-T-D (Actual)	Y-T-D (Budget)	Y-T-D (Actual)	Variance Favourable / (Unfavourable) - (Actual vs Budget - April - March 2013	Variance Favourable / (Unfavourable) Actual - April - March 2012 & April - March 2013
	Month - (Actual)	Y-T-D (Actual)	Y-T-D (Budget)	Y-T-D (Actual)	Y-T-D (Budget)	Y-T-D	Y-T-D	Y-T-D
	\$	\$	\$	\$	\$	\$	\$	\$
INCOME								
Training - Course Fees	14,890,310	147,623,260	171,892,441	137,252,287	10,370,973	(24,269,181)	10,370,973	
Training Support - Facilities Rental	425,597	3,365,951	-	2,111,689	1,254,303	3,365,951	1,254,303	
TOTAL INCOME	15,305,906	150,989,252	171,892,441	139,363,976	11,625,276	(20,903,189)	11,625,276	
EXPENSES								
Staff Cost	25,518,684	175,239,872	208,063,000	166,429,097	(8,810,774)	32,823,128	(8,810,774)	
Goods & Services	22,232,036	81,411,718	65,315,000	61,616,000	(19,795,718)	(16,096,718)	(19,795,718)	
Premises Related Expenses	1,702,731	16,653,360	19,300,000	17,407,706	2,646,640	2,646,640	754,347	
Rental of Premises-Hope Campus (GOJ) -W/O	(2,200,000)	-	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000	
Depreciation	354,986	3,955,756	9,000,000	6,915,062	2,959,305	5,044,244	2,959,305	
Donated Asset Written Off	(952,492)	(952,492)	-	(952,492)	-	(952,492)	-	
Total Operating Expenditure	45,655,945	276,308,214	304,078,000	251,415,373	(22,492,841)	25,817,254	(22,492,841)	
Operating Surplus/(Deficit)/Variance	(31,350,039)	(125,318,962)	(132,185,559)	(112,051,398)	(10,867,584)	5,914,105	(10,867,584)	
Interest Expense	(102)	(2,582)	(300,000)	(3,885)	6,303	297,418	6,303	
Foreign Exchange gain/(loss)	41,355	185,723	-	112,146	53,577	165,723	53,577	
Interest Income	219	3,742	-	14,258	(10,516)	3,742	(10,516)	
Other Income	58,417	1,892,874	-	2,186,656	1,892,874	1,892,874	(293,783)	
Net Surplus/(Deficit) before GOJ Financing	(31,250,209)	(123,259,205)	(132,485,559)	(109,747,223)	(11,111,982)	8,273,862	(11,111,982)	
GOJ Financing from Consolidated Fund	10,958,000	141,513,000	130,073,000	135,735,000	11,440,000	11,440,000	5,777,000	
Surplus/(Deficit) after GOJ Financing	(20,292,209)	18,253,795	(2,412,559)	25,988,777				
Amount Owed to Consolidated Fund (60%)	10,146,105	(9,126,897)	-	(12,894,368)				
Retained Surplus/(Deficit) B/F	10,146,105	61,538,501	(2,412,559)	48,483,737				
Prior Year Adjustment	-	-	-	60,376				
Retained Surplus/(Deficit) - C/F	(10,146,105)	70,665,398	(2,412,559)	61,538,500				

Prepared by:

Name:

Accountant

Date: 15/03/2013

Approved by:

Name:

Chief Executive Officer

Date: 18/05/2013

Prepared By:
Finance and Accounts Unit

May 15, 2013



Cash Flow Statement

For the period Ending March 31, 2013

	\$	\$
Surplus/(Deficit) before GOJ Financing	(123,259,205)	
GOJ Financing from Consolidated Fund	141,513,000	
Net Surplus/ Deficit from Operations		18,253,795
Non-Cash Movements		
Depreciation	3,955,756	
GOJ Rental Charges	-	
Donated Assets adjustment	(952,492)	
Gain/(Loss) on Disposal of Fixed Assets		
(Increase)/Decrease in Debtors	(1,786,048)	
Increase/(Decrease in Creditors)	(13,831,764)	
Depreciation write off		
Amount owed to GoJ on 50% of surplus	(9,126,897)	
Other adjustments	(879,000)	
Prepayments	(436,396)	
Total Adjustments		(23,056,841)
Net Cash from Operating activities		(4,803,047)
Cash Flows from Investing Activities		
Capital Expenditure	(5,067,039)	
Proceeds from Sale of Fixed Assets		
Payments to/from EAIF		
Cash Flows from Investing Activities		(5,067,039)
Cash Flows from Financing Activities		
GOJ Equity		-
Donated Assets Reserve		-
Increase/(Decrease) in Cash and Cash Equivalent		(9,870,085)
Cash and cash equivalents at beginning of period		108,956,397
Cash and cash equivalents at end of period		99,086,312

Prepared By:
Finance and Accounts Unit

May 15, 2013



**Management Institute for National Development
Notes to the Financial Statements (Revised)
for the Period ending March 31, 2013**

1. IDENTIFICATION

The Management Institute for National Development (MIND), was established as an Executive Agency of the Government of Jamaica on April 1, 1999. As the public service training institute, MIND is mandated to provide public servants with quality leadership development options, management training, supporting services and outreach that sustain a culture of enterprise, efficiency, and responsiveness to the publics they serve.

2. SIGNIFICANT ACCOUNTING POLICIES

Accounting concepts

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

3. FIXED ASSETS

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

Fixed Assets are categorized as follows:-

Leasehold Property Improvement
Fixtures & Fittings
Office Equipment & Furniture
Computers
Motor Vehicles

**Fixed Asset Schedule
As at March 31, 2013**

	Lease Hold Improvement	Motor Vehicle	Computers	Office Equipment & Furn.	Fixtures & Fittings	Total
Bal B/F as at April 1, 2012	12,110,386	3,375,384	25,266,200	17,826,424	5,032,235	63,610,629
Additions April - March 2013	164,092	178,723	2,744,611	1,224,960	754,652	5,067,039
Disposal	-	-	-	-	-	-
Balance as at March 31, 2013	12,274,478	3,554,107	28,010,811	19,051,384	5,786,887	68,677,668

Depreciation Schedule

	Lease Hold Improvement	Motor Vehicle	Computers	Office Equipment & Furn.	Fixtures & Fittings	Total
Bal B/F as at April 1, 2012	3,853,223	2,620,436	23,577,537	9,201,210	4,750,038	44,002,444
Depreciation on B/F assets - March 2013	50,460	56,256	34,085	148,554	2,760	292,115
Depreciation on Acquisitions - March 2013	684	2,979	42,713	10,208	6,289	62,872
Depreciation - March 2013	51,144	59,235	76,798	158,762	9,049	354,987
Depreciation Rate	5%	20%	20%	10%	10%	
Fixed Asset b/f as at April 01, 2013	12,274,478	3,554,107	28,010,811	19,051,383	5,786,887	68,677,667
Accumulated Depreciation as at March 31, 2013	4,465,580	3,325,300	24,319,125	11,051,860	4,796,331	47,958,196
Net Book Value	7,808,899	228,808	3,691,686	7,999,523	990,556	20,719,471

4. DEPRECIATION

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

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

Leasehold Property Improvement	5% p.a.
Furniture & Fittings	10% p.a.
Office Equipment	10% p.a.
Computers	20% p.a.
Motor Vehicles	20% p.a.

5. DEBTORS

The balance due from debtors is comprised of Accounts Receivables and Prepayment.

This is outlined as follow:

Accounts Receivables - Corporate & Self-

Sponsored

Payroll Receivables

Staff Revolving Loan

Prepayment

Other Receivables - Bank

Receivables

March 2013 March 2012

105,693,201	101,193,925
87,833	83,333
145,890	-
436,396	199,421
879,000	1,768,000
1,539	897,735
107,243,859	104,142,415

6. CASH AND BANK

Appropriation in Aid Account

General Expenditure Account

Payroll Account

Foreign Exchange Account

Petty Cash Imprest: Hope Campus

Mandeville

March 2013 March 2012

92,065,498	105,514,807
4,580,486	225,076
115,539	1,345,776
2,318,790	1,864,738
3,000	3,000
3,000	3,000
99,086,312	108,956,397

Note A

Exchange Rate for March 2013 : US\$1 : JAS97.9353

7. CURRENT LIABILITIES

Payment 50% GOJ Revenue on surplus after GOJ funding

Payroll Accrual

Trade Payables & Accruals

Total

March 2013 March 2012

94,854,441	124,420,144
381,300	866,129
43,534,579	27,315,811
138,770,320	152,602,084

8. RENT PAYABLE GOJ

Rent for April 2012 - March 2013

@ \$200,000 per month

Amount written off

Total

March 2013 March 2012

2,400,000	2,400,000
(2,400,000)	(2,400,000)
-	-

9. GOJ EQUITY

GOJ Equity is comprised of:

a) Value of Fixed Assets at April 1, 1999

b) Amount spent on Goods and Services from the account opened prior to Executive Agency Status

c) USS savings account amounting to US\$133,884.83 convert at US\$1:JAS42.00

March 2013 March 2012

15,833,262	15,833,262
------------	------------

10. GENERAL RESERVE

General Reserve represents the accumulation of retained surplus (deficit) of the Agency for the period April 1999 to March 2013

March 2013 March 2012

70,665,398	61,538,501
------------	------------

11. DONATED ASSET RESERVE

	March 2013	March 2012
Donated Assets B/F 1.4.2012	2,733,151	3,685,643
Amortisation of Donated Assets	(952,492)	(952,492)
Additions	-	-
Balance as at March 31, 2013	<u>1,780,659</u>	<u>2,733,151</u>

Note 1. Donated assets written off amount will be booked at the end of the Financial year.

Note 2. As at March 31, 1999

A. Donated Asset Reserve comprised of assets donated under the World Bank Programme which represented amount of \$5,496,855 Net

12. INTEREST INCOME/(EXPENSE)

Interest Income relates to interest earned on Foreign Exchange savings account and Interest Expense relates to With Holding Tax (WHT) relating to the same account.

13. EXCHANGE GAIN/(LOSS)

Net exchange gain /(loss) is calculated and booked at the end of each month.

14. OTHER INCOME

Other Income relates to income derived from activities such as payments received from associated services e.g., photocopying, printing etc

15. EMOLUMENTS OVER \$2 MILLION PER ANNUM

Range (M)	2-2.5	2.5-3.0	3.0-3.5	3.5-4.0	Over 4.0
No. of Employees	14	5	0	4	1

16. PROVISION FOR UN-USED VACATION LEAVE

As per the Agency's Human Resource Policies, the unused vacation leave is not compensated. Provision will be made at the end of the Financial year.

17. PENSION

The Agency has a contributory Pension Plan, where employees contribute 5% of salary and the Agency contributes between 5%-10% depending on the employee's length of service. Employees can contribute a further 5% as Voluntary contribution.



Statement of Changes in Net Assets/Equity (Revised)

as at March 31, 2013

	Contributed Capital \$	Revaluation Reserve \$	Donated Reserve \$	Accumulated Surpluses / (Deficits) \$	Total \$
Balance as at April 01, 2012	15,833,262		2,733,151	61,538,500	80,104,913
Changes in accounting policy	15,833,262	-	2,733,151	61,538,500	80,104,913
Surplus on revaluation of property					
Currency translation differences					
Changes to donated Asset reserve			(952,492)		(952,492)
Net gain and losses not recognised in the statement of financial performance				9,126,898	9,126,898
Net surplus for the period					
Balance at March 2013	15,833,262	-	1,780,659	70,665,398	88,279,320



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