



2013-2014

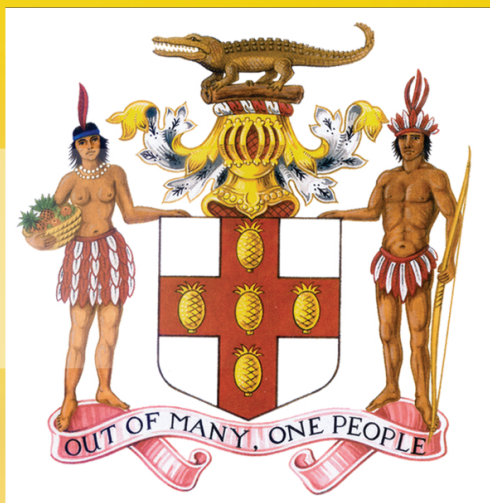
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**Management Institute for
National Development**
Training for Public Service Excellence

ANNUAL REPORT

»»»»»»»» 2013-2014



National Anthem

Eternal Father, bless our land,
Guide 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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MIND Values

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



1. *Customer-focused*

2. *Honesty & Integrity*

3. *Innovation*

4. *Leadership*

5. *Professionalism*

6. *Respect*

7. *Responsiveness*

8. *Results-Oriented*

9. *Teamwork & Cooperation*

Vision Statement

To be the pre-eminent and preferred public service training, organisational and leadership development institute in Jamaica serving the Caribbean.

Mission Statement

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.

Our Mandate

“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”

CD 32/93 of 6 Sept, 1993

Message from the Chief Executive Officer



Introduction

It is my pleasure to submit the Management Institute for National Development's (MIND's) Annual Performance Report for Fiscal year 2013-2014. The Report is one in a series of reports produced throughout the year to convey the Agency's performance and financial information to our constituents. This Report, however, presents a composite and detailed assessment of our progress in response to the strategic objectives described in our Strategic Plan 2009-2014, Corporate Plan 2013-2016, and Operational Plan 2013/2014. MIND is thus reporting on 14 strategic objectives against 16 performance targets and their associated measures as categorized under 4 thematic goals/outcomes.

Performance Highlights

The Agency achieved and sustained its mission success during the fiscal year by pursuing and focusing its strategies under the four thematic goals (*Stakeholder Satisfaction and Approval; Programme and Operations Excellence; Transformative Learning and Professionalization; Resource Mobilization and Management*). Channeling all the necessary efforts and available resources into working collaboratively with internal and external stakeholders to ensure success and sustainability of strategies and outcomes, the Agency fully achieved eight of the 16 performance targets, with partial achievement of the others. Notwithstanding, the Agency made remarkable progress to result in:

- Ninety five percent (95%) Participant Satisfaction
- A Client Satisfaction Index of ninety two percent (92%)
- Five (5) new partnerships developed and four (4) existing partnerships leveraged for training design, development and delivery.
- Two hundred and fifteen (215) programmes/courses delivered
- Participant registration of four thousand six hundred and eighty nine (4689)
- Eighty two (82) customized training and organizational development proposals developed, 56% of which resulted in training and/or human resource management consultancy facilitated
- Re-accreditation status from the National Council on Technical and Vocational Education and Training (NCTVET) for the Certificate in Administrative Management (CAM) Programme – Levels 1 & 2, for another four (4) year period.
- Re-accreditation status from the University Council of Jamaica for the; *Associate of Science Degree Human Resource Management; Post Graduate Diploma Human Resource Management Programme; Post Graduate Diploma Public Sector Senior Management Development Programme.*
- The review of a number of Agency policies and procedures, inclusive of the development of an Associate Faculty Handbook
- Publication of the Caribbean Journal of Public Sector Management
- Significant and unprecedented growth in the leadership and organizational development product portfolio

- A full review of the Agency's strategic direction and development of the 2014-2019 Strategic Business Plan.
- Inroads on the Agency's Corporate Social Responsibility
- Launch of EBSCO Search which provides 24 hour access to MIND's collection of E-books

Looking Ahead

As we look towards the year ahead, I know we will continue to grow the Agency's business amidst the challenges framed by the national and global context in which we operate; for we do intend to leverage our culture of team work and brand recognition for excellence, and augment it with the foundation of performance that we have laid. We will in 2014/2015, galvanize around a number of priority areas of focus for the Agency in addition to the three major programmes that are aligned to the Cabinet Office's priority areas and by extension Jamaica's national goals. These three major programmes are:

- Institutionalization of the Government of Jamaica's Public Sector Learning Framework*
- Establishment of the Public Sector Leadership Development Centre*
- Expansion of MIND's Physical and ICT Training Infrastructure*

Among the other priority areas of focus for 2014/15 are:

- The establishment of MIND's Five (5) Year Strategic Product Plan (SPP)
- The institutionalization of the Product Planning Development Delivery and Administration Framework (PPDDAF) to support MIND's products and services
- The development of a robust and mature Quality Assurance (QA) system towards institutional accreditation.
- Evaluation and implementation of the Agency's Performance Management System Framework
- Development and implementation of a Values Framework and Enrichment Programme
- The establishment of MINDReach
- A review of the Agency's organizational structure

Conclusion

As CEO, I am confident that our MIND Team has the talent and commitment to go beyond the expected to achieve the extraordinary for our participants, clients and stakeholders. Of course, the unstinting support that we continue to receive from the other members of the extended MIND team through our associate faculty, and the partnerships and collaboration that we have forged with local and international allied public, private and not for profit institutions, are significant pillars of support for what we have achieved and will continue to achieve. We will therefore, continue to extend and deepen our commitment to focus keen and steadfast attention on the dynamic dimensions of the public sector transformation and modernization initiative, towards securing quality human resource management and public sector leadership, aimed at achieving far-reaching and invaluable outcomes for our public service and country.

To the MIND team, I reserve my final words. Thank you. remain grateful for your invaluable support, even as I look forward with heightened expectation of what we will achieve in the coming year and beyond.

Introduction

The Management Institute for National Development (MIND) is the Government of Jamaica's public service training, organisational and leadership development institution, serving the Caribbean. MIND offers training programmes, as well as consultancy and outreach services that are strategically developed to enhance the professionalism and performance quality of public service professionals towards transforming and modernising the public sector. The Agency is a University Council of Jamaica (UCJ) registered tertiary level institution whose 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. This is towards strengthening its capacity to provide a coordinated and integrated approach to design, deliver and assess cutting-edge and contextually-relevant training interventions, inclusive of those that address immediate areas of need, such as: leadership and change management, organizational development, governance and accountability, performance and operations management, customer service and human resource development. MIND Consultancy also responds to the call from public sector organizations, to provide a dynamic range of professional expertise and organisational development services.

MIND's services and programmes include Conferences, Public Lectures, Quarterly Policy Forums, and the publication of the Caribbean Journal of Public Sector Management, which stimulate public awareness on issues of national, regional and global importance and provide a forum for the exchange of information and ideas that result in improved quality of thought and behaviours.

While MIND operates from its main campus at 235A Old Hope Road and its Mandeville Campus at 5 Perth Road, Mandeville Manchester, through its customised training solutions and its web-based training (MIND Online), the Agency allows organizations and individuals to access their training and development solutions at their place or at a place and time most convenient for them, thus creating greater access to training and development opportunities for public sector professionals.

The variety of learning and development products and services that were delivered over the 2013/2014 fiscal year were done by seventy eight (78) resident staff and a large pool of one hundred and twelve (112) associate faculty and partners drawn from the public sector, academia and the private sector, both locally and internationally. (See Appendix A)

MIND is committed to developing the knowledge required for globally competent and ethical public sector professionals to advance the fulfillment of their organization'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.

Organizational Structure

MIND is led by a Chief Executive Officer (CEO), who is charged with the responsibility to lead the Institute's strategic and business planning, provides policy direction and leadership to all areas of the Agency's operations in fulfillment of its 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 organizations.

MIND's Advisory Board reflects a blend of public and private sector individuals with professional expertise, interests and experiences inclusive of education and training, finance, human resource management and development, appropriate to support MIND's mandate:

- Professor Neville Ying – Executive Director, Jamaica Diaspora Institute
- Mr. Berome Edwards – Head, Financial Systems Unit, Ministry of Finance and Planning
- Mr. Wayne Jones – Deputy Financial Secretariat, Strategic Human Resource Management Division, Ministry of Finance and Planning
- Dr. Lois Parkes – Chief Personnel Officer, Office of the Services Commissions
- Mrs. Elaine Foster-Allen – Permanent Secretary Ministry of Education
- Mr. Michael McAnuff-Jones – Senior Vice-President-Human Resources, Scotia Bank Group

The alignment of the Agency's organizational structure and human resource needs with its Strategic Plan reflect a structure with four critical strategic areas (Figure 1).

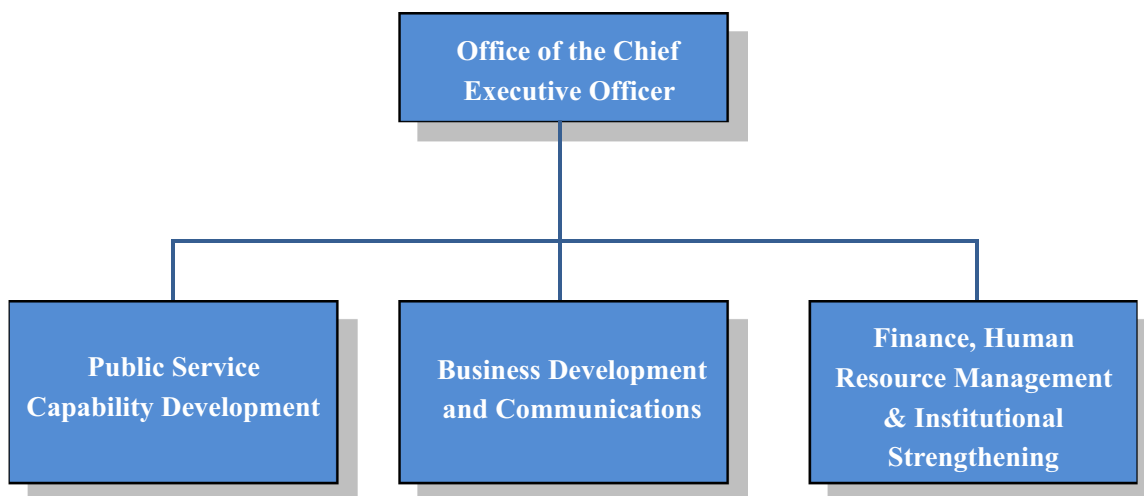


Figure 1: Critical Strategic Areas

The **Office of the Chief Executive Officer** provides oversight for all the departments of the Agency, however, the roles of Strategic Planning and Accountability, Monitoring and Evaluation, Campus Manager (Mandeville Campus) and Internal Audit, report directly to the CEO.

The **Public Service Capability Development Department (PSCD)** is the department responsible to direct, guide and oversees the conceptualization, development, quality assurance, delivery, evaluation and continuous review of the Agency's learning and development products 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 specialized skills sets, professional attitudes and approaches. In this regard, the work of the Department is realized 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

The **Business Development and Communication (BDC) Department** plays a critical role in stakeholder relationship management and the provision of outreach and communications solutions for the Agency. This Department leads the development and execution of sales/business development strategies and plans, identifies new business opportunities with governmental and other agencies, and develops incremental business from existing government and other stakeholder interest groups.

The **Finance, Human Resource Management and Institutional Strengthening (FHRMIS) Department**, oversees the financial, human relations and corporate services functions of the Agency. This department manages the budgetary responsibilities, risk management considerations as well as all matters related to the well being of staff. The Department is positioned to enhance and transform MIND's human resource capacity and establish a culture of *continuous learning, research, enterprise and innovation* that will positively impact the standard of service and professionalism. Additionally, the property management, training logistics, contract management, fixed asset management, security services, environmental stewardship, rentals and procurement are responsibilities of this department.

MIND also has an **Audit Committee**, duly appointed by the Government of Jamaica's (GoJ's) Audit Commission with seven (7) members drawn from across the public sector. The Committee reports quarterly to the Financial Secretary and annually to the Financial Secretary, Audit Commission, Auditor General and Chairman of MIND's Advisory Board inter alia.

Performance Results

Our goal at MIND's is to continuously improve performance, such that we fully contribute to a: "A dynamic public service that responds to the changing needs of Government through a team of public service professionals that are competent, fluid, responsive, relevant and transformational in their management and leadership, such that, they and their organisations, deliver the profession-alism, the performance, the service and the impact that ultimately bring to life the National Vision for Jamaica" (Public Sector Learning Framework, 2013).

Consequently, our aim is not set on meeting and surpassing targets to be able to report that we have, but it is towards MIND advancing a larger purpose of helping to create the public service we must, for securing the development and growth that is required to realize sustainable national development. It is this perspective in mind that we have worked hard over 2013/2014 and now reports our performance results for the period.

Of the sixteen (16) performance targets being reported on for the fourteen (14) strategic objectives and against sixteen (16) performance measures, eight (8) were fully achieved while the remaining eight (8) are on track to be met in the upcoming year, as we focus on improving our performance in 2014/15 and beyond. Noticeable also, is the decline in revenue earned, and which is not unrelated to the continued declined in the number of Scheduled programmes/courses delivered and is reflective of the general economic environment in which we operate. However, the results will reflect, that although MIND did not meet all sixteen (16) performance targets, it has made tremendous progress towards all its strategic objectives with outstanding results and noticeable improvements in some areas.

Areas where MIND improved during fiscal year 2013/2014 when compared to the previous financial year (2012/2013) include:

- Client Satisfaction Survey Results
- Number of Customized Programmes/Courses delivered
- Participant Enrollment for Customized Interventions
- Research Publication
- Participant Completion Rate

The sections which follow:

- A. Summary Performance Results:** The Agency's performance results are summarized in a tabula format by strategic objectives, showing the strategic linkages with the themes, measures and targets.
- B. Detailed Performance Results:** Agency performance directly aligned to the strategic themes, objectives and initiatives and summarized in the previous section, are elaborated on with the associated highlights.

Table 1: Summary Performance by Strategic Objectives

AGENCY PERFORMANCE: April 2013 – March 2014				
Strategic Theme	Strategic Objective	Annual Target	Measure	Performance
Stakeholder Satisfaction and Approval Theme:	C3: Improve MIND's social facilities, customer services, environmental and security provisions.	5% increase over baseline (Baseline 80%) 5% increase over baseline (Baseline 70%)	Change in participant satisfaction index. Change in staff satisfaction index.	15% increase over baseline (95% Participant Satisfaction) 0% increase over baseline (62.27% Staff Satisfaction)
	C2: Expand programme delivery options & customer access to MIND's management training & leadership development, both locally and regionally.	100% of budgeted programmes/courses delivered 100% of budgeted enrollment achieved	Percent of budgeted programmes delivered Percent of budgeted enrollment achieved	145% (215 of 148) 167% (4689 of 2799)
	C1: Strengthen stakeholder relations, communication, cooperation & public awareness of MIND's services and products.	67%	% level of key stakeholder satisfaction	93.2%
	I5: Implement a comprehensive Public Service Learning Framework (PSLF).	PSLF Implementation Plan and Funding Strategy approved by the Cabinet Secretary	PSLF developed and implemented	The PSLF Policy and Preliminary Implementation Plan approved. Funding support identified for its implementation through the Public Sector Modernisation Programme.
Programme & Operations Excellence Theme:	I4: Strengthen MIND's research capacity and capability to support policy and programme development for public service Human Resource Development.	3 publications	Number of publications produced annually	One publication produced. The Caribbean Journal of Public Sector Management published in partnership with HEU of the UW1 St. Augustine Campus.
	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.	100% of Implementation Schedule for 13/14	Percentage of the Agency's Performance Management System revised and implemented	100%

AGENCY PERFORMANCE: April 2013 – March 2014				
Strategic Theme	Strategic Objective	Annual Target	Measure	Performance
Theme : Transformative Learning and Professionalization	I2: Create a dynamic work environment that supports a performance and continuous learning culture and promotes and reinforces the Agency's values.	100% of Implementation Schedule for 13/14	Percentage of MIND's Human Resource Management Plan Implemented	100%
	I1: Upgrade MIND's learning systems, infrastructures and amenities to meet public service training requirements and Government's modernization agenda.	5% increase over baseline	Percentage increase in Client Satisfaction Index	22% increase over baseline of 70% (Client Satisfaction Index 92%)
	L3: Ensure MIND has adequate & relevant competencies to develop and support its learning products and service offerings.	80%	Percentage of MIND Team achieving an overall competency rating of at least 80%	72%
	L2: Strengthen in-house human resource 5-Year Strategic Plan and programmes, and to operate and propagate a performance and accountability ethos the Public Service.	70%	Percentage of MIND Team achieving an overall performance rating of at least 80%	58%
	L1: Strengthen and institutionalize the Agency's Strategic Leadership Development programmes to cater to the needs of senior public servants and parliamentarians.	Phase 3 (Obtain support and funding for the LDC)	Phases of MIND's Leadership Development Framework Implemented	Phase 3 of LDC Strategy implemented and funding identified via the Public Sector Modernisation Programme support for the PSLF.
Theme : Resource Mobilization and Management	F3: Ensure sound financial management, ethical and fiduciary practices, performance accountability and reporting.	75% of Monthly Financial Management Statements submitted by the 14 th day of the following month	Timely Production, reporting and analysis of Agency Financial Reporting	58%
	F2: Strengthen systems for corporate and departmental budgeting, funds allocation including risk management processes and controls.	Overall +/-variance within 5% of Expenditure Budget	Percentage Variance	24.40%
	F1: Ensure adequate and consistent funding for MIND's operations and capital development needs.	At least 95%	Percentage of Budgeted Revenue Earned	68%

Strategic Theme: Stakeholder Satisfaction and Approval

Strategic Objective C1:

Strengthen Stakeholder Relations, Communication, Cooperation and Public Awareness of MIND's Services and Products

Strategic Initiative C1.1:

Establish/Strengthen Internal Communication Systems and Staff Relations Management Systems

Recognizing that sustainable improvements in performance levels can be achieved if we continuously allow stakeholders to be kept informed and to be provided with the opportunity to provide feedback, achieved the following results for the Agency:

- A weekly 'Participant Registration Update.' This was the product of a cross functional planning team and served to better inform course/programme delivery decisions.
- Monthly Participant Evaluation Reports consistently produced throughout the year, as they were informed by the end of programme/course evaluations utilized by participants to provide feedback on their level of satisfaction with learning delivery; effectiveness of learning facilitation; learning facilities; and general support services. The reports have been used to inform continuous improvements to the Agency's products and services and participants' satisfaction. A total of one hundred and sixty one (161) courses/programmes (129 Scheduled and 40 Customised) were evaluated during 2013/2014.

Strategic Initiative C1.2:

Establish and Maintain MIND's Cooperation/ Communication Strategy and Customer Relations Management Systems

Given the Government of Jamaica's call for Ministries, Departments and Agencies (MDAs) to incorporate the use of social media in their communication plan, in addition to its much talked about impact on the effectiveness of organisations' communication strategy, the MIND Facebook page was introduced during fiscal year 2011/2012. It has now become one of the chief ways in which the Agency shares information with its stakeholders. As a consequence, there was a 40% increase in the number of persons connecting to MIND's Facebook page during 2013/2014, when compared to the previous year (2012/2013).

To ensure the efficient management of the Agency's records at all stages of the life cycle to allow for greater levels of organizational efficiency and responsiveness to the needs of stakeholders, a draft Record Management Framework was developed. This framework will pilot the development of a Records Management Policy and Programme to be implemented in the ensuing fiscal year.

Strategic Initiative C1.3:

Maintain a Current, Relevant and Cost Effective Website

Utilizing 'in house' resources, MIND's website was upgraded and tested in the remaining three quarters of the year. It is now a more interactive site that will allow for a richer user friendly experience in addition to providing functionalities including:

- Links to MIND's:
 - Student Management System
 - MIND Online
 - Online Library Resources
- Social Media plug-ins – YouTube, Facebook, Twitter
- Special Events Notices
- Student Notice Board to include e-payment option in phase 2 of the Website's development

The new website is scheduled to be launched in the first quarter of the next fiscal year.

Strategic Initiative C1.4:

Develop Strategies to Improve MIND's Image, Impact, Public Sector Appreciation/Penetration and Cooperation Locally, Regionally and Internationally

In pursuit of this strategic initiative, the Agency pursued a number of planned events not limited to trade shows, expositions, conferences, symposiums and other corporate events. Our involvement in these events required us to collaborate with ten (10) of our sixteen (16) government ministries.

The following are among the events the Agency engaged in as it sought to improve its image, impact, public sector appreciation and cooperation locally:

- **Jamaica Civil Service Week Celebration** – As is customary, MIND participated in the Jamaica Civil Service Association's Civil Service Week celebrations themed, **"Transformation and Renewal for a Better Tomorrow"**. More specifically the Agency participated or lent support to the following:



- ✓ *Exhibition in the Park* - Over 30 government ministries, agencies and departments participated in this event, with MIND being awarded the trophy for Best Booth.
- ✓ *High School Quiz Competition* - The coach for the winning school received fully funded participation in the MIND Public Speaking and Presentation Skills course.
- ✓ *Supplement Feature* - MIND had an advertisement and advertorial in the Civil Service Supplement that was published in the Jamaica Observer on Wednesday, November 20, 2013. Members of the MIND Team who attended the 2012 Civil Service *after work lyme* appeared in the pictorial review that formed part of the supplement.
- **Launch of HRMAJ Conference 2014** - MIND participated as a booth holder in the 33rd staging of the HRMAJ Conference. The Agency's business development efforts at the Conference resulted in a number of customized training requests.
- **Tax Administration of Jamaica (TAJ) Wellness Fair** – This event provided an opportunity for MIND to interact with stakeholders in the Central Region and received for follow up, expressions of interest in our programmes/courses.
- **MIND/Portsmouth University/JCF Partnership – ‘Accountable Policing’**—MIND partnered with Portsmouth University for the delivery of a three-hour training session on “Accountable Policing”, to select members of the Jamaica Constabulary Force (JCF). The session was facilitated by Professor Stephen Savage- Director of the Institute for Criminal Justice Studies at the University of Portsmouth, with the support of Ann Marie Smith, MIND's Director Public Sector Capability Development. A twenty minute presentation of MIND's products and services was also made to the over thirty (30) police officers who attended the session.



8 Policy Forum

MIND's Policy Forums are designed to stimulate public sector awareness on issues of national, regional and global importance; by providing a forum for the exchange of information that result in an improved quality of policy, thought and behavior change. The Forums also provide an excellent and strategic opportunity for leaders in the public sector, allied private sector partners, the academic community, and representatives from other sector organizations and civil society, to interface with each other and engage in a dynamic exchange of information, ideas and connections with far-reaching and invaluable outcomes.

The Policy Forums hosted for fiscal year 2013/2014, continued to focus on and provide support for the **Vision 2030 Jamaica: National Plan** goals and national outcomes and in particular, Goal 3: *Jamaica's Economy is Prosperous*, and Goal 4: *Jamaica has a Healthy Natural Environment*. The discussions thus focused on Jamaica having a prosperous economy that would provide the resources to build a strong society with a high quality of life, as well as, the preservation of the country's environmental assets. The Forums carried the theme:

- ✓ Economic Development and the Environment: Jamaica at a Crossroad
- ✓ Solid Waste Management: An Imperative for National Development

The panelists for the Policy Forums were:

- ✓ **Economic Development and the Environment: Jamaica at a Crossroad**

Kingston

- **Mr. Dorlan Burrell**
Director, Environment and Risk Management Division, Ministry of Water, Land, Environment & Climate Change
- **Mr. Peter Espeut**
Environmentalism
- **Mrs. Elizabeth Emanuel**
Consultant, Vision 2030 Jamaica - National Development Plan, Planning Institute of Jamaica
- **Mr. Jason Morris**
Vice President, Business Analytics, Portfolio Advisory and Product Development, Scotia Investments
- **Ms. Delmaris White**
Director Communications, ODPEM (Forum Moderator)

Mandeville

- **Mr. Ainsley Henry**
Director, Applications Management Division, National Environment and Planning Agency (NEPA)
- **Mr. Sean Townsend**
Manager, Natural Resources Management and Environmental Planning, Urban Development Corporation
- **Mr. Kirkland Anderson**
Associate Professor, Managerial Economics, Finance and Accounts, Northern Caribbean University

- **Ms. Valerie Dixon**
President, International Community
Tourism and Lecturer, Jamaica Bible
College
(Forum Moderator)

✓ **Solid Waste Management: An Imperative
for National Development**

Kingston

- **Mr. Steven Shaw**
Communication Manager, National
Works Agency (Forum Moderator)
- **Mr. Mark Barrett**
Vice President Wastewater Systems
Operations and Maintenance, National
Water Commission
- **Mrs. Marsha Henry-Martin**
Director, Urban Planning, Ministry of
Local Government and Community
Development
- **Ms. Jennifer Edwards**
Executive Director, National Solid Waste
Management Authority
- **Mr. Craig Barham**
Capability Development Specialist,
Management Institute for National
Development

The presentations made at the Forums will inform
MIND's research publications.





- Kingston Public Hospital (KPH): Career Exposition**

Given the Agency's successful participation in the inaugural KPH Career Development Expo in 2013, the MIND Client Relations and Marketing team participated in the second staging of the event, with the objective to encourage professional development, retraining and upgrading among the staff of both the KPH and the Victoria Jubilee Hospitals. Over one hundred and fifty (150) employees visited the MIND Booth with a total of 130 recording their interest to maintain contact with MIND, and some of whom later participated in our Policy Forum on Solid Waste Management hosted in March 2014.
- Ministry of Science Technology, Energy and Mining (MSTEM) Mineral Exhibition and Trade Fair**

The period **June 23 to 29, 2013** designated National Minerals Week 2013, was geared towards recognizing the mineral industry's contribution to Jamaica, and the need to facilitate and promote its continued development. MIND mounted a promotional booth at the Public Lecture (one of the many events to mark the Week) that was delivered in Mandeville under the theme; *The Minerals Industry: Development, the Community and the Environment*. A MIND booth was also in place at the Minerals Industry Exhibition and Trade Fair held in Kingston.
- International Beach Clean-Up Day**

International Coastal Clean-Up Day (ICCD) 2013, was observed under the theme, '**Trash Free Seas**'. In keeping with MIND's commitment to the preservation of Jamaica's natural environment, members of the MIND Team joined forces with the National Environment and Planning Agency (NEPA) and other public and private sector organizations





to remove from the Palisadoes strip, natural and manmade debris that posed a threat to the coral reefs.

- **JDIC Financial Market Symposium and Fair**

MIND participated as a booth holder at the Jamaica Deposit Insurance Company Financial Markets Fair, which was themed; *Promoting Financial Inclusion Through Public Education and Awareness*. Members of MIND's Marketing team were present at the St. William Grant Park for the Fair, and used the opportunity to showcase the Agency's products and services and to schedule future training and development consultations.

- **MIND on the MOVE**

Among the first Government entities to be visited under the *MIND on the Move* initiative, were the:

- ✓ **Ministry of Agriculture & Fisheries**
- ✓ **Ministry of Finance and Planning**
- ✓ **National Family Planning Board**

The Agency presented its products and services and created the opportunity for increased brand awareness at the following affiliated entities of the Ministry of Agriculture and Fisheries.

- Water Resource Authority (WRA)
- Rural Agriculture Development Authority (RADA)
- Land Administration and Management Programme (LAMP)
- Jamaica Dairy Board.

- **Portmore Municipality 10th Anniversary Event**

Environmental Day, Seminar and Exhibition
MIND mounted a promotional booth at the Portmore Municipal Council's 10th anniversary week long celebrations. Resultantly, a number of MIND training interventions were subscribed to by those engaging in the activities making the celebrations.



Strategic Initiative C1.5:**Develop/ Strengthen Strategic Partnerships, Networks and Collaborations with Benchmark Local and \ International Institutions**

MIND continues to forge new partnerships and collaborations with academia, industry, labor, other government agencies, and nongovernmental organizations, locally, regionally and internationally, recognizing that these provide expertise and resources critical for the Agency to successfully respond to the priorities of Government. Partnerships and collaborations have therefore been leveraged to support the design, development and delivery of learning products, and the transfer of skills across the Agency Team.

Details on the partnerships forged and leveraged during the period under review, are detailed in this report under *Strategic Initiative II.3: Establish Partnerships and Collaboration Arrangements to Develop and Deliver Attractive, Competitive Relevant Learning Products and Services*.

Strategic Objective C2:

Expand Programme Delivery Options and Customer Access to MIND's Management Training and Leadership Development both Locally and Regionally

Strategic Initiative C2.1:**Develop Customer/Stakeholder Profile, Generic and Specific Needs, Interest and Training Responses**

During the period under review, marketing and promotional strategies were developed based on stakeholder analysis and feedback, articulating their profile, needs, interests and capabilities. The strategies employed were intended to ensure that MIND remained present and relevant to all its local and regional stakeholders, positively impacting image and buying interest for the Agency's products and services. The marketing and promotional strategies included but were not limited to:

- Partnerships
- Direct Selling
- Cross Selling
- Telemarketing
- Email Campaigns
- Individual consultations identifying training needs
- Newspaper and Magazine advertisements
- Online Promotions using Social Media resources
- MIND displays at Expositions of respective MDAs
- MIND programmes featured in Magazines/Newsletters

As a direct result of the marketing and promotional strategies pursued, there was a very noticeable increase in the demand for the following learning products:

1. Supervisory Management
2. Service Skill for Ancillary Workers
3. Making Effective Public Policy
4. Strategic and Corporate Planning

However, some courses/programmes did not have the uptake envisaged despite the marketing and promotional thrust and will be closely monitored and evaluated in the next financial year for relevance and currency. These included:

- Effective Corporate Governance
- Finance for Non-Financial Management
- Receivables Management
- Government Accounting (several modules)
- Corporate Events Planning
- Foundation English for Tertiary Students

Strategic Initiative C2.2:

Establish Customer Database, Including ICT Capacity, Priority Training Access Modes

An analysis of the established databases for our stakeholders was undertaken in Fiscal Year 2013- 2014 to support improved training response decisions and service offerings; develop new product and services, evaluate impact and outcomes, tailor strategies and tactics, and determine gaps in our demographics. The analysis revealed that the administrative and clerical levels of the public sector were well represented at training interventions throughout the year and accounted for more than 50% participation on our training courses/programmes. The middle management/supervisory level accounted for approximately 30% of our course/programme participation and executive management 15%.

In establishing our Information Communication and Technology (ICT) capacity to give focus to an improved distance learning mode, a proposal was developed with the recommended enhancements to the Agency's technology infrastructure. A most critical recommendation of the proposal is the replacement of the existing PBX communication to a Voice over Internet Protocol (VoIP) web based system. Replacing the existing PBX with a newer digital IP based system, will lay the foundation for MIND's Unified Communication Infrastructure, which will increase client access, using the Voice over Internet Protocol (VoIP). The new system will provide increased access to clients, as it creates a centralized system for incoming calls regardless of their location of origin in Jamaica. It would also facilitate integration with the new website, allowing anyone in the world with internet access to communicate with MIND, via instant message or VoIP Softphone.

The VOIP Based PBX when linked to the newly launched Webinars @ MIND Platform, can also be used to extend the Agency's training delivery reach, as it will allow the Agency to have Webinars with full voice and video/presentation slides, in locations throughout Jamaica and overseas. The new system would also benefit the Agency as:

- It allows the Hope and Mandeville campuses to be linked over the internet, combining the two telephone systems into one network. Calls across both campuses would thus be a mere extension call away and will result in a reduction in telephone usage costs.
- The new system would be smart enough to automatically route calls to their respective networks (LIME, Digicel) via least cost routing, and will again result in monthly savings in telephone usage costs.
- The use of VoIP technology also makes it possible for a few lines to be installed that are dedicated to making international calls at a significantly lower rate than that which currently obtains.

Strategic Initiative C2.3:**Enhance Communication Systems to Include Customer Correspondence, E-Library Access and Digitize Application and Programme Evaluation**

The Agency's Research and Information Management Unit (RIM) in collaboration with the Information and Communication Technology Unit (ICT), acquired and customized a third party solution to facilitate the tabulation and collation of monthly participants' evaluation reports. This resulted in a more efficient and effective process for analyzing participants' course/programme evaluations and made for more timely production of reports.

The EBSCO Search was launched to provide access to MIND's collection of E-books and the Senayan Cataloging System. The introduction of EBSCO enhanced the library stock, as it allowed for an online reference repository that provided access to eighty (80) eBooks and thousands of journals. This resource can be accessed from any location on the Agency's campus and plans are in place to allow for remote access.

Work will continue during the 2014-2015 fiscal year to populate the Senayan Cataloging System, after which it will be linked to the New MIND Website to allow participants the facility to view and request books from the Agency's Library.

Strategic Objective C3:

Improve MIND's Social Facilities, Customer Services, Environmental and Security Provisions

Strategic Initiative C3.1:**Raise Level of Staff and Customer Satisfaction***Participant Satisfaction*

Throughout the 2013/2014 fiscal year, participants were asked to comment on their level of satisfaction with the training content, delivery methodologies, facilitators and the applicability of the training received to their respective jobs. They were also asked to provide feedback on the Agency's facilities and support services.

Ninety four percent (94%) or 180 of all MIND's training interventions were subjected to participants' evaluation across each quarter throughout the year.

Figure 3 details by month, the 3,749 participants to whom evaluation instruments were administered and the 3,084 that responded, thus allowing for a response rate of eighty-two percent (82%).

Maintained throughout the year and contributing to the overarching annual satisfaction rate of 95%, was participants' high level of satisfaction with training facilitation. Ninety four percent (94%) of the participants reported being satisfied with the Agency's training facilitation, while 97% indicated that not only were their knowledge and skills increased as a result of the training they received, but they also found what they learnt to be useful in the jobs they do. Consequently, 96% of the participants agreed that they would recommend MIND's training programmes/courses to their colleagues.

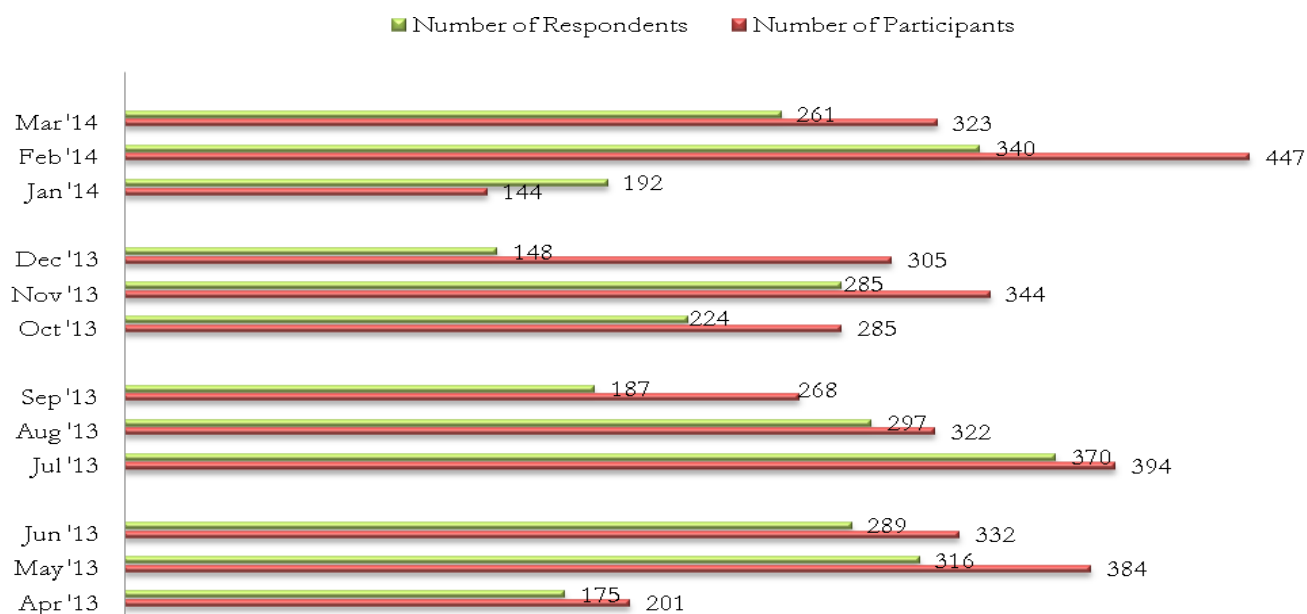


Figure 3: Number of Participants versus Respondents for Participants' Evaluation

The area of service that was of primary concern to participants was the canteen. Participants reflected satisfaction levels of 43% and 57% in the second and third quarters respectively in relation to the services they received. A revision of the Participant Evaluation instrument in the third quarter, allowed for participants to provide more detailed responses on the services they were receiving. The feedback received thereafter, indicated that participants were not satisfied with the general customer service received, in addition to finding the meal options very limited. Corrective measures were taken by the Agency in consultation with the Canteen Concessionaire and continue to be in place. The positive results of this intervention were almost immediate, as the fourth quarter showed significant improvements, with the satisfaction rating for the canteen ranging between 84% and 90%.

While the resulting overall participant satisfaction rate of 95% is encouraging, and surpasses the Agency's performance target of 85%, MIND remains consistent in its commitment to continue to do all it can to meet and exceed the needs and expectations of all its participants.

Staff Satisfaction

The Agency continues to be challenged in raising the level of staff satisfaction sufficiently to result in a change in its staff satisfaction index of 70%. With a response rate of 74%, staff reported an overall satisfaction of 62.27% rate for 2013/2014. This result mirrors the Global Employee Engagement Index of 6.2 or 62%, as conducted by Effectory International, specialist in Employee Surveys across six regions of the world.

Notwithstanding the less than desired level of satisfaction, there were some areas for which the Agency continues to successfully meet the needs of staff even as it seeks to address the areas that needs strengthening.

Table 2: Categories Reflecting Staff Highest Levels of Satisfaction

Category	Satisfaction Rating
Objectives, Purpose, direction and values of the organization	98.18%
Understanding departmental and work team objectives	87.27%
Line of sight and clarity of performance standards	80.77%
Teamwork	77.28%

Trust in Communication is at an all time low of 23.64% and is the category for which the Agency received the lowest level of satisfaction. For this category, staff was asked to respond to the single statement, “I can express my views openly without fear of victimization or reprisal”. The necessary discussions will be pursued throughout 2014-2015 to surface what specifically underlay this result, towards effecting the interventions that will positively influence a much needed change.

While Compensation has in previous years been an area of low satisfaction, there was a noticeable improvement this year with a 44.69% satisfaction rating as compared to 32.50% for 2013/2014. The Agency did seek throughout the year, to facilitate the Team having a better understanding of the ‘benefits’ associated with their engagement with the MIND.

Strategic Initiative C3.2:

Extend/Strengthen On-Site Staff and Customer Amenities and Facilities

As the Agency continued to become increasingly more resourceful in responding to its need for critical infrastructure and adequate physical space to efficiently and effectively address the needs of its stakeholders and clients, it sought to formalize and strengthen its partnership arrangements for the utilization of available training spaces across public sector entities. The Agency’s Corporate Services Unit following discussions with a number of public sector entities, created a database of the facilities that were available and suitable for training, based on location, seating capacity, available amenities and cost. Consequently, the Agency was able to successfully deliver training interventions at out- of- town locations, which included:

- Portland (Civic Centre)
- Montego Bay (UWI Open Campus) &
- Westmoreland (The Source).

Working across the Agency’s units, we were able to achieve greater synchronization between course/ programme scheduling and optimal use of the training facilities, through the creation of a Master Room Schedule which was refined on a weekly basis. The Agency also operated with a Master Plan for the upgrading and routine maintenance of the facilities, and this resulted in the implementation of key projects that ensured that the physical property (grounds and building) was aesthetically appealing and conducive for the security, comfort and wellbeing of staff and participants. Participants thus reported a satisfaction level of 98% with the facilities, while 68.52% of the Agency’s staff was satisfied with the physical and environmental conditions under which they worked.

Strategic Initiative C3.3:

Strengthen MIND's Security System

Implementation of the Agency's Disaster Management and Safety and Security Plans, occurred throughout the year. The Plans cover all major types of disasters and other security and safety concerns, in addition to outlining various measures which will support the Agency in better managing and mitigating identified risks.

The following are among the implementation activities pursued throughout the year in keeping with MIND's Disaster Management and Safety and Security Plans:

- Formation of a Safety Committee, which underwent training provided by the Jamaica Fire Brigade
- A Fire Audit conducted by the Jamaica Fire Brigade
- A general site inspection facilitated by the Office of the Disaster Preparedness and Emergency Management (ODEPM) and the Jamaica Fire Brigade, to assess and inform the Agency's safety and security concerns
- Monthly meetings with the Agency's Security Service provider
- Identified emergency assembly areas with the requisite directional signs
- Agency participation in training provided by the Ministry of Labour and Social Security's Occupational Health and Safety Unit.

Strategic Initiative C3.4:

Make Adequate Preparatory Arrangements to Acquire Additional Space to Upgrade On-Site and On-Line Learning Facilities

During the year under review, the Agency initiated the development of a new Distance Learning Strategy, alongside a comprehensive assessment of Moodle as a possible online platform to support the full implementation of this Strategy. The Distance Learning Strategy is intended to provide a roadmap for the development and implementation of a technology-rich, ICT-enabled learning environment that ensures ready access to technologies, tools and strategies for all participants, thus facilitating the ongoing development and ultimate professionalization of each member of the Jamaican Public Sector in the first instance and the regional public sector in the second. Through this proposed new distance learning thrust, the Agency aims to ensure that it has the requisite ICT environment to support pivotal communication between the Agency and its partners, clients and participants, taking advantage of the technologies that can be adopted and adapted for its use.

At the critical core of this technology rich environment will be the establishment and maintenance of a robust, learner centered, virtual learning platform that promotes and facilitates ongoing professional development. The recommendation for such a platform is Moodle, supported by the Big Blue Button, a free, Open Source web conferencing software. Through these carefully selected virtual learning environments, MIND proposes to promote and support avenues for sharing among participants and faculty through the provision of not only the appropriate technology, but also the establishment of the organizational policy structures that will increase collaboration and deepen the learning experience for all.

Moodle was comprehensively and extensively researched and reviewed by MIND's Information Communication Technology Management (ICTM Unit), Manager Distance Learning Delivery and Administration, and other training delivery managers, faculty and administrators. Following this assessment, Moodle was adjudged as a suitable platform to support the Agency's distance learning thrust because:

- MOODLE is a Free Open Source Software (FOSS)
- Utilizing a solution based on FOSS, it is in line with the Government of Jamaica's ICT Strategy principles and priorities as outlined in the E-Powering 2012 and Vision 2030 plans
- Unlike the existing software (JESS), which is dated and does not have the interactive features expected in a modern Course Management System (CMS), MOODLE lends itself to multimedia rich activities, real time chat, and other means of synchronous communication. This will better facilitate participants' engagement and learning styles
- It is a mature application that is being used by many large local and international universities and schools for the management of their online course content with good reviews
- It also seamlessly interfaces with Webinars@MIND, another MIND ICMT initiative which will allow online meetings and webinars using the BigBlueButton
- It is interactive and has real time chats and modules that provide video conferencing among many others
- It can be installed and hosted by eGov Jamaica

MOODLE has been installed in a test environment and testing continues in advance of it being made available for use in a production environment.

The Agency's Webinars@MIND is another key project being pursued by MIND's ICTM Unit in upgrading its online learning facilities. The Webinars@MIND platform is an open source web conferencing system built on over fourteen open source components to create an integrated solution. It can record lectures (slides + audio + chat) for later playback by participants, and has Whiteboard controls that allow learning facilitators to annotate and call out key parts of their presentation for viewers. Multiple users can share their webcam at the same time. There is no built-in limit on the number of simultaneously active webcams, and its voice conferencing supports voice over IP (VOIP) conferencing, and so participants only need to have a speaker and microphone to participate. This service allows real-time one on one communications as well as multicast communications from one sender to many receivers. It offers information of text-based messages, voice and video chat to be shared simultaneously, across geographically dispersed locations locally, regionally and internationally.

The Agency has already begun to use the Webinars@MIND platform to conduct inter-office meetings. However, it intends to fully utilize this technology for web conferencing, including meetings, training events, lectures, or short presentations acceptable from any computer, in the 2014/2015 fiscal year and beyond.

The Agency's Information Communication and Technology Management (ICTM) Unit has embedded the upgrading of the Agency's online learning facilities into projects associated with the redesign, upgrade and maintenance of the MIND Website.

Strategic Initiative C3.5:

Strengthen Environmental Management Programmes and Systems

Implementation of the Agency's Environmental Stewardship Programme continued with the ongoing incorporation of environmental considerations in its operations. Consequently, the following were among the initiatives that were executed, with a major focus on reducing energy usage:

- Commenced the process of investigating alternate energy sources
- Replaced air conditioning units that had become obsolete with inverter type energy saving units. These units are expected to result in a 40% to 60% reduction in energy usage
- Computers procured in keeping with energy saving guidelines.
- Recycling Programme continued and included:
 - Rain water harvesting
 - Recycling of paper, plastic and glass bottles, and used ink cartridges and toners



Strategic Theme: Programme and Operations Excellence

Strategic Objective II:

Upgrade MIND's Learning Systems Infrastructures and Amenities to Meet the Public Service Training Requirements and Government's Modernization Agenda

Strategic Initiative II.1:

Develop and Establish a Comprehensive Product Planning, Development, Delivery and Administration Framework (PPDDAF)

In 2012, the Agency initiated the establishment of a Product Planning Development, Delivery and Administration Framework (PPDDAF). Guided by MIND's Vision, Mission and Values, the PPDDAF is the sum total of the policies and procedures that guide the conceptualization, development, design, delivery, administration, monitoring and evaluation of the Agency's learning and development products and services to improve public service capacity, performance, and impact.

While the PPDDAF was 80% complete in the previous reporting period, its finalization and the initiation of implementation was slated for the current reporting period. The PPDDAF is fully developed, and to date, the following components have been implemented, contributing to improvements in the speed and quality of outputs in the related areas of operations:

- Assessment Checklist & Approval Form
- Record of Assessment Items
- Assessment Incident Form
- Coursework Assignment Register
- Record of Assessment Items for Second Marking
- Examination Register
- Assessment Feedback Report from Second Markers
- Examination Answer Sheet
- Faculty Evaluation Schedule
- Schedule of Accredited Programme Status
- Checklist for Reaccreditation Visit
- Offsite Training Checklist
- Curriculum Modification Form
- Customized Training Details for Facilitators Form
- End of Course Report
- Participant's Online Evaluation
- Participant's Scheduled Course & General Evaluation
- Participant's Customized Course & General Evaluation
- Table of Specifications (TOS)
- Programme/Course Assessment Results Sheet (Provisional)
- Programme/Course Assessment Results Sheet (2nd Marking)
- Programme/Course Assessment Results Sheet (Final)
- Participants Declaration to Prevent Plagiarism
- Examination Audit Form
- Participant Training Manual Audit Form
- Training Proposal Audit Form
- Customized Proposal Confirmation Form
- Customized Training/Consultancy Request Fact Sheet
- List of Customized Programmes & Associates
- List of Scheduled Courses & Proposed Associates
- Facilitator's Feedback Form for Customized Training

The following activities were also pursued to enhance operational excellence in the general delivery and administration and of the Agency's learning products and services.

Programme Accreditation

The Agency undertook a number of activities to ensure that its learning and development products and services meet internationally established and accepted quality standards and support its Mission 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”*. Towards this end, the following are among the activities/initiatives pursued throughout the year.

- *Annual Accreditation Reports*
Annual accreditation reports for the Associate Degree Accounting and the Postgraduate Diploma General Management Programmes were submitted to the University Council of Jamaica (UCJ).
- *Application for Re-Accreditation and Evaluation Visits*
Application for re-accreditation of the Post Graduate Diploma Tax Audit and Revenue Administration (TARA) was submitted to the UCJ. The evaluation visit for the re-accreditation of the programme subsequently followed. Applications for re-accreditation were also submitted to the UCJ for the Postgraduate Diploma in General Management and the Associate of Science Degree Accounting.

Additionally, the National Council on Technical and Vocational Education and Training (NCTVET) conducted a re-verification audit for the Certificate in Administrative Management (CAM) Levels 1 and 2.
- *Accreditation Status Granted*
The Agency was granted re-accreditation by the UCJ for the following three (3) programmes in the first quarter of the fiscal year.
 - Associate of Science Degree in Human Resource Management
 - Post Graduate in Human Resource Management
 - Post Graduate Diploma Public Sector Senior Management Development Programme
 NCTVET re-accredited for an additional four years the:
 - Certificate in Administrative Management (CAM) Programme – Level 1
 - Certificate in Administrative Management (CAM) Programme - Level 2

Learning Assessment

Assessment of learning continues to be a critical pillar in support of the quality of MIND's learning and development. It provides an avenue for participants to demonstrate new and enhanced competencies and allows the Agency to assess and measure the extent to which learning has taken place. Assessment primarily takes the form of examinations, in class tests, projects, simulations, demonstrations, inter alia.

In an effort to ensure the quality of its learning assessment, much of the Agency's assessments are subjected to extensive review by an Assessment Committee before being administered. Figures 3-5 highlights the

number of assessment instruments reviewed at each Assessment Committee meeting in addition to the assessments administered over the 2013 – 2014 fiscal year.

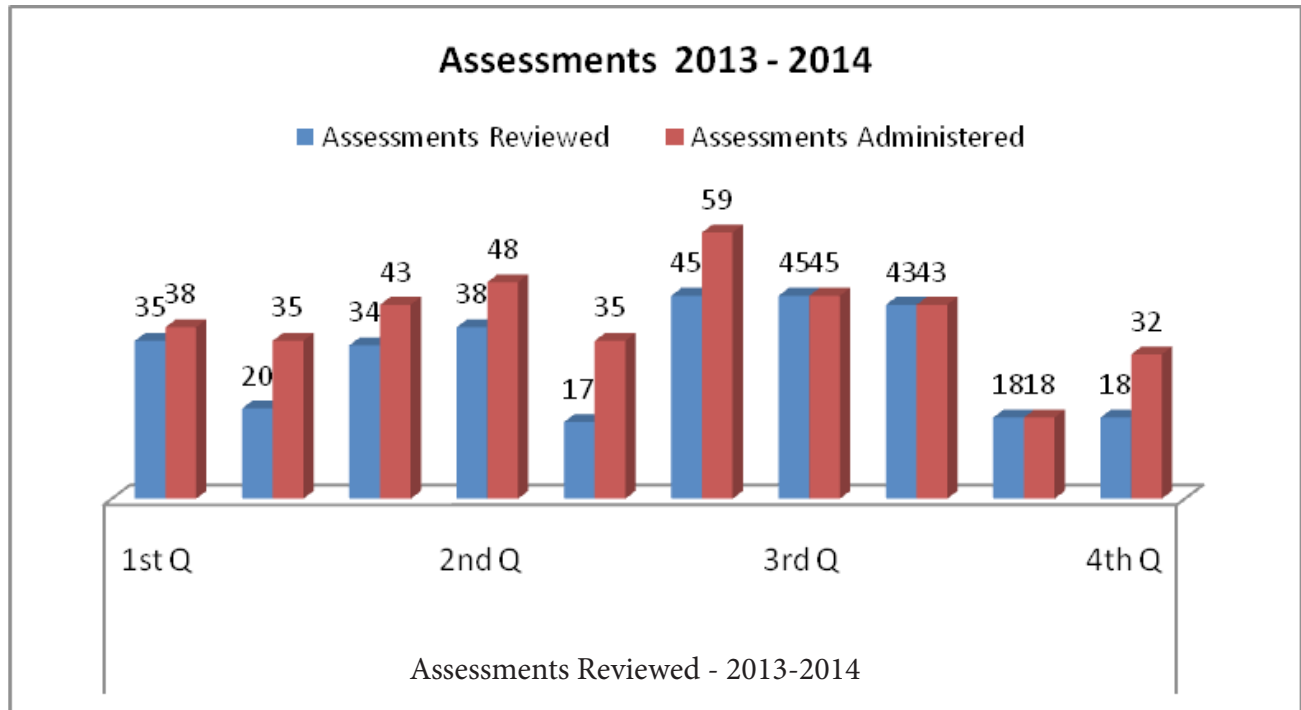


Figure 3: Number of Assessments Reviewed and Administered

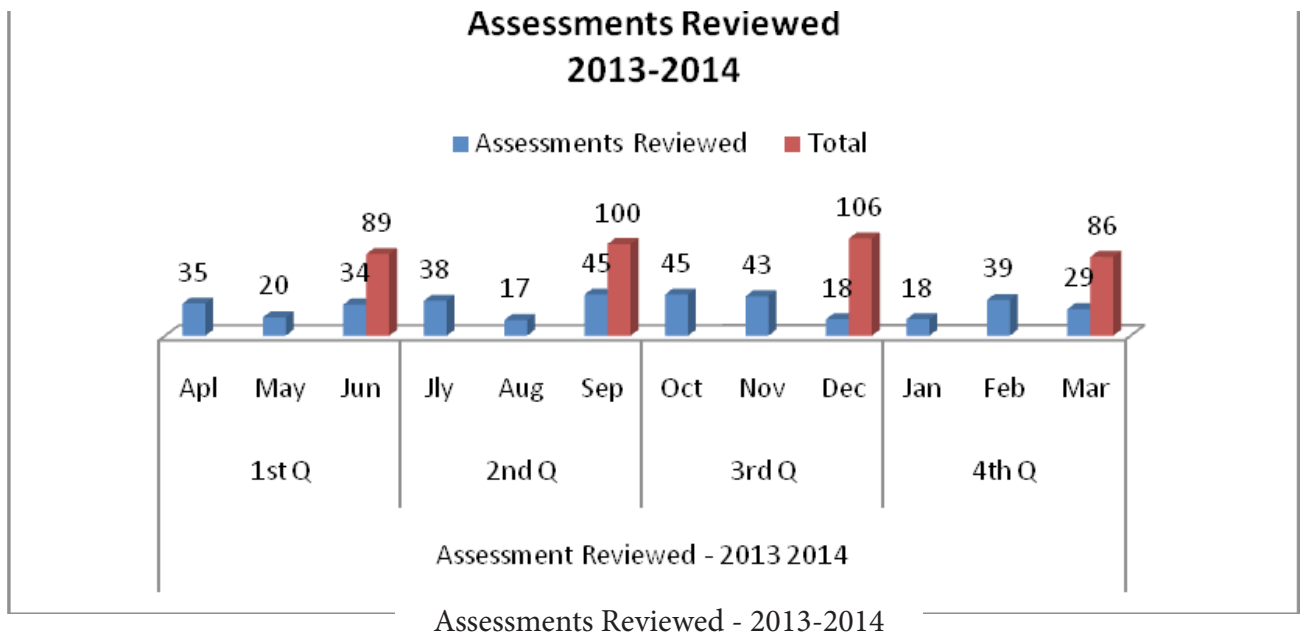


Figure 4: Number of Assessments Reviewed

Throughout the year, 381 assessment instruments reflecting a combination of final examinations, mid-semesters, individual and group assignments were reviewed by the MIND's Assessment Committee. This represents 79.2% of the 481 assessments that were administered.

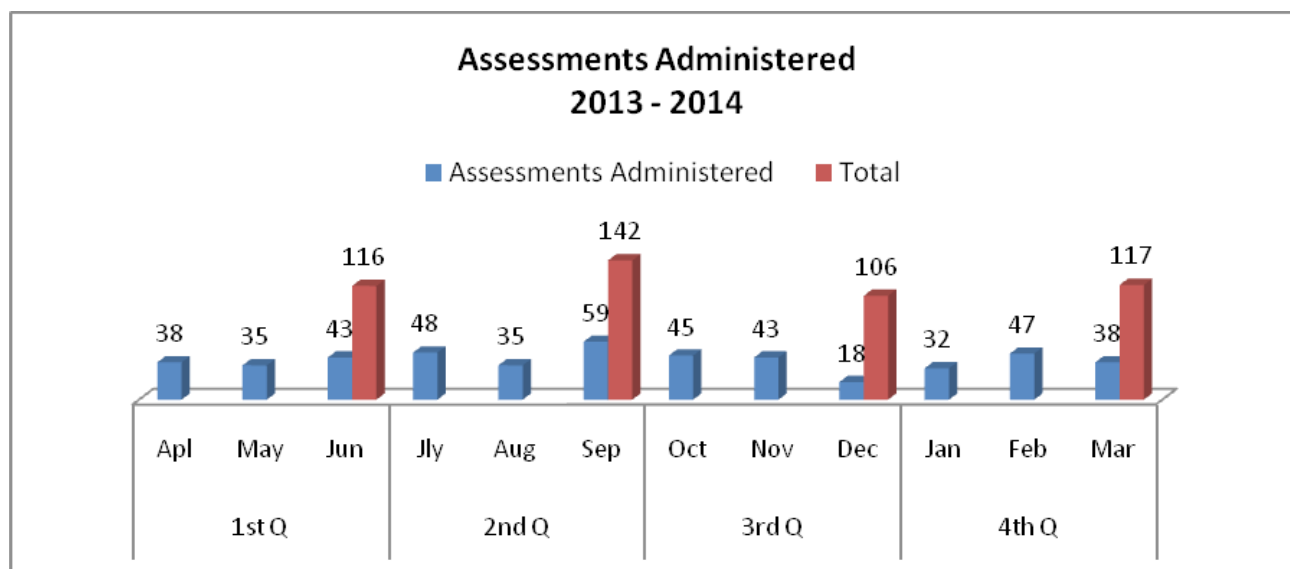


Figure 5: Number of Assessments Administered

To further enhance the quality of its assessment, the Agency embarked on a project for the development of *Tables of Specifications* for all Associate of Science Degree Programmes. The aim of the Table of Specifications is to identify the achievement domains being measured and to ensure that a fair and representative sample of questions appear in the assessment. It thus gives evidence that a learning assessment has content validity and is assessing what has been covered during the training delivery. Throughout 2013/2014, Tables of Specifications were drafted for courses across two Associate of Science Degree programmes.

Associate of Science Degree Accounting

- Financial Planning
- Introduction to Marketing
- Human Resource Planning
- Introduction to Management
- Research Methods & Academic Writing
- Introduction to Organizational Behaviour
- Business Ethics & Professional Practices
- Principles & Functions of HRM for Change
- Mathematics for Business, Economics & Social Sciences

Associate of Science Degree Human Resource Management

- Human Resource Planning
- Research Methods & Academic Writing
- Introduction to Organizational Behaviour
- Business Ethics & Professional Practices
- Principles & Functions of HRM for Change

Review, Revision and Development of Agency Policies and Procedures

As we forged ahead with the implementation of our Strategic Plan in 2009, we identified the need to facilitate the process of defining our current processes/systems, determining process flows and systematizing and streamlining them as necessary, towards their operationalization through policies and procedures. This was to, of course, result in:

- Changes to existing processes and the development of new processes
- The review, revision and development of new operational policies and procedures to include process maps/process flow charts.
- Preparation of a quality policy that will provide the *raison d'être* for the Agency's operations.

While this process commenced in parts over the period of the Strategic Plan (2009-2014), it was not fully advanced in the ways that we had envisaged until the final year of the Plan. As we sought to move this process forward in the reporting period, a number of MIND's core business processes, policies and procedures were reviewed, revised and developed across wide stakeholder consultations and supporting activities. The results are detailed in Appendix C.

Programme/Course Review

In an effort to ensure the consistent quality of MIND's courses/programmes, address gaps in participants' competence, and remain relevant in addressing the current and emerging training and development needs across the public sector, the following learning interventions were identified and subjected to rigorous review during the reporting year:

1. Customs Regulation and Documentation Programme
2. Audit Techniques
3. Introduction to Government of Jamaica Procurement Policies and Procedures
4. Associate of Science Degree Accounting
5. Post Graduate Diploma General Management Programme

Strategic Initiative 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 enable access to audiences typically unreached and underserved by its existing suite of products and services. The outreach activities focused on the Delivery of Learning Products and Services in New Locations using New Modalities and Models and Community Outreach Projects.

1. Delivery of Learning Products and Services in New Locations, using New Modalities and Models

✓ *MIND's Executive Roundtable Leadership Series*

Conceived in April 2013, the MIND Executive Round Table Leadership Series provides the Jamaican public sector senior executive with an "open environment" in which to engage in dialogue, exchange ideas and enjoy the strategic advantage of learning from and contributing to a forward-thinking leadership community. It also provides a safe space where confidential ideas are shared, where problem-solving is a group effort, and where the sharing of both familiar and unique organizational challenges and successes help build a deeply rewarding network.

The forum is facilitated by experienced practitioners and thought leaders on leadership and executive development, who support leaders in navigating the rapidly increasing scope and complexity of the public sector environment and staying ahead of the curve. The Agency successfully staged two Executive Roundtable forums for the Fiscal Year.

- The first Executive Roundtable was hosted on April 5, 2013, under the theme “*Developing a Public Service Culture of Responsiveness: A Vision 2030 Imperative*”. Approximately twenty-five (25) heads of Ministries, Department and Agencies (MDA) participated in the forum, which was facilitated by Dr. Winston Sutherland, *Principal OD and Learning Specialist, Department for International Development (DFID)* and a MIND partner.
- The second Executive Roundtable in the series was held on August 16, 2013 under the theme: *Leading by Choice, Taking Action: A Vision 2030 Jamaica Imperative*. The discussions were led by James Clemens, *Leadership and Change Management Consultant* and a partner of MIND. Twenty-two (22) senior public officers were in attendance.

2. Community Outreach Projects

- ✓ *Mentoring Workshop in Partnership with Mothers of Jamaica and the Centre for Creative Leadership – Leadership Beyond Boundaries*

The first in a series of two Mentoring workshops was delivered on November 29, 2013 in Negril. The Workshop was aimed at exposing approximately twenty two (22) community based leaders, including police officers, guidance counselors, teachers and business owners who wanted to bring about change in their communities and help others recognize their potential and live up to their purpose, to an overall base knowledge of general mentoring to become successful mentors especially for children and young adults. Following the completion of the workshop, each participant is expected to mentor four (4) young community members, thereby positively affecting the lives of a total of 100 families in the Lucea, Negril and Savanna-la-mar areas. Consequently, it is envisaged that participants would have:

- Learnt essential elements of Mentoring
- Gained tools and skills for effective Mentoring
- Understood the key drivers of Leadership Development.
- Connected with others who want to make a difference
- Helped to address social problems in their communities



Mothers of Jamaica

✓ *MIND Gives Back Initiative*

The MIND Team successfully led the inaugural MIND Gives Back Initiative 2013, in support of its Corporate Social Responsibility (CSR). Agency's staff conceptualized and organized the initiative, through the 'adoption' of the neighboring Jamaica National Children's Home. Specifically, staff members ascertained the needs (wishes) of the individual residents and staff of the home, identified the needs that could be met through the generous donations of individual members of the MIND Team. A formal handover function was organized during which select members of the MIND team made presentations of the gifts. Over forty (40) residents of the Jamaica National Children's Home were each gifted from the donations provided.



✓ *Young MIND's Programme*

The Hope Estate Educational Partners (HEEP) was developed to make the Hope Estate Community a more harmonious, safe, healthy and environmentally-friendly area for the children and adults who live, work and visit the community, through the use of various outreach projects and initiatives. HEEP's main focus is on the development of an inclusive environment, which considers the needs of the diverse community it represents and is populated by students from early childhood to the tertiary level with and without disabilities. MIND is one of HEEP's many partners, which include the McCam Child Care and Development Centre.

In support of the McCAM Child Development Centre's staging of **Literacy Day** on November 29, 2013, under the HEEP banner, MIND through its HEEP representative, organized the Agency's participation in the event. This resulted in members of the MIND Team donating books in addition to making themselves available to read for the children.

This initiative was also in support of the Agency's *Young MINDs Programme*, which is geared towards creating an educational impact while engaging youths and building awareness of the MIND brand.



✓ *National Workplace Policy on HIV and AIDS*

The Agency successfully coordinated the delivery of a sensitization session on the National Workplace Policy on HIV and AIDS on February 13, 2014 to staff and participants. This was complemented with free HIV testing by the Jamaica Red Cross for members of staff and participants.

✓ *Read Across Jamaica Day*

MIND supported the Jamaica Teachers' Association's national initiative, *Read Across Jamaica Day*. This was observed during Education Week under the theme, *Advancing the Nation's Human Capital Through Education*. MIND's Client Relations and Marketing Unit led the Agency's participation in the event by coordinating the associated activities to read for grades seven and nine students at the Mona High School.

MIND regards, the *Read Across Jamaica* initiative as an important step towards encouraging Jamaica's children to make reading a regular part of their lives. It is expected to foster interest in reading by bringing together communities and social groups to participate in the promotion of literacy. This specific reading programme was therefore developed based on research that showed the connection between adults reading aloud to children and enhanced language development. Indeed, this initiative is aligned to the Agency's *Young MINDs* programme, which is to be built out in the next financial period under its MINDReach Banner.

Strategic Initiative II.3:**Establish Partnerships and Collaboration Arrangements to Develop and Deliver Attractive, Competitive Relevant Learning Products and Services**

During the period under review the Agency successfully forged six (6) new partnerships and leveraged nine (9) existing partnership, as outlined below.

New Partnership Arrangements Forged

- **Cave Hill School of Business, UWI** for the design, development and delivery of Communities of Practice (CoP) Workshop (Training of Trainers) in Jamaica and Barbados
- **The Dispute Resolution Foundation** for the design, development and delivery of the Way Out Project's FEM Power Leadership Programme
- **The Jamaica Household Workers Association** for the delivery of an Institutional Capacity Development Programme
- **Mothers' of Jamaica (MoJ)** for the design, development and delivery of a Mentoring Workshop
- **The Centre for Health Economics, (HEU), University of the West Indies (UWI), St. Augustine Campus**, for the publication of Volume XI Issue 1, of the Caribbean Journal of Public Sector Management.
- **Jamaica Productivity Centre** for the full development of a Public Sector Productivity Improvement Course

Existing Partnership Arrangements Leveraged

- **Caribbean Leadership Project (CLP)** for the design, development and delivery of Communities of Practice (CoP) workshops (Training of Trainers) in Jamaica and Barbados and the staging of the first CLP Leadership Symposium
- **Centre for Creative Leadership** for the delivery of Coaching Essentials Workshops and a Mentoring Programme for Mothers' of Jamaica
- **JWB Clemens Inc.** for the development and delivery of a Leadership Development intervention and the development of the Strategic Plan for the Public Sector Modernisation Division of the Cabinet Office.
- **Bureau of Women's Affairs** for the design, development and delivery of the Way Out Project's FEM Power Leadership Programme, and the design, development and delivery of an Institutional Capacity Development intervention for the Jamaica Household Workers Association
- **Strategic Human Resource Management Division** for the full development of the Public Sector Learning Framework (PSLF)
- **Office of the Services Commissions** for the full development of the Public Sector Learning Framework
- **Public Sector Modernisation Division** for the full development of the Public Sector Learning Framework
- **Jamaica Civil Service Association** for the full development of the Public Sector Learning Framework
- **Public Sector Transformation Unit** for the full development of the Public Sector Learning Framework

Strategic Objective I2:

Create a Dynamic Work Environment that Supports a Performance and Continuous Learning Culture and Promotes and Reinforces the Agency's Values.

Strategic Initiative I2.1:

Develop and Implement a Comprehensive HRM Plan

The key area of focus for the Agency's Human Resource Management (HRM) throughout the period, was an extensive review and strengthening of all the Agency's HR policies and procedures, to aid in the execution of critical human resource management functions. Invariably, these policies and procedures act as a catalyst for transforming the work environment and culture at MIND so as to engender a culture reflective of the Agency's values and supportive of industrial harmony.

Strategic Initiative I2.2:

Strengthen MIND's Incentive Award and Recognition Systems in Support of Excellence in Employee Performance and Innovation

Over the years, the engagement of Associate Faculty has been a feature of the Agency's operations. The Associate Faculty represents a body of qualified professionals drawn from the public and private sectors and academia locally, regionally and international, and are engaged on a part-time basis to facilitate learning. MIND's Associate Faculty also perform other related activities such as developing course materials, designing and reviewing course curricula, preparing consultancy proposals, conducting academic research, marking and second marking of assessments, in addition to their participation in organizational development and consultancy engagements.

The repositioning of the Associate Faculty Programme was therefore considered to be most critical for the Agency to fully maximize the potential of all its Associates in order to deliver well on its mandate. Consequently, an extensive review of the Programme was undertaken throughout the year under review, towards meeting the following objectives:

- Ensure the maximization of the full value and potential of the Associate Faculty
- Ensure alignment of all activities relating to Associates with the Agency's strategic direction and priorities
- Ensure adherence to international and organizational ethics and academic standards
- Provide an established point of reference for use in auditing and determining the need for improving existing policies and procedures
- Ensure that Associates receive the care, attention, and support needed to contribute fully to the achievement of the Agency's strategic objectives

The resultant Associate Faculty Framework will be used to guide the attending policies and procedures that are to govern the efficient and effective management and administration of the Programme, and ensure excellence in faculty performance and support the associated recognition and award systems. The Framework is guided by MIND's vision, mission, values, and strategic objectives and initiatives that are specific to the Human Resource Management (HRM) Unit, which has lead responsibility for the management of the Associate Faculty Programme.

Strategic Objective I3:

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

Strategic Initiative I3.1:

Operationalise the Institute's 5 Year Strategic Plan, Cascading to All Departments, Units and Individual MIND Employees

The Agency recognized over the period of operationalising its five year Strategic Plan, that though members of the team understood the need for the strategic plan, participated in the process of its development and even pledged support and commitment to its successful implementation, this did not automatically translate or equate to readiness and preparedness. In fact, the varying levels of competencies and exposures of members of the Team, resulted in some team members being more prepared and ready than others to successfully execute the Plan. Consequently, a number of developmental interventions were facilitated to ensure the effective cascading of its elements through all tiers of the Agency.

Resultantly, during fiscal year 2013-2014, 'clinics' were had with all members of the MIND team, across both campuses, to introduce new, contextually relevant and appropriate principles and practices, whilst strengthening existing institutional knowledge in Performance Management. Essentially, the clinics facilitated in the translation of Agency goals and targets into Departmental and Unit objectives and milestones, resulting in the production of discrete Agency, Departmental and Individual Operational Plans. Additionally, developmental sessions were hosted with representatives from all areas of the Agency to further break down how each individual supports the achievement of the Corporate objectives from the execution of their individual roles and more specifically the achievement of assigned agreed targets.

Strategic Initiative I3.2:

Revise the Institute's Performance Management System to include an accountability system and the integration of MIND's core values and to have these reflected in individual performance outcomes.

The Agency felt it was most timely to review its existing values and this resulted in the adoption of the following

1. Customer Focused
2. Professionalism
3. Leadership
4. Respect
5. Honesty and Integrity
6. Teamwork and Cooperation
7. Innovation
8. Results Oriented
9. Responsiveness

To reinforce and promote the MIND Values, an Agency wide teambuilding event was organized to officially launch and define the values. The MIND Staff working in teams identified and demonstrated their definitions for the values assigned. This subsequently led to the development of the **Glossary of MIND Values**, detailed in Appendix D.

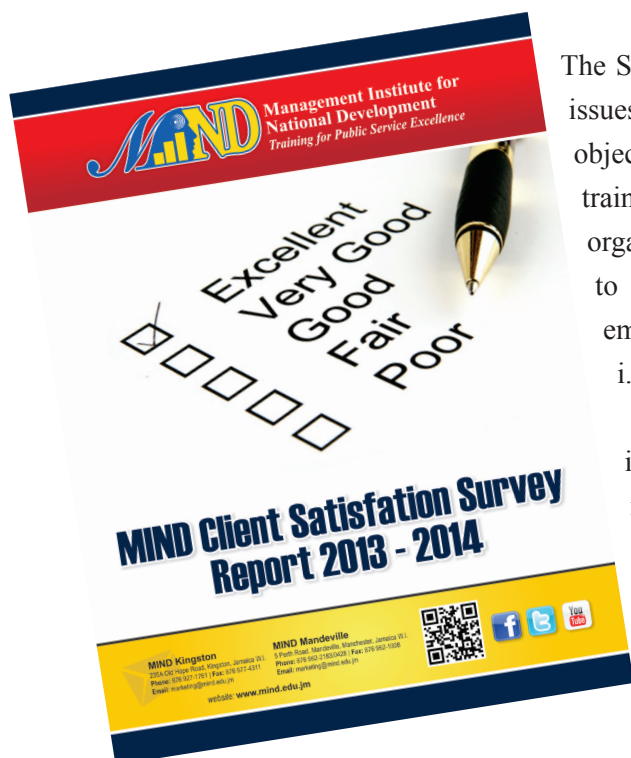
Strategic Objective I4:

Strengthen MIND's Research Capacity and Capability to Support Policy and Programme Development for Public Service Human Resource Development

Strategic Initiative I4.1:

Strengthen MIND's Research Facility and Capabilities Including Library Resources, Data Capture Arrangements, Analytic Capacity and Online Access to Local and International Databases

A comprehensive Research Plan has been drafted and it is anticipated that this will be completed early in the new reporting period with its implementation commencing then. However, in spite of the absence of a finalized Research Plan, the year under review resulted in the conduct of a *Client Satisfaction Survey*.



The Survey was designed to measure satisfaction on a broad range of issues considered to be important to MIND's clients, with the overall objective being to ascertain clients' perception of the Agency's training programmes and services, the impact they are having on their organizations and how these training interventions can be improved to adequately meet their needs. The subsidiary objectives thus emanating are:

- i. To ascertain the importance clients attach to the various services the Agency provides
- ii. To establish clients' satisfaction with the services received
- iii. To ascertain where the scope and priorities for improving clients' satisfaction rests.

Of the 77 client organizations invited to participate in the survey, 47 responded. This represents a response rate of 61%.

The survey results revealed an overall Client Satisfaction rating of 92%. Clients expressed that their greatest level of satisfaction was the relevance and convenience of the training interventions provided. They were least satisfied with the time it took for some services to be provided.

Strategic Initiative I4.3:

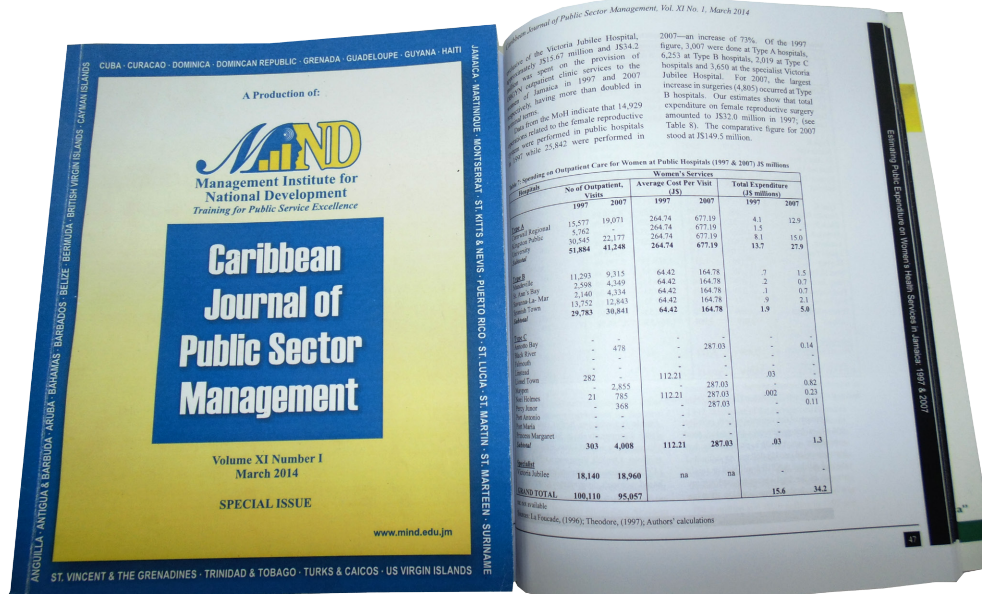
Research and Produce Relevant Publications In Line With Stakeholder Interest

MIND's Caribbean Journal of Public Sector Management highlights, explores, and debates public sector issues. The focus is regional, but not exclusively. The Journal encourages research in public sector management issues, and seeks to develop an indigenous Caribbean literature that will be beneficial to all who are involved with the management of the public sector.

The Agency successfully published a special issue of the Caribbean Journal of Public Sector Management (CJPSM) during 2013/2014. This was realized through a partnership with the Centre for Health Economics, (HEU), University of the West Indies (UWI), St. Augustine Campus. This special issue of the Journal, focused on matters relating to **public health in the Caribbean**, and aims to provide a valued resource for training

and research institutions, other inter-related institutions and scholars interested in keeping abreast of issues surrounding public health management both locally and regionally. It includes analytical pieces as well as empirical studies/articles. Broad themes include, but are not limited to:

- ❖ Leadership, Governance and Health
- ❖ Health Financing
- ❖ Poverty and Health
- ❖ Equitable Access to Health Care
- ❖ The Role of the Public Health Sector in Development
- ❖ Cost-effectiveness Analysis.



Strategic Objective I5:

Implement a Comprehensive Public Service Learning Framework (PSLF)

Strategic Initiative I5.1:

Secure Endorsement and Support for the PSLF

The Public Sector Learning Framework is the Government of Jamaica's blueprint for building a culture of continuous learning and innovation within the public sector, and signals a clear commitment to investing in human capital development. The Framework is holistic and comprehensive and represents a whole of government approach that is needed to build efficient and effective public sector organizations that are capable of contributing to the process of sustainable national development. At the core of the framework is the recognition that people are the public service's most valuable asset, and it is the commitment and capabilities of people that underpin the ability of the public sector to deliver best value public goods and services to the nation as a whole.

Working with its partners at the level of the PSLF Project Steering Committee, and through the work of the PSLF Technical Working Group, the Agency successfully completed the PSLF Policy and Implementation Plan. The development of the Framework was informed by six (6) stakeholder consultations, including

the Public Sector Human Resource Network and the Permanent Secretaries Board, as well as public sector officers in the four (4) regional sessions held with a cross section of public officers in Portland, St. James, Manchester and Kingston and St. Andrew.

The PSLF Policy and Implementation Plan were shared with the Cabinet Secretary in October 2013, and his endorsement to move the process forward was received in February 2014. This endorsement included approval for the appointment of a PSLF Oversight Committee.

Additionally, support for the PSLF was also sought from the Planning Institute of Jamaica (PIOJ) and resulted in their membership on the Oversight Committee.

In February 2014, the Public Sector Modernisation Division (PSMD) advised that the implementation of the PSLF would be integrated into the new Public Sector Modernisation Project under its strategic human resource management theme.

Strategic Initiative 15.2:

Strengthen MIND's Systems, Capacity and Capability to Implement and Sustain the PSLF

For the period under review, a number of institutional capability and capacity development initiatives were pursued in support of this initiative. These include the:

- Appointment of a Special Projects Officer to support the Agency in a comprehensive review of all policies and procedures and the development of new policies and procedures where applicable. Among the policies and procedures document developed during this period was the Product Planning, Development, Delivery and Administration Framework.
- Ongoing training and development of members of the MIND Team in areas critical to sustaining the Framework:
 - Action Learning Facilitation
 - Training of Trainers
 - Stakeholder Engagement Facilitation and the Conduct of Focus Group Sessions

Strategic Theme: Transformative Learning and Professionalization

Strategic Objective L1:

Strengthen and Institutionalize the Agency's Strategic Leadership Development Programme to Cater to the Needs of Senior Public Servants and Parliamentarians

Strategic Initiative L1.1

Strengthen MIND's Leadership Capacity with Implementation of the Agency's Leadership Development Framework

The Agency's Public Sector Leadership Development Framework which was developed during the previous reporting period (2012/2013) has six (6) phases. These include:

- ✓ Phase 1: Communication to internal and external stakeholders
- ✓ Phase 2: Development of a strategy and business plan for the creation of a MIND Leadership Development Center
- ✓ Phase 3: Obtaining support and funding for a MIND leadership development center (LDC)
- ✓ Phase 4: Establishing a Leadership Development Center (LDC)
- ✓ Phase 5: The phased development and delivery of MIND's Leadership Development products and services
- Phase 6: Operations of the Public Sector Leadership Development Center (LDC)

For the year in review, the activities under Phase 3 were targeted for initiation/completion. Consequently, the following were among the accomplishments for the period:

- The submission of the Strategy and Implementation Plan for the review and endorsement of the Cabinet Secretary
- Consultation with and presentation of a Summary Strategy, Implementation Plan and Preliminary 2 year budget to the External Relations Unit of the Planning Institute of Jamaica and the Public Sector Modernisation Division in a bid to secure project funding
- The submission of the Strategy and Implementation Plan for the attention of the PSLF Project Steering Committee

Funding support for the initial implementation of the Public Sector Leadership Development Centre, has been promised under the Government of Jamaica's new five year Public Sector Modernisation Programme, as part of its overall strategy for the full implementation of the Public Sector Learning Framework (PSLF). Discussions were also had and a submission made to the Planning Institute of Jamaica (PIOJ), towards identifying donor funded support for the launch of MIND's Leadership Development Centre (LDC), which is a most critical pathway under the PSLF.

However, even as the Agency seeks to fully realize the Public Sector Leadership Development Center, it sought throughout the year to grow its suite of leadership development interventions. Consequently, 19 Leadership Development interventions were delivered to five hundred and twenty-three (523) participants, through customized or scheduled formats throughout the period. Some of these leadership development interventions are detailed in Appendix B.

Strategic Objective 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

Strategic Initiative L2.1

Institutionalize the Balanced Scorecard Model, Methodology and its System Throughout MIND's Operations

The Balanced Scorecard (BSC) methodology, principles and related tools are consistently infused into the operations of the Institute through planning, monitoring, evaluation and reporting activities. Consequently, departmental, unit and individual performance goals and targets are directly crafted from the Organization's objectives, hence promoting the processes of alignment and cascading, which are key principles of the BSC.

The planning, monitoring, evaluation and reporting approaches, at all levels, emanate from four (4) generic business perspectives espoused through the BSC. Collectively, these are seen as the key drivers of the Agency's operations and resulting success. These perspectives are: Customer, Internal Process, Learning and Growth and Finance. It is from these that strategic themes are developed and associated objectives and initiatives are characterized.

The Agency also seeks to ensure that the tools employed for effective planning, monitoring, evaluation and reporting, are designed in keeping with established BSC standards. Essentially, these tools are 'Scorecards', which seek to capture and assess strategic planning and monitoring and evaluation data by delineating associated measures, initiatives and targets from established strategic objectives. Here again, the Agency is able to inculcate a culture of aligned performance from all tiers of its operations, whilst ensuring that a system of accountability is strengthened through constant evaluation and reporting.

The Agency also recognized that a key enabler towards sustaining these practices, is continuous development in Performance Management, and which the Agency provided through training for all levels of the MIND Team throughout the year under review.

Strategic Initiative L2.2:

Entrench a Strategic Management Culture in MIND's Leadership and Management Team and Uphold the Strategic Plan as the Predominant Management Tool to Drive the Agency's Operations

Throughout the fiscal year 2013-14, the Agency participated in a number of developmental initiatives that sought to strengthen the capacity of the Team in Performance Management, as well as, drive a culture of accountability and continuous learning. Toward this end, an Agency-wide Strategic Review and Planning process was undertaken to enable the production of MIND's new five year Strategic Business Plan (SBP) for 2014-2019. The entire MIND Team was thus engaged in the strategic review and planning activities, which were not limited to assessing the Organization's Strengths, Weaknesses, Opportunities and Threats, so that feasible strategies could be referenced to determine the development of strategic initiatives and objectives.

Sectoral reports, performance records and reports, national, regional and international planning documents, formed part of the points of reference for the new Strategic Business Plan. Additionally, the pillars of the Agency's strategic thrust were also examined to ensure that they sufficiently supported and causally flowed from the operationalization of the strategic objectives. Consequently, the Agency deemed it necessary to review its Vision, Mission and Core Values, which are reflected in the new SBP.

MIND's Strategic Business Plan and its resultant Operational Plan (Agency and Departmental) are recognized throughout the Agency as the established blueprints for its Performance Pathway, and as such, the guiding source for the development and implementation of all performance management tools and practices adopted throughout the Agency.

Strategic Initiative L2.3:

Strengthen the Agency's Human Resource Management and Information System for Efficiency and Capacity to Measure, Record, Support and Sustain Employee Performance

To provide greater access to Management Information that supports effective Human Resource Management (HRM) decision-making, the HRM Unit has implemented the 'Orange' HRM system, in addition, to working with the E-Census system. They have been supporting the HRM Unit in the efficient capture and assessment of employee information, invariably impacting the timeliness of management decision making processes across the Agency.

Strategic Objective L3:

Ensure MIND has Adequate and Relevant Competencies to Develop and Support its Learning Products and Service Offerings

Strategic Initiative L3.1:

Develop and Implement a Comprehensive Human Resource Development Plan

The Human Resource Development Plan was updated to reflect the employee development initiatives identified during the performance review process. Consequently, a number of developmental interventions were implemented to further enhance the existing skills sets of employees, whilst unearthing new competencies through acting assignments.

Specific training interventions in which the MIND Team was engaged throughout 2013/2014 resulted in a total of 3,036 hours of training across all levels. Appendix E provides additional details on the staff training and development interventions pursued.

Table 3: Staff Training for 2013-2014

Category	Hours of Training
Administratives	1,369
Professionals	683
Technical / Specialists	336
Managers	297
Ancillary	226
Executive and Senior Managers	125

Strategic Objective F1:

Ensure Adequate and Consistent Funding for MIND's Operations and Capital Development Needs

Strategic Initiative F1.1:

Develop and Implement Strategies for Mobilizing and Optimizing Income Generating Opportunities

While the Agency made a deliberate effort to increase its presence through a well diversified promotional mix, significant attention was given to print media advertising, which was geared toward winning buying attention for MIND's products and services. Monthly composite advertisements were used to expose the learning products, primarily those that traditionally had low registration in addition to those with general appeal to the intended audiences.

The Agency published its MIND Directory of Learning Products which is its primary marketing tool. The Directory is a compilation of the scheduled courses and programmes offered, and it is shared with the training portfolio of all Ministries, Agencies and Departments of Government. In addition to this publication, flyers and brochures were produced and distributed in both soft and hard copies across target audiences. The Agency's products and services were also featured in newspaper supplements and corporate magazines.

For the reporting period, monthly updates were sent to training and human resource managers and other specially targeted personnel across key stakeholder groups. This proved to be quite impactful in attracting significant interest and registration. The Agency also intensified its direct presentation and consultation thrust, resulting in a 50% increase over the previous year.

Strategic Initiative F1.2:

Ensure Efficient and Effective Receivables Management

During the period under review, the Agency's Receivables Framework was reviewed and updated. It serves as a guide for the treatment of aging receivables as MIND strives to reduce the level of its receivables.

Strategic Initiative F1.3:

Secure Resourceful Partnerships and Collaboration with Key Stakeholders

The Agency's partnership and collaboration thrust throughout the reporting period, is as previously articulated in this report for *Strategic Initiative II.3: Establish Partnerships and Collaboration Arrangements to Develop and Deliver Attractive, Competitive Relevant Learning Products and Services.*

Strategic Objective F2:

Strengthen Systems for Corporate and Departmental Budgeting, Funds Allocation Including Risk Management Processes and Controls

Strategic Initiative F2.1:**Strengthen Risk Management Measures and Processes**

A Risk Management Framework was developed and this will inform the development of a comprehensive Risk Management Policy in the next financial year.

Strategic Initiative F2.2:**Institutionalize a Budgeting and Expenditure Framework**

The Agency prepared its annual recurrent budget (2014-2015) in keeping with its Budgeting and Expenditure Framework. Also guided by the Framework, monthly reporting with the attendant discussions were had with the senior management team to ensure the necessary monitoring of expenditure and revenue against budget.

Strategic Objective F3:

Ensure Sound Financial Management, Ethical and Fiduciary Practices, Performance Accountability and Reporting

Strategic Initiative F3.1:**Strengthen the Agency's Financial Management Systems, Processes and Procedures**

The Agency implemented its Revenue and Expenditure Framework to ensure timely and accurate analysis and reporting to the relevant Stakeholders. Consequently, the Agency submitted its Monthly Financial Management Statements as stipulated by the FAA Act.

Strategic Initiative F3.2:**Maintain Accurate Accounting Records in Line With International and Local Financial Accounting and Audit Acts, Regulations, Instructions and Government Guidelines**

The Agency through its Finance and Accounting function, continues to monitor any changes in local and international Finance and Accounting regulations, and ensures that these are incorporated into our practices as applicable. Emphasis is also placed on ensuring that the accounting staff participates in ongoing professional development with local and regional professional accounting bodies.

Training and Consultancy Highlights

Training Performance

Participant Enrollment

The Agency recorded an overall participant enrolment of 4,689 for both Scheduled and Customized training interventions for April 2013 to March 2014. This represents an 11% and 6.7% increase in enrolment respectively over the two preceding years (2012-2013 and 2011-2012).

Table 4: Total Participant Enrolment over Three Years

Training Modality	Number of Participants		
	2013/14	2012/13	2011/12
Scheduled	2,247	2,492	2,377
Customized	2,442	1,730	2,016
Total	4,689	4,222	4,393

The ten Scheduled and Customized programmes/course for which there were the highest level of enrolment, accounted for seventy two percent (72%) and seventy seven percent (77%) respectively of the total enrolment. **Government Accounting** continues to be the Scheduled programme reflecting the highest level of overall participant enrollment, while **Leadership Development** interventions dominated the customized offerings. Performance Management and Appraisal was also a popular request for customized training, and this was reflected in the enrollment figures also.

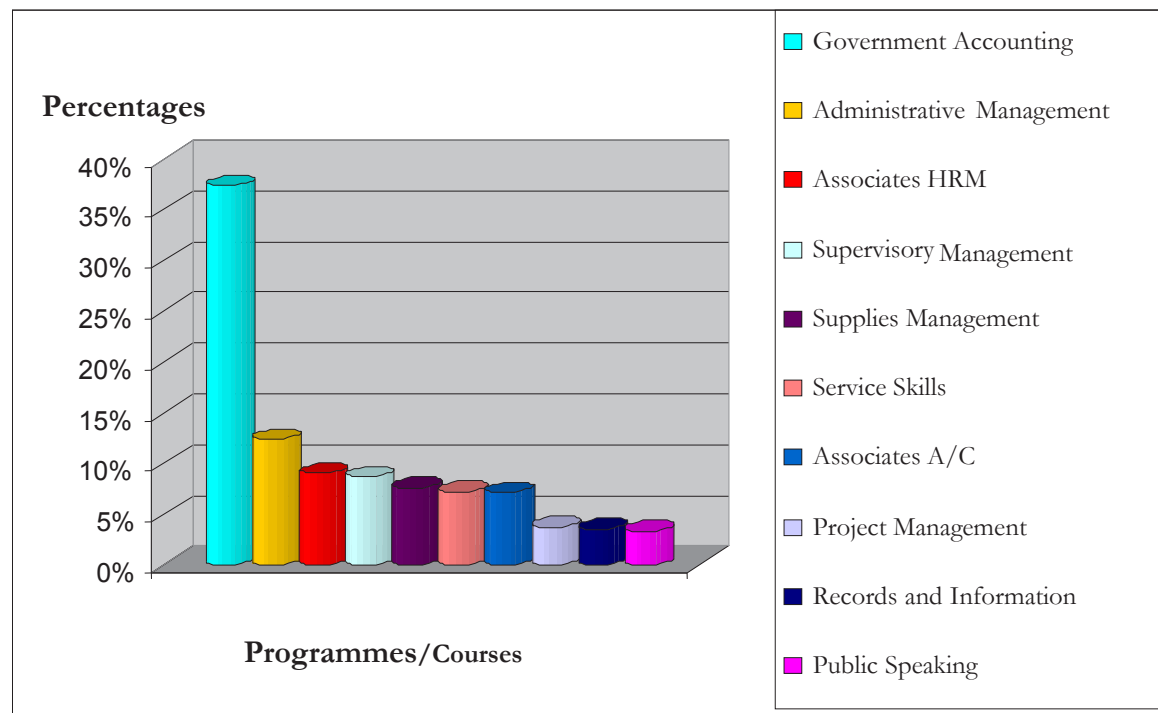


Figure 6: Top 10 Scheduled Programmes by Enrolment for April 2013 – March 2014

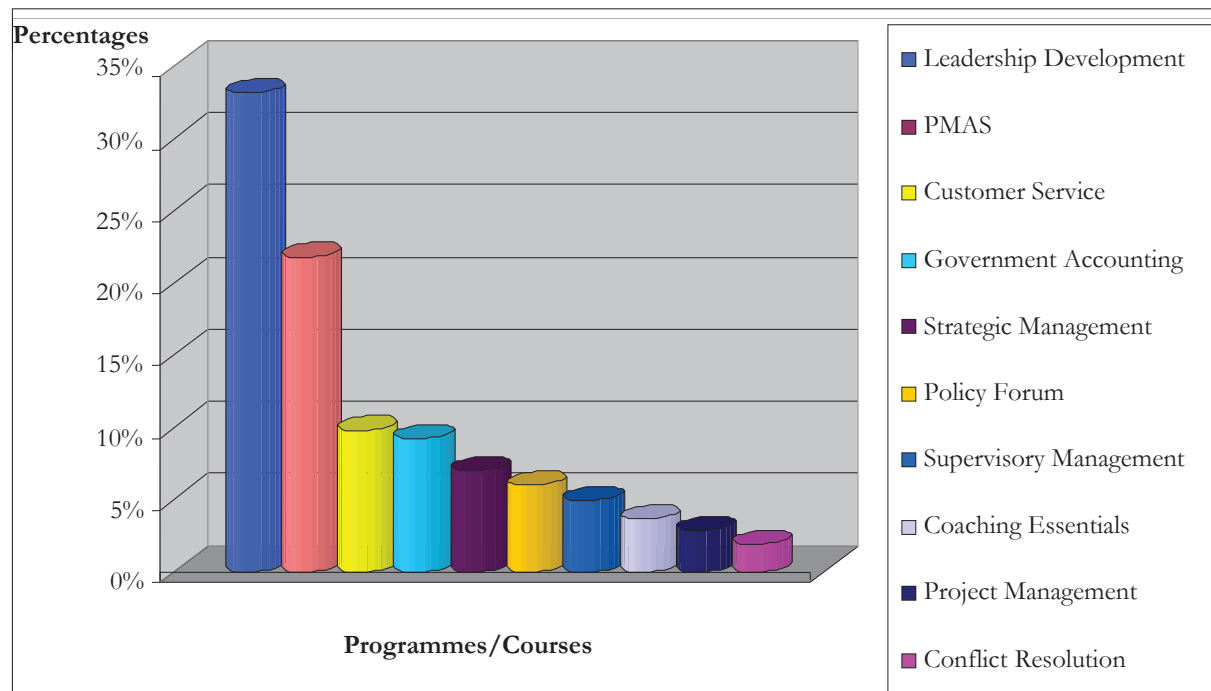


Figure 7: Top 10 Customized Programmes by Enrolment for April 2013 – March 2014

Programme/Course Delivery

While the overall number of Scheduled training programmes/courses delivered has been on a decline over the last three years, Customized training interventions reflect increases of 23.5% over 2011/2012 and a 56.7% over 2012/2013. Consequently, there was a 15.6% increase in the total training inventions delivered over 2013/2014 when compared to the previous fiscal year (2012/2013).

Table 5: Total Programmes/Courses Comparison Delivered over Three Years

Training Modality	Number of Programmes/Courses Delivered		
	2013 - 2014	2012 - 2013	Fiscal Year 2011 - 2012
Scheduled	110	119	140
Customized	105	67	85
Total	215	186	225

Completion Rates

Three thousand eight hundred and seventy two (3,872) participants successfully completed the 215 Scheduled and Customized interventions delivered during the financial year. This represents a 3.26% increase in completion rate when compared to fiscal year 2011–2012 and 1.38% for 2012-2013.

Table 6: Participants Completion Rates: 2011 - 2014

	Number of Participants		
	2011 – 2012	2012 – 2013	2013 – 2014
Total Participant Enrolment	4393	4222	4689
Participants Successfully Completing	3514	3440	3872
% Completion	79.99%	81.47%	82.57%

Of the 215 training interventions delivered, three resulted in the following **joint certifications**:

- *Way out Project, FemPower Leadership Programme*: MIND, Bureau of Women's Affairs and Dispute Resolution Foundation
- *Professional Certification in Industrial Relations (PCIR)*: MIND and the Jamaica Civil Service Association
- *Communities of Practice Workshop (Training of Trainers)*: MIND, Caribbean Leadership Project and Cave Hill School of Business, UWI

Demographic Analysis

Programme/Course registration continues to reflect a higher percentage of females (77.6 %) compared to 22.4% for males. The twenty five (25) to thirty four (34) years age group had the highest level of enrolment (33.97%) while those falling within the over 55 years category reflect the least (5.17%), and mirrors the previous fiscal year.

Table 7: Enrolment Distribution by Age –2013-2014

Years	Age Range				
	Under 25 yrs	25 – 34 yrs	34 – 44 yrs	45-55 yrs	Over 55 yrs
2013/2014	16.27%	33.97%	29.12%	15.47%	5.17%
2012/2013	8%	40%	38%	13%	1%

A Salute to Excellence

MIND at its 14th Annual Graduation and Awards Ceremony, recognized one hundred and ninety (190) graduates from nine (9) selected programmes/courses. These graduates were part of a larger group of 1, 855 participants who successfully completed Scheduled programmes for the period April 2012 to March 2013.

In celebration of the outstanding achievements of these 190 public sector professionals and others who successfully completed MIND's Post Graduate Diploma, Diploma, Associate of Science Degrees and Special Certificate programmes/courses, the top performers from among the group were specially recognized with respect to each programme/course.

THE TOP PERFORMERS



Karen Grant White

Post Graduate Diploma – Human Resource Management

Sydonnie Newland

Post Graduate Diploma – General Management

Joannie Robinson

Associates of Science Degree – Accounting

Verona Wood

Associates of Science Degree – Human Resource Management

Thatcher Brown

Diploma Government – Accounting

Ava-Gail Chambers

Diploma Project Design – Implementation and Management

Kamone Burey

Diploma – Administrative Management

Ricardo Hepburn

Diploma – Supplies Management

Valedictorian



Karen Grant-White, A Brilliant MIND,
Distinguished Public Service Professional,
Outstanding Scholar, Exemplary Health Care Practitioner,
Lecturer, Motivational Speaker and Wife
Disciplined, Diligent, Orderly, Meticulous, Focused, Purpose-driven
A tireless Advocate for, and Student of,
Continuous Learning and Development
A Professional of Extraordinary Accomplishments and Abilities
Striving always for Excellence, Achieving Optimum Success
Balancing all areas of Life, Work, Family, Church and Community
Serving with Humility, Honesty and Integrity
Valedictorian, Karen Grant-White,
Consistently Extending, Reaching,
Raising the Standards of Professionalism and Achieving Excellence

Consultancy

Organizational Development (OD) assignments were the focus of many of the Consultancy engagements for the Agency during 2013/2014. Like training and development, OD is a body of knowledge and practice that enhances organizational performance and individual development, by increasing alignment among the



various systems within the overall system. OD interventions are inclusive of methodologies and approaches to strategic planning, organization design, leadership development, change management, performance management, coaching, diversity, team building and work/life balance.

Given the development in public sector modernization and transformation and the nature of work generally, more and more public sector organizations are turning to OD solutions as a planned and systematic approach to enabling sustained organisation performance through the involvement of their people. It is in part against this background that MIND is registering an increasing growth in OD solutions for public sector entities. We have outlined below, some of the Agency's OD engagements over the last year.

Consultancy Services for the Development of a Competency Framework for the Ministry of Education



MIND was contracted by the Ministry of Education to provide consultancy services for the development of a Competency Framework for the central Ministry, including its six regions. The Framework was intended to:

- Provide an explicit link between the Ministry's objectives and the management of people by describing the behaviours needed to meet the business objectives
- Promote transparency and an objective definition of what knowledge, skills and abilities are needed for optimal performance of a job function
- Ensure standardization of requisite competencies for similar jobs across the Ministry as well as core competencies for all jobs within the Ministry of Education
- Provide a benchmark or frame of reference for the observation/assessment of such competencies
- Provide staff members with information that can guide their career development and facilitate a consistent approach to performance management

While elements of this assignment will be completed in the 2014/15 financial year, the requisite consultations and focus group sessions have been completed.

Leadership Development and Strategic Planning for the Public Sector Modernisation Division

In 2013, the Public Sector Modernisation Division (PSMD) of the Cabinet Office began the process of drafting a new five (5) year Modernization Programme for the Jamaica Public Sector. The need for a shared organizational culture and strategy to lead the process was recognized, and it is against this background that the **PSMD** sought the support MIND and its partner JWB Clemens Consulting Inc. to facilitate a process which would assist it in establishing the Division as a productive, harmonious and effective organisation, with the appropriate work culture and environment that will promote job satisfaction and employee morale. In response MIND and its partner designed, developed and/or facilitated:

1. A seven (7) day team learning event inclusive of:
 - A ½-day Strengthsfinder session;
 - A 1-day Enneagram session for 30 participants;
 - A 1-day Coaching Practice session for 30 participants
 - Just-in-Time Mentoring Opportunities
 - Three Action Learning Group sessions for each of five action learning groups
2. Strategic Planning Activities including:
 - Stakeholder and partner consultation
 - A strategic and operational planning session
 - The full development of a Five Year Strategic Plan



In executing the assignment, MIND utilized strategies to include:

- i. Environmental Scans
- ii. Focus on Future Directions
- iii. Purpose Definition
- iv. Developing an Orientation to Learning
- v. Widespread Engagement

Consultancy Services to Conduct Staff Satisfaction Survey for the Passport, Immigration and Citizenship Agency (PICA)

In January 2014, the Agency was contracted by PICA to administer its Staff Satisfaction Survey. The overarching objective of the survey was to *measure staff engagement and satisfaction within the Agency*.

MIND worked with PICA to agree the data collection instrument (survey questionnaire) and utilized the online resource “Survey Monkey” to administer the survey to four hundred and eighty two (482) staff members. Members of the Agency’s team were stationed at the various PICA locations to encourage participation throughout the administration of the survey and to provide support to individuals who had challenges using the technology. A follow up consultation session was held with PICA’s senior executive team to facilitate a presentation and discussion of the final report.

Department of Correctional Services (DCS)

In seeking to develop and implement its Performance Management and Appraisal System (PMAS), the Department of Correctional Services contracted MIND to:

- Design and develop PMAS handbooks to serve as reference guides for their senior staff
- Design PMAS pamphlets for general sensitization across the Department
- Develop and design two (2) PMAS promotional posters.



Consultancy Services in Performance Management for Aeronautical Telecommunications Limited (AEROTEL)

Under contract, the Agency supported AEROTEL with its Performance Management System. This two-part assignment required MIND to:

- Facilitate a five (5) day training intervention in Performance Management and Appraisal System (PMAS)
- Revise and redesign/design various performance management instruments, including: appraisal forms, presentation of alternative methods for assessments and supporting guidelines.

Review and Updating of AEROTEL's Staff Operations and Staff Loan Manuals

The review and updating of AEROTEL's Staff Operations and Staff Loan Manuals were conducted by MIND. This engagement required the Agency to:

- Revise the Staff Operation Manual and Staff Loan Manual ensuring that they reflect industry best practices and are in keeping with the Government of Jamaica's (GoJ) Policies
- Consolidate the reviewed Staff Operation Manual with the Performance Incentive Scheme of AEROTEL and GOJ's Performance Management and Appraisal System (PMAS)

The Way out Project: FEM Power Leadership Programme for the Bureau of Women's Affairs (BWA)

the way out project FEMPower Leadership Programme



The Way Out Project was envisioned by the Bureau of Women's Affairs (BWA) and developed in partnership with the Dispute Resolution Foundation (DRF) to promote the sustainable implementation of Jamaica's National Policy for Gender Equality (NPGE). The Project was also envisaged to create opportunities for economic and political empowerment of women and girls, while increasing public awareness of the importance of gender equality for national development.

The Way Out Project's FEMPower Programme undertook the provision of a comprehensive leadership training programme for women and girls across the island, who aspire to leadership positions in their various communities and organisations, but lack the confidence or the capacity to follow through with their interests. MIND working with the Bureau and the DRF, designed and delivered the FEMPower Programme to enhance the capacity of approximately one hundred and sixty (160) women and girls, ages fourteen (14) years and older, to take on the mantle of leadership in all spheres, but particularly in the arenas of political and economic leadership. The Programme included targeted seminars for women and girls aspiring to leadership positions as well as those who have the potential, but are yet to start the leadership journey. Participants were identified through faith-based organizations, community-based organizations, schools and other like institutions.

Among the specific activities executed by MIND under this project were the:

- Design, development and delivery of training in five (5) key areas, namely, Leadership, Strategic Planning, Gender Mainstreaming, Managing Healthy Relationships and Alternative Dispute Resolutions (ADR) and Peace Building
- Development and dissemination of promotional material

This initiative, signaled MIND's continued support for, and promulgation of the GoJ Gender Mainstreaming Policy, following on the Agency's 2013, Public Sector Leadership Development Conference under the theme: *"Leadership in Action: Supporting the Vision, EnGENDERing Transformation"*, and which among other things sought to:

- Highlight the main pillars of the National Policy for Gender Equality (NPGE) and propose strategies for making national policy formulation and implementation more gender aware
- Embrace gender diversity in leadership and highlight the impact that this can have in serving the Government and people of the Region
- Examine leadership development through a gender lens.



Challenges and Constraints

The Agency continues to be challenged in its efforts to optimize its potential for greater levels of performance, with the following representing the principal constraints:

i. **Timeliness and Quality of Information Received for Public Sector Training and Development**

As the Government of Jamaica's (GoJ) public sector training institute, MIND is charged with the responsibility for designing, implementing and evaluating learning solutions that will support Government's public sector modernization and transformation thrust, towards a more strategic, responsive, performance and solutions-oriented sector. However, the rate, pace, stage and nature with which the Agency is often consulted by critical stakeholders, has invariably impacted the planning, implementation, evaluation and sustainability of its training and consultancy responses.

It is envisaged that the Public Sector Learning Framework (PSLF), will in its full implementation, not only act as the blueprint for training and development, but will also provide the policy guidelines that will formalize, standardize and streamline the general administration of Public Sector human resource development and capacity building across the public service.

ii. **Physical and Virtual Expansion**

For the past several years, MIND has had to become increasingly more resourceful in responding to the need for adequate physical and critical Information Communication Technology (ICT).

There is the ongoing concern that the lack of adequate physical facilities might necessitate a retreat from the types and levels of service which has been planned for the coming years, and especially so would be the direct response to the *Establishment of the Public Sector Leadership Development Centre*. The full establishment of the Centre would bring together on-going and new public sector leadership development initiatives within a common infrastructure, with the appropriate delivery mechanisms and administrative linkages within the Agency and, including clear accountabilities, relevant competencies, and the appropriate allocation of resources, to support the delivery of MIND's leadership development initiatives across the wider Jamaican public service and the Caribbean. Additionally, the creation of the Public Sector Leadership Development Centre would ensure that Jamaica continues to play a key participative and leadership role in regional leadership development, by providing the supporting design and delivery infrastructure to the Caribbean Leadership Project and to Caribbean Leadership Development beyond 2014.

It has become increasingly difficult each year (and 2013-2014 was no less) to enhance MIND's Information Communication Technology (ICT) infrastructure to address the Agency's need for a technology rich environment, which will establish and maintain a robust, learner centered, virtual learning platform that promotes and facilitates ongoing professional development. As a result, the Agency has had to scale back the implementation of new technology solutions due to the lack of

financial resources. However, the environment has encouraged the Agency to become more efficient and forward thinking in its management of and planning for its ICT expansion. To this end, the following strategies have been pursued:

- ✓ Created an ICTM Infrastructure Plan that outlines the software and hardware technologies that will be required to support the Agency's priority projects. Using this plan, and a mixture of virtualized environments and temporary free trial software, testing environments have been created, so that when the financial resources are made available, each project can be rolled out to production in the fastest most efficient way, and with the confidence that the solution will support the applicable Agency goal.
- ✓ To maximize on the use of existing resources, the Agency's ICTM Unit is using free virtualization tools and virtual machines to capitalize on the use of its existing server hardware, essentially making one server act as two or more independent servers. The benefits of virtualization have not only enabled us to reduce the expenditure associated with acquisition of new hardware, but has saved the energy cost that would have been required to run the new hardware.
- ✓ The Agency has used Free Open Source Software technologies to implement technology solutions that would have cost millions of dollars had proprietary solutions been used instead. These software solutions are not trial versions but fully functional enterprise ready packages and the use of such software is in keeping with GoJ Vision 2030 and E-Power Jamaica Plans. They also provide a similar quality of service as their more expensive proprietary counterparts.

iii. Receivables Management: The Agency continues to be challenged in its efforts to maintain aged receivables at less than 360 days, despite having in place:

- A Receivables Management Framework and its associated implementation plan
- Extended timelines for the Pay As You Learn (PAYL) payment facility for participants
- Increased staff dedicated to Receivables Management

During the next financial year, the Agency plans to:

- Make provision for bad debt
- Effect write-offs in keeping with GoJ's policy guidelines
- Increased focus on collecting outstanding amounts

The Agency thus envisages a reduction in the number of receivables turnover days in the next financial periods.

Looking Ahead

As the Agency begins the 2014-2019 strategic period, there are a number of priority areas that will be the focus of its attention. These include the three major programmes that it intends to pursue and which are aligned to the Cabinet Office's priority areas and by extension the national goals and outcomes for Jamaica, as articulated in the Vision 2030: National Development Plan. These programmes are:

1. *Institutionalization of the Government of Jamaica's Public Sector Learning Framework (PSLF)*

The PSLF is Government's blueprint for building a culture of continuous learning and innovation within the public sector and signals a clear commitment to investing in human capital development. The Framework is comprehensive and represents a whole of government approach that is needed to build efficient and effective public sector organizations, which are capable of contributing to the process of sustainable national development.

2. *Establishment of the Public Sector Leadership Development Centre*

The Leadership Development Centre will anchor MIND's growing leadership development product line. The full establishment of the Centre is therefore expected to bring together on-going and new public sector leadership development initiatives within a common infrastructure, with the appropriate delivery mechanisms and administrative linkages within the Agency. It is important to note that the leadership development thrust alluded to under the LDC is a pathway aligned to the PSLF.

3. *Expansion of MIND's Physical and ICT Training Infrastructure.*

The expansion of MIND's Physical and ICT Training Infrastructure is expected to address the Agency's need for adequate and satisfying physical facilities and supporting Information Communication Technology (ICT), which are significant pillars for creating ongoing access to training and development interventions that will consistently build the human resource capital required for a modernised public sector.

Among the other priority areas for the Agency over the next financial year are:

- *The Establishment of MIND's Five (5) Year Strategic Product Plan (SPP)*

The Agency will embark on the development of a Five Year Strategic Product Plan informed by current and emerging Government of Jamaica priorities, local public sector human capital development needs and the local and global public sector environment. The Plan will serve as MIND's roadmap for the nature and types of products and services which will be developed over the next five years, and how these will be packaged for maximum effectiveness and impact. The Strategic Product Plan responds to the question of "what" our products and services will be.

- *The Institutionalization of the Product Planning Development Delivery and Administration Framework (PPDDAF) to Support MIND's Products and Services*

The PPDDAF is the Agency's renewed strategy towards ensuring the development and delivery of relevant, current, and high quality learning products and services to meet public service requirements and the Government's modernization agenda. The PPDDAF therefore, embodies the sum total of

all the learning and administrative policies, procedures and systems that are to be adopted to ensure effectiveness, efficiency and impact, and ultimately customer and client satisfaction. In short, this speaks to “how” MIND will design, develop and deliver learning and development products and services. The Framework while developed in the reporting period will be implemented during the 2014/15 fiscal year.

- *The Development of a Robust and Mature Quality Assurance (QA) System towards Institutional Accreditation*

Accreditation provides an opportunity for training and development institutions to demonstrate that they are committed to maintaining the quality of their programmes and courses, and those programmes and courses are performing at the level required by the professions/stakeholders which they serve. While the Agency currently enjoys accredited status for some of its products, it will be embarking on a process towards further improving and growing its quality assurance systems in preparation for its application for institutional accreditation. Institutional accreditation will signal that all products and services offered by MIND meet international “best” and “next” practice quality standards.

This is particularly timely and relevant in the face of the new products and services, which will be developed and delivered through the implementation of the PSLF and the establishment of the Public Sector Leadership Development Centre. More importantly, institutional accreditation is desirous in the face of the strategic human capital development thrust of the Government of Jamaica, towards developing public servants who are able to provide long term value to the operations of the public sector.

It is anticipated that institutional accreditation will be sought from the University Council of Jamaica along with one other internationally recognized accrediting body; and while the process of preparation will commence in the 2014/15 financial year, the actual application for institutional accreditation will be made by year four of the 2014-2019 Strategic Business Plan.

- *Evaluation and Implementation of the Agency’s Performance Management System Framework*

The Agency will develop a Performance Management System (PMS) Evaluation Plan that is to act as a tool to support the Agency’s intent to operationalize Strategic Objective I2 (*i.e. Strengthen MIND’s Performance Management System to ensure its elements are anchored in and across the Agency and propagate a performance and accountability ethos in keeping with GoJ Performance Management and Evaluation System (PMES) thrust*). The Plan is therefore the blueprint against which all activities and tasks pertaining to the assessment of the Agency’s PMS Framework will be evaluated.

The Agency’s PMS Framework governs the elements and processes involved in the management of organizational, team and individual performance. It espouses complementarity and causality, essentially showing the impact each has on the Framework’s collective success.

The Evaluation Plan will highlight the principal activities to be pursued over the 2014-2019 Strategic Cycle, as well as, their associated strategic initiatives, targets, performance measures, means of verification and required resources. In addition, it will delineate the Agency’s Year One targets by

outlining the activities and tasks, (with their associated weightings); to be pursued quarterly toward the realization of each related strategic initiative.

- *Development and Implementation of a Values Framework and Enrichment Programme*

The Values Framework will be developed to provide guidance in regards to the expected behaviors of all members of the MIND Team. It will function as the standard bearer and the reference point that will be used to ensure consistency among all the values enrichment elements that are to be embraced by the Agency. Consequently, it will underpin the expected values based culture that is to be associated with the ways in which the Agency does business.

The Framework will show the importance of values and corporate culture to organizational success. It will also detail how the Agency's values-enrichment programmes will proceed over the next five (5) years in a general context. Additionally, there will be a cascading of activities and tasks for the first year of the Framework, outlining the expected outcomes, outputs and associated weightings.

- *The Establishment of MINDReach*

MINDReach is the banner under which the Agency will reflect in the new strategic period, keen and focused attention on outreach. MINDReach refers therefore, to a product line aimed at empowering the unreached and underserved stakeholders, through an array of flexible and accessible products and services in support of the Agency's business development thrust, with a focus on its corporate social responsibility (CSR).

- *A Review of the Agency's Organizational Structure*

As MIND looks ahead towards realising the goals of its improved strategic direction/position as expressed in the 2014-2019 Strategic Business Plan, it recognises that its ability to successfully achieve, largely rests on having an organisational structure aligned to the Plan. Consequently, the Agency will be undertaking a review of its structure over the strategic period, commencing first with the Public Service Capability Development Department.

Given that the Public Service Capability Development Department essentially determines MIND's continued relevance, viability, sustainability and justifies the investment by Government in the Agency to support the requisite public service outcomes, its construct as with all other departments, requires its own unique and specialized skills sets, professional attitudes and approaches. This dictates a team blend of professionals that can respond to the goals of the Strategic Business Plan as the Agency meets the current and future training and development needs of the public service.

Looking ahead towards the next five (5) years, MIND remains resolute in its commitment to continually strengthen its human resource capacity and capability to ensure that it creates a dynamic work environment, which supports a performance and continuous learning culture and promotes and reinforces the Agency's values. In so doing, MIND expects to meet the public service's training and development requirements and fully supports Government's public sector transformation and modernisation agenda.



Financial Statements

As at March 31, 2014

Balance Sheet as at March 31, 2014

	Notes	\$	March 2014 \$	March 2013 \$
Fixed Assets	3		77,064,159	68,677,667
Depreciation Provision	4		52,374,000	47,958,200
Net Book Value			24,690,159	20,719,467
Investment in EALF				
Current Assets				
Debtors	5	121,705,826		106,807,463
Prepayment		390,635		436,396
Cash and Bank	6	<u>90,268,875</u>	212,365,336	<u>99,086,312</u>
				206,330,171
Current Liabilities	7		134,598,639	138,770,320
Net Current Assets			<u>77,766,697</u>	<u>67,559,852</u>
Net Assets			102,456,856	88,279,319
Long Term Liabilities				
Rent Payable GoJ	8		<u>-</u>	<u>-</u>
			<u>102,456,856</u>	<u>88,279,319</u>
Financed by :				
GoJ Equity	9		15,833,262	15,833,262
General Reserve	10		85,795,427	70,665,398
Donated Assets Reserve	11		<u>828,167</u>	<u>1,780,659</u>
			<u>102,456,856</u>	<u>88,279,319</u>

Prepared by :

Name: 

Diana Simms

Accountant

Date: 16/04/2014

Approved by :

Name: 

Ruby Brown

Chief Executive Officer

Date: 17/4/2014

CASH FLOW STATEMENT

For the period Ending March 31, 2014

	March 2014 (Actual)	April 2013- March 2014 (Actual)	April 2013- March 2014 (Budget)	April 2012 - March 2013 (Actual)	Variance Favourable / (Unfavourable) -	Variance Favourable / (Unfavourable)
Note	Month - (Actual) \$	Y-T-D (Actual) \$	Y-T-D (Budget) \$	Y-T-D (Actual)	(Actual vs Budget - April 2013 - March 2014	Actual - April 2012 - March 2013 & April 2013 - March 2014
INCOME						
Training : Course Fees	9,540,839	130,102,192	192,816,000	147,623,260	(62,713,808)	(17,521,068)
Training Support - Facilities Rental	132,000	2,034,068	1,632,000	3,365,991	402,068	(1,331,923)
TOTAL INCOME	9,672,839	132,136,260	194,448,000	150,989,252	(62,311,740)	(18,852,991)
EXPENSES						
Staff Cost	13,367,967	177,988,290	213,864,429	175,239,872	35,876,139	(2,748,418)
Goods & Services	6,889,542	53,979,984	88,062,516	81,411,718	34,082,532	27,431,734
Premises Related Expenses	1,760,089	18,598,184	21,700,000	16,663,360	3,101,816	(1,944,825)
Rental of Premises-Hope Campus (GOJ)	200,000	2,400,000	2,400,000	-	-	(2,400,000)
Rental of Premises-Hope Campus (GOJ) - W/O	(2,400,000)	(2,400,000)				
Depreciation	392,767	4,415,800	10,000,000	3,955,756	5,584,200	(480,044)
Donated Asset Written Off	(952,492)	(952,491,671)		(952,492)		
Total Operating Expenditure	19,267,873	254,029,766	336,026,945	276,308,214	78,644,687	19,878,448
Operating Surplus/(Deficit)/Variance	(9,595,035)	(121,893,506)	(141,578,945)	(125,318,962)	16,332,947	1,025,456
Interest Expense		(12,082)	(300,000)	(2,582)	287,908	(9,510)
Foreign Exchange gain/(loss)	49,337	766,922	-	165,723	766,922	601,198
Interest Income	1,083	21,423	-	3,742	21,423	17,681
Other Income	1,475,074	4,656,310	-	1,892,874	4,656,310	2,763,437
Net Surplus/(Deficit) before GOJ Financing	(8,072,725)	(116,460,942)	(141,878,945)	(123,259,205)	22,065,511	4,398,263
GOJ Financing from Consolidated Fund	11,593,000	146,721,000	146,721,833	141,513,000	(833)	5,208,000
Surplus/(Deficit) after GOJ Financing	3,520,225	30,260,058	4,842,888	18,253,795		
Amount Owed to Consolidated Fund (50%)	(1,760,113)	(15,130,029)	4,842,888	(9,126,897)		
Retained Surplus/(Deficit) B/F		70,665,398		61,538,501		
Prior Year Adjustment						
Retained Surplus/(Deficit)- C/F	1,760,113	85,795,427	4,842,888	70,665,398		

Prepared By :

Name :

Accountant

Approved By :

Name :

Chief Executive Officer

Date :

Date :

Prepared By:
Finance and Accounts Unit

April 16, 2014

CASH FLOW STATEMENT

For the period Ending March 31, 2014

	<u>\$</u>	<u>\$</u>
Surplus/(Deficit) before GOJ Financing	(116,460,942)	
GOJ Financing from Consolidated Fund	146,721,000	
Net Surplus/ Deficit from Operations		30,260,058
Non-Cash Movements		
Depreciation	4,415,800	
GOJ Rental Charges	-	
Gain/(Loss) on Disposal of Fixed Assets		
(Increase)/Decrease in Debtors	(14,461,967)	
Increase/(Decrease in Creditors)	(4,171,681)	
Depreciation write off	-	
Donated Asset write off	(952,492)	
Amount owed to GoJ on 50% of surplus	(15,130,029)	
Other adjustments	-	
Prepayments	(390,635)	
Total Adjustments		(30,691,003)
Net Cash from Operating activities		(430,946)
Cash Flows from Investing Activities		
Capital Expenditure	(8,386,492)	
Proceeds from Sale of Fixed Assets		
Payments to/from EAIF		
Cash Flows from Investing Activities		(8,386,492)
Cash Flows from Financing Activities		
GOJ Equity		-
Donated Assets Reserve		-
Increase/(Decrease) in Cash and Cash Equivalent		(8,817,437)
Cash and cash equivalents at beginning of period		99,086,312
Cash and cash equivalents at end of period		<u><u>90,268,875</u></u>



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

STATEMENT OF CHARGES IN NET ASSETS/EQUITY

As at March 31, 2014

	Contributed Capital \$	Revaluation Reserve \$	Donated Reserve \$	Accumulated Surpluses / (Deficits) \$	Total \$
Balance as at April 01, 2013	15,833,262		1,780,659	70,665,398	88,279,319
Changes in accounting policy	15,833,262	-	1,780,659	70,665,398	88,279,319
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				15,130,029	15,130,029
Net surplus for the period					
Balance at March 31, 2014	15,833,262	-	828,167	85,795,427	102,456,856

NOTES TO THE FINANCIAL STATEMENTS

For period ending March 2014

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, 2014

	Lease Hold Improvement	Motor Vehicle	Computers	Office Equipment & Furn.	Fixtures & Fittings	Total
Bal B/F as at April 1, 2013	12,274,478	3,554,107	28,010,811	19,051,383	5,786,887	68,677,667
Additions April 2013 - March 2014	3,006,108	-	4,162,500	1,154,030	63,853	8,386,482
Disposal	-	-	-	-	-	-
Balance as at March 31, 2014	15,280,586	3,554,107	32,173,311	20,205,414	5,850,740	77,064,159

Depreciation Schedule

	Lease Hold Improvement	Motor Vehicle	Computers	Office Equipment & Furn.	Fixtures & Fittings	Total
Bal B/F as at April 1, 2013	4,465,580	3,325,300	24,319,125	11,051,860	4,786,331	47,958,195
Depreciation on B/F assets - March 2014	51,144	2,979	79,829	158,762	9,048	301,761
Depreciation on Acquisitions - March 2014	12,525	-	68,331	9,617	832	91,006
Depreciation - March 2014	63,669	2,979	148,160	168,378	9,881	382,767
Depreciation April 2013 - March 2014	683,414	115,618	1,522,847	1,980,867	113,058	4,415,794
Depreciation Rate	5%	20%	20%	10%	10%	
Fixed Asset b/f as at April 01, 2014	15,280,586	3,554,107	32,173,311	20,205,414	5,850,740	77,064,159
Accumulated Depreciation as at March 31, 2014	5,148,991	3,440,916	25,841,968	13,032,715	4,909,387	52,373,976
Net Book Value	10,131,596	113,191	6,331,344	7,172,699	941,353	24,690,183

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
Receivables

	March 2014	March 2013
Accounts Receivables - Corporate & Self-Sponsored	121,525,940	105,693,201
Payroll Receivables	11,645	87,833
Staff Revolving Loan	168,241	145,890
Prepayment	390,835	436,396
Other Receivables	-	879,000
Receivables	-	1,539
	<u>122,096,461</u>	<u>107,243,859</u>

Prepared By:
Finance and Accounts Unit

April 16, 2014

Accounts Receivables Aged	Current	1-30 days	31-60 days	61-90 days	over 90 days
Amount (\$)	54,330,333	1,504,985	1,141,107	6,827,479	57,722,036

6. CASH AND BANK	March 2014	March 2013
Appropriation in Aid Account	79,062,030	92,065,498
General Expenditure Account	2,612,323	4,580,486
Payroll Account	1,447,866	115,539
Foreign Exchange Account	7,140,656	2,318,790
Petty Cash Imprest: Hope Campus	3,000	3,000
Mandeville	3,000	3,000
	90,268,875	99,086,312

Note A:

Exchange Rate for March 2014: US\$1 : JA\$108.9943

7. CURRENT LIABILITIES	March 2014	March 2013
Payment 50% GOJ Revenue on surplus after GOJ funding	100,857,573	84,854,441
Payroll Accrual	762,866	381,300
Payables (Advance from Participants)	2,267,687	-
Trade Payables & Accruals	27,543,865	43,534,579
Training Other	563,340	-
Deposit regarding Security Bids	2,603,310	-
Total	134,598,639	138,770,320

8. RENT PAYABLE GOJ	March 2014	March 2013
Rent for April 2013 - March 2014 @ \$200,000 per month	2,400,000	2,400,000
Amount Written off	(2,400,000)	(2,400,000)
	-	-

9. GOJ EQUITY	March 2014	March 2013
GOJ Equity is comprised of:	15,833,262	15,833,262
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) US\$ savings account amounting to US\$133,884.83 convert at US\$1:JA\$42.00		

10. GENERAL RESERVE	March 2014	March 2013
General Reserve represents the accumulation of retained surplus (deficit) of the Agency for the period April 1999 to March 2014	85,795,427	70,665,398

11. DONATED ASSET RESERVE	March 2014	March 2013
Donated Assets B/F 1.4.2013	1,780,659	2,733,151
Amortisation of Donated Assets	(952,492)	(952,492)
Additions		
Balance as at March 31, 2014	828,167	1,780,659

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

Note 2 As at March 31, 1999:

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 Staff Revolving Loan.
Interest Expense relates to Withholding Tax (WHT) for the Foreign Exchange Savings Account.

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

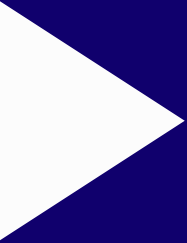
14. OTHER INCOME
Other Income relates to income derived from activities such as payments received from associated services e.g., photocopying, printing etc.

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	16	4	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 of \$3,231,331.42 is included in Trade Payables and Accruals. (Note 7)

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.



Appendices

ANNUAL REPORT | 2013/2014

APPENDIX A: Resident Staff and Associate Faculty: 2013 - 2014

Resident Staff		
Department/Unit	Name	Role
Office of the CEO	Ruby Brown	Chief Executive Officer
	Prudence James	Manager, Strategy and Accountability
	Ayisha Green- Martin	Monitoring & Evaluation Specialist
	Megan Stephenson	Executive Assistant
Finance Human Resource Management and Institutional Strengthening	Dawn-Marie Ebanks	Director, Finance Human Resource Management and Institutional Strengthening
	Diana Simms	Accountant
	Ainsworth Fyffe	Finance and Accounts Officer
	Camille Miles	Accounting Assistant
	Marsha Gaye Henry	Accounting Assistant
	Dianara Bernard	Finance and Accounts Officer
	Janine Heron	Accounting Assistant
	Jessica Banton-Buchanan	Senior HRM Officer
	Elaine Christie-Morgan	Senior HRM Officer
	Karen Meikle	Employee Relations and Benefits Officer
	Brenaie Bonner	Human Resource Administrator
	Samanthi de Mel	Senior Manager Corporate Services
	Evettie Ricketts	Inventory Assistant
	Fericka Rhoden	Procurement Officer
	Marguerite Reid-Plummer	Facilities & Service Management Officer
	Jonathan Thompson	Facilities Maintenance Technician
	Shevane Gordon	Facilities Maintenance Technician (Acting.)
	Roy Scott	Facilities Maintenance Technician (Acting.)
	Warren Martin	Delivery Attendant
	Andrea Hyman	Office Attendant
	Sebena Moulton	Office Attendant
	Julian Martin-Reid	Office Attendant
	Sophia Bucknor Hall	Office Attendant
	Rhoan Thomas	Grounds Maintenance Attendant
	Kevin Walker	Grounds Maintenance Attendant

Resident Staff		
Department/Unit	Name	Role
Public Service Capability Development	Ann-Marie Smith	Director, Public Service Capability Development
	Donna Smith	Capability Development Administrator
	Celia Ebanks	Product Planning and Development Officer
	Sandy Lawrence	Product Planning and Development Officer
	Alia Vaz-Heaven	Special Projects Officer
	Lesley-Ann Dixon Ennevor	Senior Manager, PSCD
	Natasha Gordon Miller	Manager, Product Quality Assurance
	Christine Benjamin	Product Quality Assurance Officer
	Orville Mighty	Capability Development Specialist (Acting)
	Georgia Sinclair	Manager, Scheduled Programme Delivery and Administration
	Ivy Fender	Administrator - Scheduled Programme Delivery and Administration
	Camile Bradshaw	Administrator - Scheduled Programme Delivery and Administration
	Lloyd Pascoe	Capability Development Specialist
	Jean Forbes	Capability Development Specialist
	Reckonel Simpson	Capability Development Specialist
	Naomi Jackson Forrester	Capability Development Specialist
	Uchenna Godson Nwude	Capability Development Specialist
	Craig Barham	Capability Development Specialist
	Sandra Lawrence	Capability Development Specialist
	Tricia Dehaney Williams	Capability Development Specialist
	Rochelle Gayle	Capability Development Specialist
	Ava Whyte	Manager, Customised Programme Delivery Administration
	Elaine Francis	Administrator, Customised Programme Delivery and Administration

Resident Staff		
Department/Unit	Name	Role
Mandeville Campus	Sanya Foster	Campus Manager (Acting)
	Bobsie Levy	Capability Development Specialist
	Zeretha Swaby	Senior Administration Officer
	Aspasia Newman	Accounting Assistant
	Stacey-Ann Spalding	Registry and Records Management Officer
	Michelle Gayle	Office/Library Attendant
	Robert Moodie	Grounds Maintenance Attendant

Resident Staff		
Department/Unit	Name	Role
Business Development & Communication	Marlene Campbell	Director, Business Development and Communication (Acting)
	Rena Williams	Client Relations and Marketing Officer
	Shawnette Henry	Business Development and Communications Specialist (Acting)
	Kodianne Hall	Client Relations and Marketing Officer
	Kelia Livermore- Palmer	Client Relations and Marketing Officer
	Shawn McEwan	Creative Development and Production Manager
	Denton Lewis	Creative Development and Production Officer
	Levon Martin	Document Production and Packaging Assistant (Acting)
	Aldon Hayman	Document Production and Packaging Technician
	Warren Porteous	Manager Information Communication and Technology Management
	Phillip Baker	Information Communication and Technology Management Officer
	Nova Mcleod	Manager, Registry and Records Management
	Sashanel Levy	Registry and Records Management Officer
	Andrea Fletcher	Registry and Records Management Officer
	Tanya Lambert	Registry and Records Management Officer
	Debie Walcott-Christie	Registry and Records Management Officer
	Caula Bruce	Manager Research and Information Management (Acting)
	Audrey Ridge	Library and Information Management Assistant
	Jhinil Burke	Library Assistant

ASSOCIATE FACULTY		
Name		Area(s) of Specialization
1	Latoya Anderson	Human Resource Management
2	Brian Andrews	Customs Regulation – Tariff Classification
3	Hyacinth Anglin	Administrative Management, Supervisory Management, Business Communication
4	Bob Banjo	Project Design Implementation Management
5	Daun Beckford	Human Resource Management- Industrial Relations
6	Charles Benbow	Supervisory Management: Solving Problems, Making Decisions
7	Camille Bennett – Campbell	International Labour Law, International/ Regional Practices, The Role and functions of the ILO
8	Richard Bennett	Financial Management : Government Accounting
9	Sonia Black	Records Information Management
10	Ann-Marie Bonner	Making Effective Public Policy
11	Alexander Bourne	Introduction to Auditing, Mathematics and Statistics
12	Pauline Brown - Hanley	Introduction to Sociology
13	Joan Brown – O'Connor	Records and Information Management
14	Oliver Brown	Introduction to computers and Computer Applications
15	Angela Buchanan	Effective Report Writing, Business Communication
16	Reginald Budhan	Business Facilitation and Entrepreneurship in Government
17	Enthrose Campbell	Introduction to Spanish
18	Sharon Carruthers	General Management: Theories & Models of Management
19	Marjorie Charles	Public Sector Management: Strategic Issues Impacting the Operational Environment: The Global Economy
20	Craig Clarke	Introduction to Politics
21	James Clemens	Leadership and Change Management, Leadership and Strategic Development
22	Paula Cobourne	Government Accounting
23	Sandra Cooper	Protocol and Business Etiquette
24	Patrick Coulthrist	Supervisory Management: Essentials of Financial Management
25	Gillian Corrodus	Employee and Labour Relations: Industrial Relations , Collective Bargaining, Occupational Health and Safety
26	Dawn Dayes	Introduction to Spanish
27	Cheryl Davis – Ivey	Preparing Cabinet Submissions
28	Winston Ebanks	Computer Applications in Management
29	Linda Eccleston	Tariff Classification
30	Berome Edwards	Government Accounting, Financial Management and Project Design Implementation and Management
31	Althea Edwards - Boothe	Supervisory management: Environmental Stewardship for Line Supervisors
32	Elizabeth Emanuel	Proposal Writing
33	Ryan Evans	Public Sector Senior Management: Ethics in Government
34	Marcelle Fenton	Introduction to Public Sector Management and Supervisory Management
35	Mavis Forrester	Introduction to Sociology
36	Quince Francis	Project Design, Implementation and Management
37	Neville Francis	Public Sector Management
38	Michael Fray	Administrative Management

ASSOCIATE FACULTY		
Name		Area(s) of Specialization
39	Linnette Givans	Introduction to computers and Computer Applications
40	Sanchia Gordon- Hall	Human Resource Management
41	Sybil Grandison	Administrative Management , Minute Writing
42	Nodah Grant - Arthurton	Tax Audit and Revenue Administration (TARA) - Code of Conduct and Ethics
43	Shawn Grey	Corporate and Strategic Planning
44	Colin Greenland	Investigative Interviewing and Interviewing Techniques
45	Jacqueline Guthrie	Financial Management
46	Brigette Hoosang	Human Resource Management
47	Rachel Irving	Public Sector Management
48	Patricia Jackson	Supervisory Management and Public Service Commission
49	Danny James	Business Process Re-Engineering
50	Claudeth James-Henry	Effective Report Writing
51	Trudy-Ann James-Linton	Human Resource Management : Career Development, Managing Transitions and Technology in HRM
52	Adonna Jardin – Comrie	Supervisory Management: Environmental Stewardship for Line Supervisor
53	Beverly Johnson Green	Customs Regulation and Documentation - International Treaties and Agreements
54	Cecil Johnson	MIND UWI -BSC Programme
55	Lois Johnston	Office Administration
56	Ruth Lambert	Human Resource Management – Recruitment and Selection, Values & Attitudes of an HR Professional - Values and Attitudes- Building Credibility
57	LaVelle Lee	Coaching Essentials
58	Zinneth Lettman-Thomas	Records and Information Management
59	Jeleta Lewis	Introduction to Spanish
60	Deloris Linton-Williams	Introduction to Auditing Techniques
61	Rohan McCalla	Records and Information Management
62	Brigette McDonald-Levy	Making Effective Public Policy
63	Kaytana McLeod	Preparing Cabinet Submission
64	Richard McHargh	Introduction to Microsoft Projects
65	Charmaine McKnight	Humans Resource Management: Stress Management , Understanding Human Behaviour, Discipline and Counselling Techniques
66	Nancy McLean	Protocol and Business Etiquette
67	Anthony Miller	Public Speaking and Presentation Skills
68	Rupert Miller	Human Resource Management: Recruitment and Selection
69	Cebert Mitchell	Import/Export Financing and Invoicing
70	Janet Mitchell	Introduction to Procurement
71	Benita Morrison	Conflict Resolution: The Key to Effective Productivity for the 21st Century
72	Eric Morrison	Interpersonal Relations and Personal Effectiveness
73	Patricia Muir- Ross	General Management, Human Resource Management, Supervisory Management , Effective Leadership and Management Skills
74	Michael Myles	Human Resource Management – Environmental Issues in HRM
75	Jean Nash	Introduction to Spanish
76	Gary Nicholson	Financial Management

ASSOCIATE FACULTY		
Name		Area(s) of Specialization
77	Sandra O'Meally	Human Resource Management
78	Lois Parkes	Strategic Human Resource Management
79	Lorna Phillips	Industrial Relations
80	Loretta Reid-Pitt	Business Law: The Jamaican Privy Council and the Judiciary
81	Philemeno Rego	Coaching Essentials and Emotional Intelligence
82	Ann-Marie Rhoden	Public Enterprise Management and Corporate Government for Directors
83	Nigen Riley	Financial Management
84	Darcia Roache	Human Resource Management
85	Barrington Robinson	Performance Management and Appraisal Systems, Monitoring and Evaluation
86	Grace Rookwood	Customs Act and Related Laws
87	John Savage	INDECOM – Professional and Investigative Skills
88	Mary Seaton	Preparing Cabinet Submission
89	Elinor Sherlock-Felix	Stare Protocol and Etiquette
90	Steve Smickle	General Management, Conflict Resolution, Compensation and Benefits Administration
91	Iva Smickle	Business Law and Preparing Cabinet Submissions
92	Deloree Staple Chambers	Customs Valuation
93	Clyde Stewart	Human Resource Management , Train the Trainers
94	Fay Sukhu	Customer Service, General Management and Human Resource Management, Consultancy Services, Customer Service Monitoring and Evaluation
95	Latoya Swaby-Anderson	Human Resource Management
96	Lenworth Taylor	Effective Corporate Governance
97	Terry Thomas	Change Management, A Strategic Approach to Successful Change
98	Steven Timberlake	Remedial Mathematics
99	Dennis Townsend	Strategic and Human Resource Management – Compensation and Benefits Management
100	John Tracey	Financial Management; Basic Accounting for the Sole Trader – Customs Regulation & Documentation, Budget Preparation and Management , Receivables Management, Government Accounting
101	Ordinor Tucker	Records and Information Management
102	Vivienne Vassall	Customer Service Excellence
103	Fitzroy Vidal	Public Sector Management: Strategic Issues Impacting the Operational Environment: The Energy Debate
104	Shawn Wade	General Management: Public Service Regulations- Conditions of Service
105	Lois Walters	Human Resource Management
106	Garth Watson	Research Methods and Academic Writing
107	Nyan Whittingham	Public Sector Management: Public Sector Modernisation and Transformation
108	Concliffe Wilmot-Simpson	Supervisory Management : Public Speaking
109	Eton Wilks	Financial Management
110	Courtney Williams	General Management: Macro-economic Environment
111	Dionne Williams-Bennett	Business Communication
112	Tracey-Ann Wisdom	Retirement Planning

APPENDIX B: Leadership Development Interventions

INTERVENTION	DETAILS
Executive Round Table Leadership Series	<p>The MIND Executive Round Table Leadership Series provides the Jamaican public sector senior executive with an “open environment” in which to engage in dialogue, exchange ideas and enjoy the strategic advantage of learning from and contributing to a forward-thinking leadership community. It provides a safe space where confidential ideas may be shared, where problem-solving is a group effort, and where the sharing of both familiar and unique organizational challenges and successes help build a deeply rewarding network.</p> <p>The forum is facilitated by experienced practitioners and thought leaders on leadership and executive development, who support leaders in navigating the rapidly increasing scope and complexity of the public sector environment and staying ahead of the curve.</p> <p>The Series facilitates the sharing of data-driven insight, analytic tools, and advisory support that enable public sector executives to discuss best practice solutions, obtain industry-specific benchmarking tools, and gain the overall professional development they need to improve individual, functional, and corporate performance.</p> <p>The first Executive Leadership Round Table was held on April 5, 2013, under the theme “Developing a Public Service Culture of Responsiveness: A Vision 2030 Imperative”. Twenty-five (25) heads of Ministries, Department and Agencies (MDA) participated in the forum. The forum was facilitated by Dr. Winston Sutherland, Leadership and Organizational Development Consultant.</p> <p>The second Round Table was held on August 16, 2013, under the theme: Leading by Choice, Taking Action: A Vision 2030 Jamaica Imperative. The forum was facilitated by James Clemens and approximately twenty-two (22) senior public officers were in attendance.</p>
Public Sector Senior Managers’ Forum	<p>The Agency hosted its second annual Public Sector Senior Managers’ Forum, on May 15, 2013. This year’s forum carried the theme, “Jamaica’s Debt Crisis and the International Monetary Fund (IMF) Intervention: 2013 and Beyond.” The forum was aimed at engaging the minds of the participants while adding to their knowledge and experiences in exploring the issues involved in interfacing with the IMF. The panelists were:</p> <ul style="list-style-type: none"> • Dr. Andre Haughton, Lecturer, Department of Economics, the University of the West • Dr. Gene Leon, Senior IMF Resident Representative to Jamaica • Dr. Wayne Henry, Vice President, Government Affairs, Bank of Nova Scotia
CLP Leadership Symposium	<p>The Agency hosted the Caribbean Leadership Programme (CLP) on behalf of the Government of Jamaica in staging the fifth and final module of the first delivery for the Caribbean Leadership Development Programme.</p> <p>Approximately one hundred and seventeen (117) public servants attended a two day Leadership Symposium under the theme <i>Public Service Leaders Confront “WICKED” Problems</i>.</p> <p>Presentations were done by the participants of the programme on <i>Strengthening the Enabling Environment for Public Sector Leadership Development in the Caribbean and Sustainable Energy and Energy Security</i>.</p> <p>Dr. John Scherer facilitated a session <i>Transformation: from Personal to Systems-Realizing Change from the Inside Out</i>.</p>

INTERVENTION	DETAILS
Communities of Practice (CoP) Training the Trainer Workshops	<p>MIND in collaboration with the Cave Hill School of Business (CHSB) in Barbados was contracted by the Caribbean Leadership Project (CLP) to design, develop and deliver two (2) Communities of Practice (CoP) workshops intended to train regional practitioners in the Public Service, in the needs identification, design and delivery and evaluation of adult learning interventions. The first workshop was held in Jamaica during the week of February 10 – 14, 2014. Eighteen (18) participants were registered for the workshop.</p> <p>The second workshop was held in Barbados during the week of March 10 - 14, 2014 with sixteen (16) participants. The participating counties for both workshops were:</p> <ul style="list-style-type: none"> ○ Jamaica ○ Suriname ○ Barbados ○ Dominica ○ Trinidad and Tobago ○ Antigua and Barbuda ○ Belize ○ St. Lucia <p>Both workshops were successful. Expressions of interest to have a similar delivery of the workshop came from Suriname and Antigua and Barbuda. The workshop would be delivered to similar demographics within the public sector at the respective countries. Discussions have been initiated with The CHSB towards the design, development and delivery of the requested workshops.</p>
Leadership Development, Proposal Writing, Public Speaking & Presentation Skills and Negotiation Skills	<p>The Agency partnered with the Bureau of Women's Affairs and the Jamaica Household Workers Association/Union to deliver training in Leadership Development, Proposal Writing, Public Speaking and Presentation Skills and Negotiation Skills to thirty (30) leaders of the Household Workers Union's Executive Team and Chapter Leaders from across the island.</p>
Coaching Essentials Workshop	<p>The Agency partnered with the Centre for Creative Leadership (CCL) to deliver four (4) Coaching Essential Workshops. The interventions were delivered by Philomena Rego from CCL and Ruby Brown, CEO of the MIND. A total of ninety-one (91) participants from different Government Ministries and Agencies participated in the interventions</p>
Leadership and Change Management	<p>Two Leadership and Change Management Workshops were delivered to fifty (50) team members of the Office of Utilities Regulation (OUR):</p> <ul style="list-style-type: none"> • Essentials of Leadership and Change Management for the Office of Utilities Regulation • Leadership and Change Management Workshop to Support Public Sector Management within the Office of Utilities Regulation <p>The interventions were intended to strengthen the leadership and change management competencies of the management and non-management teams.</p>
Building Your Leadership Capacity for Now and the Future	<p>This eighteen (18) hour module is a part of the Public Sector Senior Management Development Programme (PSSMDP), and was delivered to the full cohort in July 2013.</p>

INTERVENTION	DETAILS
Leadership Mentoring Workshop	<p>A Leadership Mentoring Workshop was delivered on November 29, 2013 for Mothers of Jamaica, in partnership with the Centre for Creative Leadership. A total of twenty two (22) individuals consisting of community representatives and members of the Mothers of Jamaica organization participated in the intervention.</p> <p>The main objective of the Workshop was to Train individuals to become successful mentors especially for children and young adults, with an overall base knowledge of general mentoring.</p> <p>Specifically, at the end of the intervention participants were expected to be able to:</p> <ul style="list-style-type: none"> • Learn essential elements of mentoring; gain tools and skills • Understand key drivers of leadership development. • Connect with others who want to make a difference • Help us address social problems in our community
Customs Regulations & Documentation Professional Development Seminar	<p>The Customs Regulation and Documentation Cohort 2014 staged a professional development seminar on March 12, 2014, under the theme “<i>The Global Transshipment Hub: Examining Its Implications on the Customs Brokerage Profession.</i>” The seminar formed a part of the programme requirement of the Customs Regulation and Documentation Programme.</p> <p>The key guest speakers who presented on various aspects of the theme are outlined below:</p> <ol style="list-style-type: none"> 1. “<i>The Functions and Benefits of the Logistics Hub</i>”, – the Caribbean Maritime Institute. 2. “<i>The Impact of the Logistics Hub on the Jamaica Customs Department</i>”, - Mr. Kirk Benjamin, Manager - Revenue Accounts, Jamaica Customs 3. “<i>The Effect of the Logistics Hub on the Customs Brokerage Industry</i>”, - Mr. Donovan Wignal, President, Micro, Small, Medium-size Enterprise (MSME) Alliance and Past President Customs Brokers’ Association

APPENDIX C: Results of Project to Review, Revise and Develop Agency Policies and Procedures

UNIT/DEPARTMENT	Policies, Associated Forms, Procedures Revised and Developed
Human Resource Management Unit	<p>Revised the Associate Faculty Programme, which has the following elements:</p> <ul style="list-style-type: none"> • Eight (8) policies (Revised) with supporting appendices <ol style="list-style-type: none"> 1. Recruitment and Selection 2. Orientation 3. Contracting 4. Compensation 5. Performance Management 6. Training and Development 7. Records Management 8. Support Services • Six (6) process maps (New) <ol style="list-style-type: none"> 1. Recruitment and Selection Processes for Local Associates 2. Contracting Associates Annually for Facilitation (scheduled courses) 3. Paying Associates for Facilitation 4. Paying Associates for Services other than Facilitation 5. Evaluating Associates' Classroom Performance 6. Evaluating Associates' Online Performance • Eleven (11) forms (New) <ol style="list-style-type: none"> 1. Associate's Contract (<i>Scheduled Online Learning Facilitation</i>) 2. Associate's Contract (<i>Customised Face-to-Face Learning Facilitation</i>) 3. Monthly Listing of Associates' Contracts 4. Associate's Banking Information Form 5. Associate's Attendance Register • (Revised) <ol style="list-style-type: none"> 1. Associate's Contract (<i>Scheduled Face-to-Face Learning Facilitation</i>) 2. Associate's Contract (<i>Technical Consultancy</i>) 3. Associate's Contract (<i>Second Marking</i>) 4. Associate's Sessional Voucher 5. Associate's Travel and Per Diem Claim Form 6. Associate's Sessional Claim Control Record <p>Created an Associate Faculty Handbook, which is an amalgamation of critical elements from the Associate Faculty Programme.</p>

UNIT/DEPARTMENT	Policies, Associated Forms, Procedures Revised and Developed
Public Service Capability Development Department	<p>Completed the final draft of the Product Planning, Development, Delivery and Administration Framework (PPDDAF), which has the following elements:</p> <ul style="list-style-type: none"> Sixteen (16) policies with supporting appendices (New) <ol style="list-style-type: none"> General Regulations Governing Programme and Courses Designing and Developing Learning Products Reviewing, Monitoring and Evaluating Learning Products Participants with Special Needs Developing and Engaging Staff Reporting (Revised) <ol style="list-style-type: none"> Preparing Customised Training Proposals (Non-Tender) Preparing Customised Training Proposals (Non-Tender) Programme/Course Matriculation and Credit Exemption Monitoring, Rescheduling and Cancelling Programmes/Courses Scheduling Facilitators Preparing for and Supporting Facilitation and Learning Managing Faculty Performance Assuring Quality of Learning Products – Assessment Secretarial Qualifying Examinations Assuring Quality of Learning Products – Accreditation Seventeen (17) new process maps <ol style="list-style-type: none"> Handling Minor Offences Handling Major Offences Handling Gross Misconduct Preparing Customised Training Proposals (Non-tender) Preparing Customised Training Proposals (Tender) Designing and Developing Learning Products Reviewing Learning Products Preparing Assessments Preparing for and Monitoring Examinations Marking Assessments and Communicating Results Appealing Assessment Results Evaluating Faculty Classroom Performance Evaluating Faculty Online Performance Applying for Re-/Accreditation of Programmes Preparing for Re-/Accreditation Site Visit Coordinating Customised Training Programmes (Before, At Start & During) Coordinating Customised Training Programmes (At/After End) Thirty-two (32) forms (New) <ol style="list-style-type: none"> Customised Proposal Confirmation Form Product Needs Assessment Alert Form Temporary Storage of Marked Examination Scripts Participant's Declaration to Prevent Plagiarism Curriculum Modification Form Customised Training Details for Facilitators Faculty Online Evaluation List of Scheduled Courses and Proposed Associates List of Customised Courses and Associates Examination Audit Form

UNIT/DEPARTMENT	Policies, Associated Forms, Procedures Revised and Developed
Public Service Capability Development Department	<ol style="list-style-type: none"> 11. Participant Training Manual Audit Form 12. Training Proposal Audit Form <p>(Revised)</p> <ol style="list-style-type: none"> 1. Customised Training/Consultancy Request Fact Sheet 2. Customised Training Internal Memo 3. Assessment Checklist and Approval Form 4. Examination Answer Booklet 5. Assessment Incident Form 6. Record of Assessment Items 7. Coursework Assignment Register 8. Record of Assessment Items for Second Marking 9. Assessment Feedback Report from Second Markers 10. Schedule of Accredited Programme Status 11. Checklist for Re-/Accreditation Visit 12. Offsite Training Checklist 13. Customised Training Agreement 14. Faculty Evaluation Schedule 15. Faculty Classroom Evaluation 16. End of Course Report 17. Programme/Course Assessment Results Sheet – Provisional 18. Programme/Course Assessment Results Sheet – Second Marking 19. Programme/Course Assessment Results Sheet – Final 20. Table of Specification
Creative Production and Development Unit	<p>Developed the following new policies:</p> <ol style="list-style-type: none"> 1. Design and Production 2. MIND's Logo Standards
Research and Information Management Unit	Prepared a document on Building MIND's Research Capacity
	Provided feedback on the review of the RIM policies and procedures. This is to be finalized.
Human Resource Management Unit	<p>Revised the Human Resource Policies and Procedures Manual, which has the following elements:</p> <ul style="list-style-type: none"> • Fifteen (15) policies with supporting appendices <p>(New)</p> <ol style="list-style-type: none"> 1. Human Resource Executive Committee <p>(Revised)</p> <ol style="list-style-type: none"> 1. Administration of HR Policies and Procedures 2. Human Resource Planning 3. Appointments 4. Orientation and Induction 5. Employee Records 6. Hours of Work, Leave and Time Off 7. Business Ethics 8. Communications 9. Compensation, Benefits and Reward 10. Performance Management 11. Training and Development 12. Health and Safety 13. Employee Relations 14. Separation/Termination

UNIT/DEPARTMENT	Policies, Associated Forms, Procedures Revised and Developed
Human Resource Management Unit	<ul style="list-style-type: none"> • Three (3) process maps (New) <ol style="list-style-type: none"> 1. Disciplinary Process 2. Individual Grievance Process 3. Collective Grievance Process • Twelve (12) forms (New) <ol style="list-style-type: none"> 1. Control Sheet for HR Policies and Procedure Manual 2. Task Improve Profitable Suggestion (TIPS) 3. Temporary Staff Request Form 4. Interview Assessment Form (Capability Development Specialist) 5. Interview Assessment Form (Administrator) (Revised) <ol style="list-style-type: none"> 1. Interview Assessment Form (General) 2. Performance Planning and Appraisal Form 3. Employee Personal Data Form 4. Payroll Banking Information Form 5. Declaration of Assignment of Motor Vehicle to Travelling Officer 6. Declaration of Travelling Officer 7. Exit Interview Form
Finance and Accounts Unit	Initiated review of policies and procedures
	Revised four (4) Forms <ol style="list-style-type: none"> 1. Travel and Subsistence Claim Form 2. Overtime Form 3. Staff Reimbursable Expense Form 4. Overseas Travel per Diem Form
Marketing Unit	Drafted a MIND Glossary to support the Communications Policy.
Corporate Services Unit	Started review of policies and procedures.
Registry & Records Management Unit	Initiated review of policies and procedures.
Office of the CEO	Revised the Signing Authority Policy.

APPENDIX D: Glossary of MIND Values

MIND Values and Definition

Customer-focus

We consistently strive to understand, satisfy and exceed the current and future needs and expectations of our internal and external stakeholders, while rendering due consideration to our own values and quality standards. We promise to always respect the direct value of our customers on MIND's success through their continuous business. It is for these reasons that our stakeholders are placed at the core of our business model and all internal processes are fashioned around their ultimate satisfaction.

Professionalism

We aspire through continuous learning to be experts in our various fields in order to serve our stakeholders with the utmost competence. Additionally, whilst conducting the Agency's business we will treat everyone with respect, utilize the Agency's property with care, adhere to the practice of punctuality, maintain ethical conduct, admit to errors and take corrective actions, produce strategic results, keep personal matters outside of the workplace, dress appropriately, and project a positive business appearance as evidenced in our conduct.

Leadership

As ambassadors for the public service, we commit to model the philosophies of effective leadership and strive to proactively inculcate these throughout the Agency in order to effect positive change. We strive to become persons of great influence who exhibit characteristics of trustworthiness, honesty, integrity and confidence. In so doing, we will become catalysts toward the engendering of a public service culture grounded in consistent results and strategic renewal that further influences and ignites others to become leaders, unwavering in their own quest to propel the public service to world class standards.

Respect

We will show recognition and regard for all stakeholders, professional offices, individual talents, worth and contributions regardless of diverse cultural or physical characteristics, beliefs and interests.

Honesty and Integrity

We pledge under all conditions to be consistently truthful, genuine, confidential, transparent, fair and ethical in our behaviours and daily interactions; and always demonstrate mutual respect to all whom we serve.

Teamwork & Cooperation

As professionals, we are able to work independently, however, we also foster synergies through group efforts that result in meaningful work, so that collectively, we advance MIND's mandate and mission.

Innovation

We pledge to play our part towards the sustenance of a culture of dynamism, improved and imaginative solutions, efficiency, life-long learning, transformation and enterprise, which will help to facilitate the Agency's strategic direction and support the public sector's transformation and modernisation thrust. We are committed therefore to employ creative and critical thinking skills to unearth new approaches in all we do.

Results Oriented

We will maintain high performance levels that are grounded in all our values and are evidence-based. The quality of our work will be anchored on: high levels of output, teamwork and cooperation, strategically aligned outcomes and far reaching impact for the public sector and by extension the Jamaican citizenry.

Responsiveness

As a Team, we aim to readily execute our duties with a heightened sense of purpose, hinged on reliability, dutifulness, efficient work, timeliness, a readiness to serve, proactive and strategic foresight and a continued quest for service excellence.

APPENDIX E: MIND Staff Training and Development – 2013/2014

No.	Intervention	Hours	Organization	No. of Participants	Executive & Senior Managers	Managers	Professionals	Administrative	Technical Specialists	Ancillary	Total Hours Trained
1	International Association of Facilitators (IAF) meetings	24	IAFJ	11	48	72					48
2	Customer Service Excellence	18	MIND	4			144	36		18	144
3	Microsoft Excel Workshop	12	MIND	12				120	18		120
4	Accpac Workshop	6	MIND	6		6	30			12	30
5	Minute Writing	12	MIND	3				36			36
6	GoJ Procurement Planning Workshop	6	MIND	2		6		6			6
7	First Aid/CPR Training	28	Jamaica Red Cross	22				364			364
8	Fundamentals of Project Management	102	MIND	5				510			510
9	Coaching Essentials	12	MIND	2		24					24
10	Introduction to Internal Auditing Workshop	30	MoFP	1			30				30

No.	Intervention	Hours	Organization	No. of Participants	Executive & Senior Managers	Managers	Professionals	Admin-istrative	Technical Specialists	Ancillary	Total Hours Trained
11	Maximising Leadership Effectiveness	6	MIND	1					6		6
12	Scientific and Technical Information Network	6	MIND	1				6			6
13	Human Resource Management Conference	18	HRMAJ	1		18					18
14	AccPac Conference	6	ACCA	6			30				30
15	Future of Finance Professional and the Impact of Cybercrime	6	MoFP	1		6					6
16	Performance Management Workshop	14	MIND	67	70						70
						140					140
							182				182
								266			266
										112	112
									168		168
17	Seminar for Administrative Professionals	6	JAAP	2				12			12
18	Quality Improvements in Distance Education	6	UCJ	2			6				6
						6					6
19	Mandatory E-Filing Seminar	9	TAJ	2			18				18
20	Intellectual Property Forum	13	UWI	3				13			13
							13				13

No.	Intervention	Hours	Organization	No. of Participants	Executive & Senior Managers	Managers	Professionals	Administrative	Technical Specialists	Ancillary	Total Hours Trained
21	Government Accounting Level 1 Module 1	30	MIND	2					60		60
22	Adult Learning Workshop	30	CLP	4			120				120
23	Occupational Safety and Health – Voluntary Compliance Programme	7	Ministry of Labour	3			14				14
					7						7
	TOTAL	407		163	125	297	683	1,369	336	226	3036

Acronyms:

JAAP Jamaica Association of Administrative Professionals
 TAJ Tax Administration of Jamaica
 IAFJ International Association of Facilitators Jamaica
 HRMAJ Human Resource Management Association of Jamaica
 MoFP Ministry of Finance and Planning

UCJ University Council of Jamaica
 ACCA Association of Certified Chartered Accounts
 UWI University of the West Indies
 CLP Caribbean Leadership Project

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”





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