



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

Annual Report

2014

2014-2015

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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-focus*
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.

*O*ur 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

The Management Institute for National Development (MIND) is the Government of Jamaica's (GoJ's) public service training, organisational and leadership development institute. The Agency is committed to providing the knowledge technical competencies, leadership and organisational development support required for globally competent and ethical public service professionals to advance the fulfilment of GoJ's priorities. This is in the interest of creating and sustaining national and regional growth and development and becoming world-class exemplars of good governance in the global community. The Agency's Strategic Business Plan 2014/2109, detailed the strategic direction the Agency would be taking over the next five years, and clearly delineates how the Agency supports the achievement of the national outcomes, strategies and priority programmes as outlined in Vision 2030 Jamaica: National Development Plan.

Accordingly, during 2014-2015, the Agency's extensive suite of learning products, including its special learning events (forum, conferences, workshops and public lectures) and consultancy assignments, demonstrated the Agency's commitment in this regard. Additionally, a number of programmes were identified to be undertaken during the stated period with special focus on three priority areas, which are strategically aligned to Goals One (1), Two (2) and Three (3)¹ of the National Development Plan and the Public Sector Transformation and Modernisation Plan. These priority 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 organisations, which 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 will underpin the ability of the public sector to deliver best value public goods and services to the nation.

2. Establishment of the Public Sector Leadership Development Centre (LDC)

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 will also include clear accountabilities, relevant competencies and the appropriate allocation of resources to support the delivery of MIND's leadership development initiatives across the Jamaican public service and the Caribbean. 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. Despite MIND's resourceful responses in this regard over the years, there is now a critical and immediate need for enhancement and expansion in keeping with the Agency's mandate and strategic focus, towards addressing the priorities of Government and the public sector transformation agenda.

¹ Goal 1: Jamaicans are empowered to achieve their fullest potential.

Goal 2: The Jamaican society is secure, cohesive and just

Goal 3: Jamaica's economy is prosperous

Notwithstanding, the forgoing focus on the priority programmes, MIND's training interventions, as well as consultancy and outreach services were strategically developed throughout the year to enhance the professionalism and performance quality of public service professionals, towards ensuring full support of National Outcome #6, Effective Governance. Consequently, the Agency's Scheduled Programmes that were delivered throughout the year defined a cross-disciplinary range of certificates, diplomas, associate of science degrees and postgraduate diplomas. This line of products further accommodated the unique scheduling needs of adult learners and their organisations, through a variety of day time, evening and weekend offerings. These were further supported by the Agency's other product lines as listed below and detailed in Appendix A:

- ✓ Your Place or MIND (Customised Programmes)
- ✓ MIND Online
- ✓ MIND Consulting
- ✓ MIND Reach
- ✓ The Caribbean MIND
- ✓ The Caribbean Journal of Public Sector Management (CJPSM)
- ✓ Public Sector Leadership Development
- ✓ Executive Round Table Leadership Series
- ✓ Leadership Development Conference
- ✓ Friday Policy Forum
- ✓ Annual Public Lecture

Indeed, this financial year, 2014-2015, has been a truly incredible year for the Agency and was experienced at an incredible pace, with an incredible Team, realizing incredible results. This MIND's Annual Performance Report presents a composite and detailed account of the work undertaken throughout the year and the progress made in response to our strategic direction and focus as articulated in our Strategic Business Plan 2014-2109. The Report therefore captures:

- i. MIND's organisational structure which serves as one of the supporting pillars for the Agency's strategic objectives.
- ii. Commentary on the Agency's overall performance, including performance against the 21 targets, that are aligned to the 21 performance measures and the 12 strategic objectives identified in the 2014-2015 Operational Plan and Strategic Plan 2014-2019.
- iii. A summary of the level of activity undertaken throughout the year and the resultant performance highlights.
- iv. Details on the significant challenges which constrained the Agency's performance and could likely affect subsequent years, and the mitigating strategies pursued and planned.
- v. Areas of the Agency's business that will be its priority focus in 2015-2016.

While we are disappointed in not fully realizing all our ambitious performance targets for 2014-2015, much learning and growth attended the MIND Team's experience, and so we have already begun to organize ourselves and our resources for the next reporting period to make greater inroads in keeping with our Strategic Business Plan. For we continue to be inspired by MIND's mandate for national development, and our role in supporting regional development. We look forward therefore, to the continued support of all our stakeholders, as it is our desire to be better and do better at supporting public service excellence.

2.0 Organisational 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 organisations.

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 Secretary, 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 organisational structure and human resource needs with its Strategic Plan reflect a structure with four critical strategic areas (Figure 1).

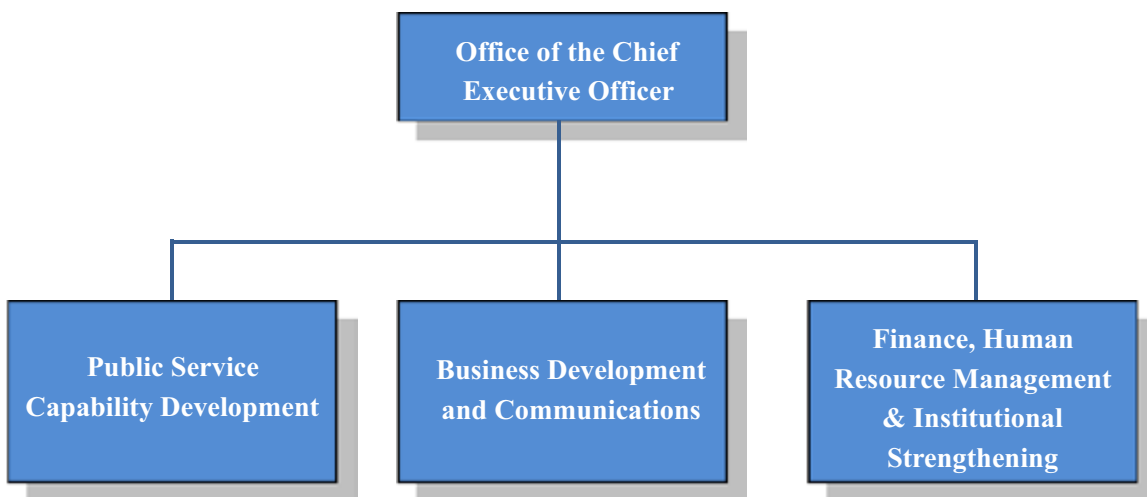


Figure 1: Critical Strategic Areas

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
- Customized 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.

3.0 Performance Results

The Agency continues to utilize the Balanced Scorecard (BSC) as a strategic planning tool and hence the framework for its 2014-2019 Strategic Business Plan and emanating 2014-2015 Operational Plan. This metric allows the Agency to systematically plan, monitor and evaluate for success.

Reporting on the Agency's performance for 2014-2015, we have utilized the format of the Balanced Scorecard with performance reported against strategic objectives, grouped under four strategic themes (Stakeholder Satisfaction and Approval, Programme and Operations Excellence, Transformative Learning and Professionalization, Resource Mobilization and Management) and linked to the key performance initiative, measures and targets. This is reflected in both the *Summary Performance* and *Detailed Performance Results* presented in this section of the Report.

Among the performance highlighted for this period are:

- The successful staging of the Agency's first Regional Public Sector Leadership Development Conference
- The design of the Public Sector Senior Leadership Development Programme (PSSLDP) which is central to the Government's succession planning strategy for senior executives
- Expansion of the Agency's organisational development work into the wider Caribbean Region
- New partnerships forged and existing partnerships leveraged for learning and development
- One hundred and seventy seven learning interventions delivered
- Re-accreditation status for three Programmes
- The conduct of an Independent Strategic Review
- Participant Satisfaction of 95%
- Participant Enrollment of 4234
- Participant Completion Rate of 84%
- 85% MIND Team participated in training and development interventions
- Revenue target exceeded
- Nine Programmes/Courses Reviewed and Update
- Six (6) New Programmes/Courses Developed
- Increased 'Brand' Awareness
- Increased Consultancy Assignments

3.1 Summary Performance

AGENCY PERFORMANCE: April 2014 – March 2015				
Strategic Theme	Strategic Objective	Annual Target	Measure	Performance
Theme: Stakeholder Satisfaction and Approval	C2: Expand training delivery systems and facilities to enable greater customer access to MIND's management training, organizational & leadership development, both locally and regionally.	100% of Implementation Schedule (IS)	Percentage of ICT Infrastructure Strategy implemented in keeping with the IS	80% The less than full achievement of this target was due largely to the lack of financial resources to facilitate the purchase and installation of the required servers, managed switches and other computer hardware and operating peripherals, necessary for creating a stable connectivity, enrich the learning environment and ensure efficiency in our operations.
	C1: Strengthen stakeholder relations, communication, and awareness of MIND's products & services.	100% of Implementation Schedule (IS)	Percentage of Physical Expansion and Upgrading Plan implemented in keeping with IS	88% The Physical Expansion and Upgrading Plan, while covering projects executed in keeping with the Master Plan for upgrading and routine maintenance of the existing facilities, it also addressed work towards identifying a suitable funding model for a new/expanded facility. It is the latter that was not achieved due to the unavailability of the requisite budgetary support to obtain professional services towards the preparation of a proposal for a new/expanded facility.
Theme: Programme & Operations Excellence	I6: Institutionalize the Government of Jamaica's Public Sector Learning Framework	65%	Percentage level of stakeholder satisfaction	100%
		Level 2 Status	GoJ Customer Service Level status achieved and maintained	100%
		100% of Implementation Schedule (IS)	Percentage implementation of PSLF in keeping with IS	35% The full achievement of this target was premised on the requisite funding support being in place. Funding support was anticipated through the Government of Jamaica's Public Sector Modernization Programme, this was not forthcoming. Consequently, the Agency could not engage the required technical and project management expertise required to move forward with the implementation of the PSLF as scheduled

AGENCY PERFORMANCE: April 2014 – March 2015				
Strategic Theme	Strategic Objective	Annual Target	Measure	Performance
Theme: Programme & Operations Excellence	I5: Institutionalize the Agency's Leadership Development Strategy to respond to the leadership development needs of the public sector and parliamentarians.	100% of Implementation Schedule (IS)	Percentage of implementation of LDC Strategy in keeping with IS	100%
	I4: Develop MIND's research capacity and capability to support policy and programme review, development, implementation and evaluation.	100% of Implementation Schedule (IS)	Number of publications produced annually	75% Both the Training Impact Evaluations for the Certificate in Administrative Management Levels 1 and 2, as well as the planned publications (to include a MIND research paper) for the Caribbean Journal of Public Sector Management, were not fully achieved during the fiscal year. This was due to staff resource constraints in the Research and Information Management Unit.
	I3: Institutionalize MIND's Outreach in response to the unique human development needs of the unreached and underserved stakeholders	100% of Implementation Schedule (IS)	Percentage of Outreach Strategy implemented in keeping with IS	50% An Outreach Strategy and its associated Implementation Schedule were drafted. However, the decision was taken to delay moving forward so as to allow for the draft documents to be fully reviewed and consulted on. This did not, however, stymie Agency activities that had commenced in the previous year and brought under MINDReach for 2014-2015
	I2: Strengthen MIND's Performance Management Systems 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 Systems (PMES) thrust.	50%	Percentage of Performance Management System (PMS) Plan implemented.	40% The Agency's PMS Framework was evaluated and recommendations made for revision. A decision was subsequently made to delay moving forward, so as to allow for a more fulsome examination of the approach and resultant output from the process.
		100% of Implementation Plan	Percentage of PMS Framework promulgated in keeping with Implementation Plan (IP)	0% In the absence of a revised Performance Management System Framework the activities planned for promulgation could not have been executed.

AGENCY PERFORMANCE: April 2014 – March 2015

Strategic Theme	Strategic Objective	Annual Target	Measure	Performance
<p>Theme: Programme & Operations Excellence</p>	<p>I1: Upgrade MIND's products and services to meet public service training requirements, priorities and modernization agenda.</p>	<p>100% of Implementation Schedule (IS)</p>	<p>Percentage of Strategic Product Plan implemented in keeping with its IS.</p>	<p>0% The research to inform the Strategy was not undertaken as anticipated. This was due to a lack of required capability and capacity within the Product Planning and Development Unit throughout the year. The research will be undertaken in the new year with the support of the Agency's Research and Information Management Unit.</p>
		<p>100% of Implementation Schedule (IS)</p>	<p>Percentage of Product Planning, Development, Delivery and Administration Framework (PPDDAF) implemented in keeping with IS</p>	<p>50% The PPDDAF was the first set of Agency policies and procedures to be developed/reviewed; and work on the Agency's full suite of remaining policies and procedures continued throughout the year. The projections/targets for the year underestimated the interdependent and interrelated nature of the policies, and as such elements of the PPDDAF continued to be under review throughout the year and were therefore not ready for approval or implementation.</p>
		<p>100% of Implementation Schedule (IS)</p>	<p>Percentage of project milestone achieved in keeping with IP</p>	<p>100%</p>

AGENCY PERFORMANCE: April 2014 – March 2015				
Strategic Theme	Strategic Objective	Annual Target	Measure	Performance
Theme: Programme & Operations Excellence		100% of Implementation Schedule (IS)	Percentage of Distance Learning Plan implemented in keeping with its Implementation Plan	30% The full achievement of the target was stymied as the Agency started the year without the benefit of a Manager Distance Learning Delivery and Administration or a Distance Learning Specialist assigned to the portfolio. Additionally, while the intent was to employ the services of a Manager in the 2 nd Quarter, a repositioning of the Unit and an upgrade of the post of Manager to that of Senior Manager Distance Learning Delivery and Administration, and the attendant requirement to have that upgraded post approved by the Ministry of Finance, further delayed the process. The new post was approved and the position filled as at April 2015. It is therefore anticipated that the Plan and Implementation Schedule will be revised and fully actioned during the new financial year.
		100% of Implementation Schedule (IS)	Strategic Review completed in keeping with its Terms of Reference	100%
Theme: Transformative Learning and Professionalization	L2: Foster an organizational culture which has the Agency's core values underpinning its operations towards the achievement of its Vision, Mission and Mandate	50%	Percentage of Values Framework implemented in keeping with IS	27.5% A number of supporting activities which were a precursor to implementation changed during the Financial Year and this led to delays in the approval process.
	L1: Strengthen the Agency's human resource capacity to successfully deliver its mandate.	100% of Implementation Schedule (IS)	Percentage of HRM Plan implemented in keeping with IS	80% During the year recruitment and selection procedures and practices were fully reviewed and revised and the Agency's Welfare Strategy to promote staff wellness also institutionalized. However, the development of the Agency's Succession Plan in addition to planned activities for staff recognition and reward, were not executed fully due to other competing HRM activities.

AGENCY PERFORMANCE: April 2014 – March 2015

Strategic Theme	Strategic Objective	Annual Target	Measure	Performance
Theme : Transformative Learning and Professionalization		100% of Implementation Schedule (IS)	Percentage of Enterprise Resource Planning (ERP) Plan implemented in keeping with IS	<p>10%</p> <p>While a feasibility study was conducted in keeping with the ERP Project Plan, this target could not be fully pursued due to the Government's new ICT policy direction. This Policy is to result in the centralizing of ICT systems across Government Ministries, Departments and Agencies.</p>
Theme : Resource Mobilization and Management	F2: Ensure sound financial and risk management that supports adequate internal controls, ethical and fiduciary practices, performance accountability and reporting.	100% of Implementation Schedule (IS)	Percentage of Risk Management Policy implemented in keeping with IS	<p>75%</p> <p>A comprehensive Risk Management Policy was developed and exposed to rigorous reviews. Implementation of the Policy was targeted for the last quarter, but had to be delayed due to the need for further amendments.</p>
	F1: Strengthen corporate and departmental budgeting to ensure adequate and consistent funding to support the Agency's operational and capital development needs.	100% of Implementation Schedule (IS)	Percentage of monthly financial statements and performance reports produced.	<p>77%</p> <p>This target took into consideration the submission of monthly financial statements and quarterly contract award reports to the Office of the Contractor General in keeping with stipulated timelines. The target was not fully achieved, as not all the monthly financial statements were submitted within the agreed time, due to staff changes and associated challenges in the Accounting Unit at different points throughout the financial year.</p>
		80%	Percentage of Budgeting Framework implemented in keeping with Budget Schedule	<p>100%</p>

3.2 Detailed Performance Results

3.2.1 THEME 1: STAKEHOLDER SATISFACTION AND APPROVAL

Strategic Objective C1:

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

The Agency recorded an **82%** stakeholder satisfaction level in relation to its target of 65%. In addition to the ongoing monthly evaluation of participants' satisfaction with the Agency's products, services and general learning experience, two other critical stakeholder groups (Training Managers/Directors and members of MIND's Associate Faculty) were surveyed throughout 2014-2015, with each group expressing the following levels of satisfaction:

Table 1: Stakeholder Satisfaction Results – 2014-2015

Stakeholder Group	Level of Satisfaction	Areas against which Satisfaction was Measured
Participants	95%	<ul style="list-style-type: none"> ✓ Products and Services ✓ Learning Methodologies ✓ Facilitation ✓ Learning Environment/Facilities
Training Managers/ Directors	79%	<ul style="list-style-type: none"> ✓ Awareness of Products and Services ✓ Relations with the MIND ✓ Communication with the MIND
Associate Faculty	72%	
Overall level of Satisfaction	82%	

The stakeholder satisfaction results were in large part an outcome of the business development and communication strategies pursued by the Agency and which were not limited to the following:

i. **Quarterly Policy Forum**

The MIND Quarterly Policy Forum is designed to stimulate public awareness on issues of national, regional and global importance; providing an opportunity for the exchange of information that will result in an improved quality of policy, thought and change in behaviour. The Policy Forum provides an excellent and strategic opportunity for leaders in the public sector, allied private sector partners, academia community, and civil society, to interface and engage in a dynamic exchange of information, ideas and create connections with far-reaching and invaluable outcomes. The Policy Forum thus enables MIND to fulfil its dual obligations to assist knowledge creation and transfer through the timely dissemination of relevant information.

As we continued to ensure alignment of the Agency's strategic focus to Vision 2030 Jamaica National Development Plan, we gave attention during the reporting period to **Goal # One: Jamaican's are empowered to achieve their fullest potential**. We thus sought to have the themes for our Quarterly Policy Forum, centered around the four outcomes for Goal # One, namely:

- A Healthy and Stable Population

- World-Class Education and Training
- Effective Social Protection
- Authentic and Transformational Culture

Table 2 below highlights the Policy Forum hosted over each quarter, noting their embodying of the outcomes for Goal # One, and the partnership and collaboration that supported their success.

Table 2: Quarterly Policy Forum - 2014-2015

Delivery Schedule	Themes	Partnering Organisations
Quarter 1	A Healthy and Stable Population: The Key to Driving Jamaica Forward	<ul style="list-style-type: none"> • Ministry of Health • University of the West Indies, St. Augustine Campus, Trinidad and Tobago
Quarter 2	Social Protection: Fostering the Wellbeing of Vulnerable and at Risk Groups for a Better Jamaica	<ul style="list-style-type: none"> • Child Development Agency (CDA) • Jamaica Council for Persons with Disabilities (JCPD) • Ministry of Labour and Social Security • Jamaica National Building Society (JNBS) Foundation • Office of the Children's Advocate (OCA)
Quarter 3	Social Protection: Fostering the Wellbeing of Vulnerable and at Risk Groups for a Better Jamaica (Mandeville Campus)	<ul style="list-style-type: none"> • National Solid Waste Management Authority • Northern Caribbean University • Child Development Agency (CDA) • Jamaica Council for Persons with Disabilities (JCPD) • Ministry of Labour and Social Security
Quarter 4	World-Class Education and Training: Igniting a Culture of Transformation for Jamaica	<ul style="list-style-type: none"> • Jamaica College • National Youth Service • Ministry of Education

ii. MIND Public Lecture

The Agency's 2014 Annual Public Lecture was also in support of Vision 2030 Jamaica, Goal # One, in addition to the recently passed Disabilities Act of 2014, which seeks to ensure full and effective participation and inclusion of persons with disabilities in the development of the society. Senator the Honourable Floyd Morris, President of the Senate and Head of the Centre for Disability, University of the West Indies, Mona and Dr. Avril Daley, Director, Contemporary Assessment and Counseling Services, MICO University College, delivered the lecture under the theme, *Empowering Persons with Disabilities, Maximising Potential, Building Jamaica*. Dr. Iris Soutar, Executive Director for the Jamaica Association of the Deaf, served as the moderator.

This our 19th annual public lecture was delivered in collaboration with the Ministry of Labour and Social Security (Council for Persons with Disabilities) and with the support of:

- MICO University College
- Jamaica Association for the Deaf

- Jamaica Association for Persons with Disabilities
- Combined Disabilities Association
- University of the West Indies (Mona)
- First Heritage Credit Union

iii. Strengthening Partnerships and Collaborations

The Agency partnered/collaborated on a number of learning events across the public sector to include:

- **The Jamaica Civil Service Association (JCSA)**
The Jamaica Civil Service Association's Symposium for central Jamaica was hosted on November 19, 2014 at the Agency's Mandeville Campus. The Symposium was in keeping with the JCSA's Week of celebrations.
- **Jamaica Business Development Corporation (JBDC)**
In an effort to build awareness of the recently launched Micro Small and Medium Size Enterprises (MSME) policy and the Government's thrust towards making the MSME sector an engine of economic growth and job creation in Jamaica, MIND partnered with the Jamaica Business Development Corporation (JBDC), an agency of the Ministry of Industry, Investment and Commerce to deliver the session, "Transforming Ideas into Real Business." Over 25 MIND participants benefited from the session.
- **ACCA Caribbean and the Financial Services Commission**
Working in partnership with the Association of Chartered Certified Accountants and the Financial Services Commission, the Agency hosted a breakfast seminar under the theme, *Ethics and Whistle blowing in the Public and Financial Sectors*.

The event gave MIND brand exposure via news features in local and regional print and electronic media.
- **Women's Centre of Jamaica Foundation**
The Women's Centre of Jamaica Foundation (WCJF), under the patronage of the Office of the Prime Minister, partnered with MIND to host their strategic programme review and plan for the 2015-2016 financial year. The Agency delivered a presentation on *Sustainable Development: Identifying and Managing Risks Factors*, to approximately 100 WCJF staff members drawn from all its centers across the Island.

iv. Establishment of a Training Managers' Network

MIND's Training Managers' Network was launched during the year with the following objectives:

- To strengthen stakeholder relations and increase awareness of MIND's products and services
- To create a network for Training Directors/Managers to exchange experiences, engage in dialogue and solve problems as a group and generally share information with the aim of assisting each other to manage training portfolios more strategically and effectively
- To communicate the value, importance and relevance of MIND in support of national and regional development, good governance and the creation of an efficient and effective public service
- To create a platform for continuous consultations and dialogue between MIND and Training Directors/Managers.

The inaugural Training Managers Network meeting was hosted on Friday, November 28, 2015, and had in attendance forty (40) managers. The overwhelming majority of those in attendance, expressed appreciation for this MIND initiative. The Network continues to meet quarterly, with each meeting having a learning/developmental event covering an area of human resource development.

v. Building Brand Awareness through The Caribbean MIND

The Caribbean MIND extends the Agency's reach and impact into the Caribbean, customizing learning and development solutions and consultancy services to meet the human resource and organisational development needs of regional public and allied sectors. In an effort to increase awareness of the MIND brand across the Region, the Agency included a promotional feature in the Caribbean Leadership Project's Commemorative and Nex Generations Magazines.

During the year, applications were received from the Cayman Islands for the *Making Effective Public Policy* course and from the Bahamas for the *Supplies Management programme*.

vi. MIND on the Move

The *MIND on the Move* initiative is geared towards having the Agency participate in a number of fairs and expositions in order to increase awareness of our learning products and services. With the implementation of this initiative throughout the 2014-2015 fiscal year, the Agency participated in a number of events including:

- Jamaica Civil Service Association Civil Service Week - Exposition in the Park
- Jamaica Civil Service Association – Wellness Fair
- Registrar General's Department (RGD) - Open Day
- Fair Trading Commission - 15th Annual Shirley Playfair Lecture
- Tax Administration Jamaica - Wellness Fair
- British High Commission - Business Matching Session
- Jamaica Business Development Corporation (JBDC) - Small Business Expo
- Human Resource Management of Jamaica - Annual Conference

vii. Advertising and Promotions

MIND undertook a robust and substantive advertising campaign for the period under review. Our media campaign was concentrated on Print, Radio and Web.

The Agency made thirty (31%) appearances in main-stream media broken down as follows:

- Four (4) appearances in published Print Media
- Nine (9) appearances on Radio
- Eighteen (18) appearances on Web (Jamaica Information Service and Jamaica Observer Websites)



Sample of MIND's Facebook Page

The Agency has a Facebook page that is used for both advertising and dissemination of general MIND information. For 2014-15, there was an increase in both the number of visitors to the Page as well as the number of ‘likes’ (number of persons who supported the page). The number of ‘likes’ increased by approximately 50% over the previous year with the Reach (unique number of people who liked, commented, shared or click on page posts) moving from an average of 40p/week to 80p/week year on year.

viii. **Enhanced Website**

We continue to upgrade and enhance our website to serve as a valuable communication portal for all our stakeholders. Consequently, we worked throughout the year to improve the search engine optimization, allowing visitors to the MIND website to be able to use key call words/phrases. EBSCO e-library access as well as other e-service functionalities namely, Leadership Conference application, programme application and stakeholders’ evaluation instruments were embedded on the Website’s home page. This allowed our stakeholders easy access to these services.

ix. **Level Two Customer Service Status**

MIND is committed to institutionalizing a comprehensive service level agreement thereby providing quality value added services to internal and external customers in a timely manner. As a consequence, we are implementing the Government of Jamaica’s Customer Service Monitoring and Evaluation System (CSMES) in order to strengthen service delivery and provide the supporting structure for improved service performance.

Strategic Objective C2:

Expand training delivery systems and facilities to enable greater customer access to MIND’s training organisational and leadership development, both locally and regionally

Information Communication Technology Management (ICTM)

In keeping with the thrust of this objective, the Agency’s ICTM Unit conducted an analysis of MIND’s current ICT infrastructure. Focus group sessions were facilitated to ascertain the Agency’s ICT requirements for the next five years, resulting in the development of a five year ICT Infrastructure Plan. The implementation of this Plan will facilitate improved operational productivity and efficiency; expand connectivity, increase communication and access; inform the technologies that will support the Agency’s learning products generally and distance learning more specifically, for an enhanced learning experience.

Due largely to the lack of financial support, the Agency was unable to fully implement the Information Communication Technology (ICT) Infrastructure Strategy as scheduled. Nevertheless, we were able to resourcefully pursue the following initiatives throughout the year:

- **Web to SMS Application**

Research was undertaken on an Internet based Text Messaging to Mobile Phones platform. This service will not require participants to meet any other requirements than to have a regular feature phone or smart phone, to allow MIND’s Registry and/or Client Relations and Marketing units to send them training notifications.

- **Business Continuity Strategy – Data Storage**

Research commenced on Cloud Storage towards increasing storage for the Agency’s backup data online. This will enhance its Business Continuity Strategy, and strengthen the ICTM Unit’s ability to quickly recover from a disaster. Cloud Storage services can be as simple as some

dedicated space to store files and other information, to as complicated a scenario as having all of the business' servers and computers hosted in a virtual environment and accessed by employees (using tablet, smart phone, terminal) from anywhere there is internet access. Having servers and computers hosted in the cloud, along with the PBX and email services, would mean that most of the administrative aspects of the business could operate from anywhere there is internet access, and not be limited to its current physical address.

- **Infrastructure Upgrades**

The Agency embarked on a major system upgrade as we transition from servers running Windows servers 2003 and computers running XP operating system, to servers running Windows 2012 and computers running Windows 8. To facilitate this migration, client policies were created and a new server tested as well as branded mandatory user profiles. These profiles will ensure a consistent Agency branded desktop and reduce network traffic caused by the loading of large files which are incorrectly saved to user desktops.

The Agency's three computer laboratories received upgrades, with the primary focus placed on CL2 where the operating system on all computers were upgraded to Windows 7, and had installed, updated productivity software. This has resulted in a significant increase in the performance of the computers and the applications, thus enhancing the quality of participants' learning experience.

A major systems cycle upgrade was rolled out in Mandeville (a soft launch platform to the larger upgrade at the Hope Campus), to ensure all the issues resulting from the upgrade were resolved before rolling out at the Hope Campus. The entire Mandeville domain is now being managed by a Windows 2012 Server.

- **Virtualization**

MIND's ICT Unit tested and deployed a series of virtual machines in an attempt to make the most of the Agency's scarce ICT Resources. Migrating physical servers over to *virtual machines* and consolidating them, means lowering monthly power and cooling costs. The server virtualization protocol has also allowed the Unit to provision systems and execute deployment at a moments notice. The Student Management System and Human Resource Management physical servers have been virtualized, reducing the Agency's energy consumption by approximately 1.6 kW every hour. The ability to quickly and easily move a virtual machine from one server to another is perhaps one of the greatest single benefits of virtualization to the Agency, as it removes application compatibility issues, by consolidating many of these virtual machines.

A case for ICT funding was prepared for consideration by the Cabinet Office. Securing the requisite funding is critical to enabling the needed upgrades to the ICT infrastructure.

Physical Expansion and Upgrading

While the Agency met with little success in identifying a suitable funding model to address the physical expansion needs, it continued to upgrade and maintain its campuses to be aesthetically pleasing and conducive for an adult learning environment. Two master plans were in place for physical upgrade and routine maintenance and both were implemented as scheduled. Among the projects implemented under these plans throughout the year were:

- Acquisition of suitable training room furniture
- Expansion of the Creative Development and Production Unit
- Relocation of the Sick Bay
- Acquisition of desktop computers

3.2.2 THEME 2: PROGRAMME AND OPERATIONS EXCELLENCE

Strategic Objective I1:

Upgrade MIND's products and services to meet public service training requirements, priorities and modernization agenda

There are five (5) strategic initiatives aligned to Strategic Objective I1: These initiatives and the detailed performance are highlighted below.

Strategic Initiative I1.1

Establish MIND's Five Year Strategic Product Plan

The Five (5) Year Strategic Product Plan (SPP) will be informed by current and emerging Government of Jamaica (GoJ) priorities, local public sector human capital development needs, the local and global public sector environment, as well as new paradigms and practices in learning and development. The Plan will serve as MIND's roadmap for the nature and types of products and services that will be developed over the next five years and how these will be delivered and implemented for maximum effectiveness and impact. The Strategic Product Plan will respond to the question as to "what" the Agency's products and services will be, and "how" these products and services will be delivered.

For the reporting period, a research strategy to inform the SPP was developed, and its execution initiated. The work done included desk research into the Government of Jamaica's high level public service learning and development needs, as well as priority areas for learning and development for development partners. It is expected that the full plan will be developed in the next reporting period.

Strategic Initiative I1.1

Institutionalize the Product Planning Development Delivery and Administration Framework (PPDDAF) to support MIND's Products and Services

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.

Twenty eight procedures/guidelines, forms and templates were developed and or reviewed and fourteen (50%) commissioned into use. The elements of the PPDDAF which were impacted during the year are captured in Appendix B.

During the year, there were ten forums at which elements of the PPDDAF were shared and discussed with internal stakeholders at both the Mandeville and Kingston campuses. These forums included associate faculty meetings and training programme orientations.

Strategic Initiative I1.3

Develop a Robust and Mature Quality Assurance System (QAS) towards Institutional Accreditation

In responding to Strategic Initiative I1.3, two (2) accreditation bodies were considered as possible channels for the Agency to receive institutional accreditation. These are the University Council of Jamaica (UCJ) and the Accrediting Council for Continuing Education and Training (ACCET).

The UCJ was considered given its role as the Government of Jamaica's accreditation agency for higher education and MIND's ongoing relationship with the Council, which has resulted in the accreditation of six (6) of the Agency's programmes. Additionally, the UCJ recently developed and shared the standards

for institutional accreditation. Currently, only one (1) locally based tertiary level institution has received this level of accreditation.

The ACCET was the recommendation of one of MIND’s strategic partners working in the capacity of consultant to the Government of Jamaica (GOJ) through the Ministry of Finance and Planning (MoFP) on behalf of the United States Agency for International Development on the Public Finance Management in Latin American Countries (USAID-PFM–LAC) project. The recommendation was based on the consultant’s experience in working with similar type institutions as MIND in gaining institutional accreditation from ACCET, and the recognition this institution has internationally. In preparation for the application for accreditation, the Agency undertook a preliminary assessment of its readiness for institutional accreditation with ACCET, with the support of its partners from Deloitte Consulting.

A comprehensive Project Plan towards gaining institutional accreditation was drafted in the second quarter and finalized in the fourth quarter. The Plan proposes application for accreditation with both institutions mentioned. It is envisioned that the elements of the Plan will be fully rolled out in the new reporting year.

Notwithstanding the forgoing, the Agency continued throughout the year to strengthen its quality assurance system as it undertook:

- **An Agency Self-Study**

A comprehensive Institutional Self Study was undertaken and the report submitted to the UCJ in January of 2015. In keeping with Agency practice, and with the true spirit of institutional self-studies, the process was underpinned and informed by collaboration and team work from across the Agency.

- **Quality Audits**

The Agency conducted one hundred and one (101) training room audits, fifteen (15) training manual audits and seventeen (17) faculty evaluations during the year.

A quality audit is a systematic, independent and documented process of examining any activity of an organisation based on objective evidence, to determine the extent to which quality activities and related results comply with the planned arrangements and the degree to which these arrangements have been implemented effectively, and are suitable to achieve the quality objectives.

Fifteen (15) training manuals were audited over the period. The audits revealed that the manuals for Customized training were generally in keeping with the Agency’s standards. However, a number of gaps were identified for the Scheduled courses and programme manuals. Consequently, a schedule was agreed to guide the full development of a comprehensive set of manuals for Scheduled courses and programmes.

Strategic Initiative I1.4 Implement MIND’s Three Year Distance Learning Plan

Through the Public Service Capability Development Department, the Agency in 2013, initiated the development of a new Distance Learning Plan that would include online learning (via MIND Online). This Plan is intended to provide a roadmap for the development and implementation of a technology-rich, Information Communication Technology (ICT)-enabled learning environment that ensures ready access to technologies, tools and strategies to serve as significant pillars in support of the Public Sector Learning Framework (PSLF). It would also serve to create ongoing access to training and development

interventions that will consistently build the human resource capital required for a modernized and transformed public sector.

The Agency aims to ensure that through its new distance learning thrust, it has not only the requisite ICT environment, but the appropriate organisational structure that will increase collaboration and deepen the learning experience for the public sector officers it serves. Consequently, during the fourth quarter of 2014-2015 the Distance Learning Unit was repositioned to incorporate training that would be delivered at the Agency's existing and future satellite campuses. The Unit was also repositioned under the leadership of a Senior Manager, reporting through to the Director Public Service Capability Development (PSCD).

It is expected that with the engagement of the Senior Manager Distance Learning in the new fiscal year, the Distance Learning Plan will be revised and implemented.

Strategic Initiative I1.5

Conduct an Independent Strategic Review of the Public Service Capability Development Department (PSCD)

The new and emerging changes in the public sector and in MIND's operational environment require the Agency to transform its responses. This is in terms of: products and services, the level and needs of its clientele, the delivery mechanisms and locations of its products and services, its stakeholder engagements and collaborations and its general service delivery standards, inter alia. Indeed since 2012, - through MIND Consulting – the Agency's portfolio of organisational development projects has seen significant growth. Given the focus of public sector modernization and transformation, it is anticipated that this trend will continue over the next five years and beyond. It is also envisaged, that this growth in demand for organisational development services, will also continue to be the reality for our Caribbean regional clients. The need for Leadership Development solutions is also an area of significant growth.

The Agency's ability to be proactive in the face of these new and emerging demands and to be relevant in its responses to public sector modernization and transformation is directly aligned to the capability and capacity of the PSCD. It is against this backdrop that an independent Strategic Review of the PSCD was commissioned in the fourth quarter of the year under review.

The objectives of the strategic review were:

- To undertake an objective assessment of the PSCD's current and emergent roles and functions in keeping with the Agency's mandate, vision, strategic focus and business model, and the capacity and capability of current Departmental resources to effectively support the roles and functions.
- To recommend specific human and technological resources, support services, departmental model/construct, and inter-departmental and divisional collaboration and partnership that will enable the PSCD to effectively undertake its current and emergent roles and functions in alignment with the strategic focus and business model of the Agency.
- To support the PSCD in developing a culture of performance, creativity, ingenuity and relevance, which is underpinned by an understanding and appreciation of the Agency's strategic focus and business model.
- To develop an implementable plan of action in response to the findings of the strategic review
- To fulfill the requirements of the University Council of Jamaica for programme re-accreditation
- To ensure the Department successfully leads assigned Agency strategic objectives to result in the achievement of related performance targets.

The emanating report is being reviewed for action in the 2015/2016 fiscal year, and presents a number of recommendations across four categories of issues (Contextual, Execution, Organisational and Staff/Management). Additionally, it provided suggestions on the immediate priorities which included:

- Rebranding the Agency as an executive agency of Government
- Scaling up the offer on leadership development;
- Acting on the recommendations for ICT
- Creating a comprehensive, structured and mandatory development programme for all Capability Development Specialists
- Revamping of the organisational structure in keeping with MIND's strategic ambition and execution challenges

Strategic Objective I2:

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 PMES thrust

During the Financial Year an evaluation of the *Agency's Performance Management System (PMS) Framework* was undertaken. The process included primary and secondary research on Performance Management Systems used across local, regional and international public and private sector organisations as a means of identifying the critical criteria against which elements of the Framework could be revised to make it more robust and aligned to the performance standards adopted by the Government of Jamaica. The system when fully revised, is expected to serve as the Agency's blueprint for strengthening its performance management practices.

Strategic Objective I3:

Institutionalize MIND's outreach in response to the unique human development needs of the unreached and underserved stakeholders

MINDReach is the Agency's newest product line. And while the Agency has been involved prior to 2013 in the types of initiatives and activities channeled through this line of products, it now seeks to be more structured and strategic in reaching the unreached and underserved market and in responding to its corporate social responsibility. Consequently, an outreach strategy was drafted during the financial year. This was informed by engagement sessions with the MIND team, in addition to the examination of universally adopted tenets that normally guide organisational outreach for a number of public, private and not-for-profit organisations. The Strategy is scheduled for finalization in the 2015/2016 financial year with a focus on implementing the Agency's outreach activities along two tracks:

- i. Extension of MIND's products and services to new targets groups and geographical locations
- ii. Expression of the Agency's corporate social responsibility (CSR)

The following are some of the interventions executed throughout the year under MINDReach:

- **Jamaica National Children's Home**

Since 2013, MIND has been working with the Jamaica National Children's Home (JNCH) as part of its corporate social responsibility.

A development session titled, **Building Self - Lifting Others**, was facilitated on December 16, 2014, for the staff of the Twegwyn Unit of the National Children's Home. This was to support them

in developing coping skills to treat with the challenges that attend their roles as caregivers for children with severe disabilities. The learning intervention was followed by a formal luncheon and gift-giving segment, which was specifically designed to demonstrate MIND's appreciation for the work they do. Dr. Hixwell Douglas, Assistant Chief Education Officer for the Special Education Unit in the Ministry of Education, was the guest speaker for the luncheon.

In the last quarter of 2014-2015, a Stress Management Workshop was delivered for the entire staff at the National Children's Home.

The MIND Team also responded to the wishes of the wards of the Jamaica National Children's Home by launching the initiative, *Make a Child Smile*. This took the form of a Christmas treat and gift giving intervention. The needs (wishes) of over eighty two (82) children from the Home were identified and members of the Team were afforded the opportunity to select at least one child and fulfil that child's wish.

The *Christmas Hamper* was another feature of the **Make a Child Smile**, and this afforded the MIND staff and participants the opportunity to contribute much needed articles to be utilized by the Home. This was very well supported, and a formal handover function was held on December 18, 2014 with representatives of the MIND Team making formal presentations of the gifts and donated articles to the home.

Strategic Objective I4: **Develop MIND's Research Capacity and Capability to Support Policy and Programme Review, Development, Implementation and Evaluation**

During the fiscal year the Research and Information Management Unit completed a comprehensive 2014-2019 Research Strategy with the corresponding Research Plan for the 2014 -2015 financial year.

The Strategy outlines *inter alia*, the process for conducting the requisite research to support programme review development and evaluation, inclusive of Stakeholder Satisfaction, Training Needs Assessments and Training Impact Evaluations, and is intended to achieve the following objectives:

- Identification of training needs in the public sector in keeping with the Public Sector Learning Framework (PSLF) and make recommendations towards all programme development and review
- Evaluate the impact of MIND's learning and development interventions on participants' competencies, performance and productivity within the beneficiary and make the relevant recommendations for programme enhancement
- Produce case studies and research papers to support public sector performance and the transformation process.
- Establish the relevant research policy to support the Agency's strategic objectives
- Evaluate stakeholders' satisfaction with MIND's products, services and delivery systems

While there were no publications during the year, the foundation publication protocols and committees were established. Background work was also conducted for the Training Impact Assessment of the Administrative Management courses, and stakeholder satisfaction instruments developed and administered.

Strategic Objective 15:

Institutionalize the Agency's Leadership Development Strategy to respond to the leadership development needs of the public sector and parliamentarians.

The Agency's Public Sector Leadership Development Centre Strategy completed in 2013, articulates a number of enabling factors that will support the successful establishment and sustainability of the Centre. These include developing the capabilities of the MIND team and the development of leadership products and services. To this end, a number of initiatives were pursued during the reporting year.

Staff Capacity Building

The Agency has been steadfast in its efforts to build internal capacity to support leadership development design and delivery and organisational development. Accordingly, for the period under review, the following were among the learning and development opportunities pursued by members of the MIND team both locally and regionally:

- Group Facilitation Methods
- Case Study Writing
- Training of Trainers
- Organisational Development
- Learning Needs Analysis
- Community of Practice

New Programme Development

The Public Sector Senior Leadership Development Programme (PSSLDP) was developed to foster leadership development at the Senior Executive level. The design has been informed by best practices in leadership development as well as the Jamaican Public Sector context. The Programme recognizes that learning best occurs through experience with and exposure to multiple sources of knowledge/information (theory, research and practice) which are meaningfully evaluated, integrated and synthesized via skilled, disciplined and reflective thinking and practice.

It is envisioned that through exposure to this Programme, public sector leaders will be better equipped to navigate through rapid and discontinuous change, while leveraging the strengths of their teams and

creating positive synergistic relationships that inspire collective greatness and allows the service to fervently achieve a collective vision. More specifically, these leaders will be equipped to facilitate the development of a citizen centered service culture, lead sound policy development, meticulous programme design, conscientious programme implementation and efficient citizen service delivery.

The process for the development of the Public Sector Senior Leadership Development Programme was informed



Figure 1: Facilitation Methodologies – PSSLDP

in large part by consultations with the Chief Personnel Officer – Office of the Services Commissions, as well as a comprehensive region wide learning needs analysis conducted by the Caribbean Leadership Project in 2011, and the Government of Jamaica’s Accountability Framework for senior executives. This has resulted in a comprehensive residential, multi module programme, focused around the following nine themes:

1. Building Leadership Legacy – Authoring your own Leadership
2. Acting with Integrity and Building Personal Resilience
3. Leading in Complexity and Ambiguity
4. Leading in a Regional and Global Context
5. Leading High Performance, Responsive Organisations
6. Engaging and Leading with Others
7. Leading Horizontally
8. Balancing Risk and Accountability
9. The Public Sector Environment and the Political Context

Regional Public Sector Leadership Development Conference

The proposed Programme facilitation strategies and methodologies are captured in the Figure 1. The Agency hosted its Annual Public Sector Leadership Development Conference on July 10 – 11, 2014, under the theme “*Thought Leadership-Creative MINDs Enabling Innovation, Transforming Organisations*”. The Conference had the support of seven (7) strategic partners namely:

- i. Office of the Cabinet
- ii. Jamaica Civil Service Association
- iii. Caribbean Leadership Project
- iv. Cave Hill School of Business, UWI
- v. Centre for Creative Leadership
- vi. Association of Chartered Certified Accountants – Global
- vii. Scotiabank Jamaica

The Conference sought to:

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

Consequently, the overarching objectives of MIND's Public Sector Leadership Development Conference 2014 were to:

- begin the process of highlighting/formulating public sector led strategies for devising actionable, collaborative, socially and economically relevant, research-backed solutions, which create new citizen value in addressing regional development imperatives
- support the development of growth mind-sets among public officers, which allows for leadership development as a lifelong undertaking
- Further the dialogue around novel strategies for team engagement and development, such that a culture and practice of thought leadership will begin to permeate public sector s, leading to innovation, growth and national and regional development solutions
- provide a forum for networking between existing regional thought leaders and emerging thought leaders
- provide an opportunity to reflect on the contribution of thought leadership on national and regional development

Strategic Objective I6: **Institutionalize 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 organisations, which are capable of contributing to the process of sustainable national development.

The development of a competency framework for the public sector and the development and delivery of a public sector orientation programme were planned to run throughout the year as the first set of strategic activities under the PSLF. The realization of these activities was, however, contingent on the promised funding from the Government of Jamaica's Modernisation Programme. The receipt of these funds was not realized, and the activities envisioned were therefore not realized.

Notwithstanding, the non-availability of the requisite financial support for the PSLF, the Agency was able within the confines of its current structure and team, to realize the following:

- Development of a Terms of Reference for the role of Project Manager. The Terms of Reference was agreed with the Public Sector Transformation and Modernisation Division
- Draft Comprehensive Project Plan
- Draft Communication Strategy
- Preparation of management performance report for the Public Sector Transformation and Modernisation Division, which are submitted to the Public Sector Transformation Monitoring Committee

3.2.3 THEME 3: TRANSFORMATIVE LEARNING AND PROFESSIONALISATION

Strategic Objective L1:

Strengthen the Agency's human resource capacity to successfully deliver its mandate

The growth and development of the MIND Team is an Agency imperative. Consequently, new capabilities now reside within the Agency, achieved through the many opportunities for capability development that were created for staff throughout the year. These were not limited to the many stretch assignments undertaken by members of the team and the developmental opportunities that were offered to us by our partners, such as the Caribbean Leadership Project. Consequently the MIND Team participated in 1381 training and development intervention hours throughout the year as detailed in Appendix C.

In addition to the focus on training and development for the MIND team, the team's wellness and general harmonious working relationships was also a priority. This resulted in the:

- Development of a Draft Succession Plan
- Amendments to HR Policies and Procedures
- Continuation of the Agency's Care Award
- Continuation of the Staff Loan Facility
- Facilitation of a Physical Fitness Programme
- Hosting of Quarterly Staff Socials

Strategic Objective L2:

Foster an organisational culture which has the Agency's core values underpinning its operations towards the achievement of its Vision, Mission and Mandate

During the Year, the Agency's Values Framework was reviewed and updated to reflect nine adopted values established for the 2014 Strategic Process. Additionally, a number of supporting activities were identified to support the engendering of these values into Agency's culture. These included the development of a:

- New Values Framework
- Values Committee (comprising a cross-functional/department team)
- Terms of Reference for guiding the Values Committee
- Values Enrichment Plan

3.2.4 THEME 4: RESOURCE MOBILIZATION AND MANAGEMENT

Strategic Objective F1:

Strengthen corporate and departmental budgeting to ensure adequate and consistent funding to support the Agency's operational and capital development needs

The Agency exceeded its revenue target by 0.69% , resulting in a 32% increase over revenue earned for the previous financial year (2013/2014). We were also successful at maintaining operating expenditure below budget by 12.9% and this was due in large part to our general cost containment efforts. However, having made provision for Bad Debts aged over 365 days, the Agency finalized its accounts with a deficit of \$8.4M.

Capital development needs including the Agency's physical and virtual expansion, could not be accommodated in the Agency's 2014-2015 annual budget and hence the associated performance targets were not met.

Strategic Objective F2:

Ensure sound financial and risk management that supports adequate internal controls, ethical and fiduciary practices, performance accountability and reporting

We continue to strengthen the effectiveness of our internal controls with general conformance reflected in areas including the institutionalization of various committees and oversight bodies (Audit and Procurement Committees and the Internal Audit Function) and the preparation and presentation of financial statements. The MIND Team remains receptive to Internal Audit reports and seeks to address internal weaknesses as identified.

A comprehensive Risk Management Policy was developed during the year as informed by the policies of similar entities and in keeping with established guidelines. This policy is expected to be finalized and fully implemented in the next financial year.

3.3 Performance Highlights

3.3.1 Training Delivery

For 2014-2015, the Agency successfully delivered a total of one hundred and seventy seven (177) learning interventions for the period, enrolling four thousand, two hundred and thirty four participants (4,234) as detailed in Table 4. This represented both a reduction in the number of interventions delivered (17.68%) and the number of participants enrolled (9.70%) when compared to the previous financial year.

Table 4: Comparative Analysis of Training Delivery - 2014/2015, 2013/2014 and 2012/2013

Learning Intervention	Interventions Delivered			Participants Enrolled		
	2014/15	2013/14	2012/2013	2014/15	2013/14	2012/2013
Scheduled	101	110	119	2437	2247	2492
Customised	69	105	67	1797	2442	1730
Special Events	7	-	-	-	-	-
Total	177	215	186	4234	4689	4222

Completion Rate

Three thousand five hundred and thirty seven (3537) participants successfully completed the Scheduled, Customised, Consultancy and Special Interventions delivered throughout the year, resulting in a completion rate of 84% as detailed in Table 5 below: This represents a slight improvement in completion rate over the last three years.

Table 5: Participants Completion Rate - 2014/2015, 2013/2014 and 2012/2013

	Number of Participants Enrolled and Successfully Completed		
	2014/2015	2013/2014	Fiscal Year 2012/2013
Total Participants enrolled	4234	4,689	4,222
Participants Successfully Completing	3537	3872	3,440
% Completion	84%	82.57%	81.47%

Demographic Analysis

While there has been a slight upward movement in male enrolment over the last three years as indicated in Table 6, participants' enrolment at MIND has been consistently reflective of the general demographics of the public sector, with a greater number of females (76.3%) accessing training interventions than males (23.7%).

The 25 - 34 and 35 - 44 age groups combined, represent 63% - 78% of the participants enrolled over the last three years as indicated in Table 6.

Table 6: Participants Demographics – 2012-2015

Period	Participants Enrolled by Gender		Participants Enrolled by Age Group				
	Females	Males	Under 25 years	25 – 34 years	35 – 44 years	44 -55 years	Over 55 years
2014 /2015	76.3%	23.7%	12.22%	35.52%	30.91%	17.05%	4.28%
2013 /2014	77.6%	22.4%	16.27%	33.97%	29.12%	15.47%	5.17%
2012 /2013	79%	21%	8%	40%	38%	13%	1%

3.3.2 Partnerships and Collaborations

Through local, regional and international partnerships and collaborations forged and leveraged throughout the year, the Agency extended its reach and impact in the execution of a number of learning interventions. These are not limited to those noted in Table 7.

Table 7: Partnerships Forged and Leveraged – 2014-2015

Learning Interventions	Partners
1. Advanced Procurement Law and Practice: Major Projects and Tendering Course	<ul style="list-style-type: none"> Osgoode Hall Law School
2. Learning Needs Analysis and Training of Trainers under the USAID-PFM –LAC Strengthening Public Financial Management in LAC	<ul style="list-style-type: none"> De loitte Consulting Ministry of Finance and Planning
3. MIND/ACCA/FSC Symposium – Ethics and Whistle Blowing in the Public and Financial Sectors	<ul style="list-style-type: none"> Financial Service Commission ACCA Caribbean
4. MIND Public Sector Leadership Development Conference	<ul style="list-style-type: none"> The Bank of Nova Scotia Jamaica Association of Chartered Certified Accountants – Global Office of the Cabinet Caribbean Leadership Project Centre for Creative Leadership Cave Hill School of Business – UWI Jamaica Civil Service Association Ministry of Finance and Planning, Strategic Human Resource Management Division
5. Implementation of the Public Sector Learning Framework	<ul style="list-style-type: none"> Office of the Cabinet
6. Establishment of a Community of Practice for Leadership Resources in the Caribbean Region	<ul style="list-style-type: none"> Caribbean Leadership Project Cave Hill School of Business - UWI

7. Learning Needs Analysis for the Public Sector – Government of St. Lucia	<ul style="list-style-type: none"> • Caribbean Leadership Project • Cave Hill School of Business - UWI
8. Leadership Essentials Course	<ul style="list-style-type: none"> • Centre for Creative Leadership
9. Memorandum of Understanding established for the development and delivery of a basic course in Government of Jamaica Procurement Policies and Procedures	<ul style="list-style-type: none"> • Ministry of Finance and Planning – Procurement and Asset Policy Management Unit
10. Leadership and Change Management Workshops	<ul style="list-style-type: none"> • JWB Clemens Consulting Inc. • Ministry of Finance and Planning – Strategic Human Resource Division • Cabinet Office

3.3.3 MIND Consulting

2014-2015 marks an important milestone in the life of the Agency with regards to its MIND Consulting line of products. This is based in large part on the significant growth in organisational development assignments undertaken locally and regionally. This new focus is indeed being driven by a growing need across public sector organisations for more workplace-based applied learning and for their training institute to be an integral business partner, supporting changes in processes, systems and organisational culture, as well as the learning associated with same.



This new way of being for the Agency requires new tools and competencies as well as new ways of organizing the team for work. Of note, however, is that while our major organisational development projects have placed noticeable and unexpected strain on the Agency’s human resources, they have been significant contributors to the Agency’s revenue budget. It is envisioned that these assignments will provide much needed budgetary support to enhance the areas of the business, which respond to the Agency’s core mandate more directly.

The following are among major consultancy assignments pursued throughout the year:

Institutional Strengthening of the Public Service Academy for the Government of the Republic of Trinidad and Tobago

The Government of the Republic of Trinidad and Tobago through its Ministry of Public Administration is seeking to modernise its Human Resource Management (HRM) function as a key element of its Public Service Transformation. A critical element of the HRM Modernisation is the institutional strengthening of central HRM agencies to facilitate improved performance and effectiveness across the Public Service. It is against this background that MIND was awarded the contract for the Consultancy for the Institutional Strengthening of the Public Service Academy (PSA).

Pre-work on the Consultancy began in November 2014, with the project inception phase commencing on December 1, 2014. The Project will continue over the first three quarters of the next reporting year, with its completion slated for November 2015.

Establishment of a Public Service Learning and Research Centre for the Government of Belize

In February 2015, MIND was contracted by the Government of Belize to provide consultancy services for the **Establishment of a Public Service Learning and Research Centre (PSLRC)**. The Project is being led and coordinated by the Ministry of the Public Service and Elections & Boundaries (MPSEB), which has primary responsibility for the development of the human resource capacity and capability within the public service of Belize.

This Project is divided into two (2) main components, with Component One being executed over a thirteen (13) month period commencing February 2015 and ending in March 2016. Component Two will be executed beyond March of 2016.

During the two final months of the fiscal year, February – March 2015, the Agency worked along with the principals within the MPSEB to finalize the logistics for the Pre-Inception Visit, scheduled to begin on April 12, 2015. During this period the Agency also organized the Project Team.

Review of Job Descriptions, Unit and Individual Work Plans for Aeronautical Communications Company Limited (AEROTEL)

In October 2014, the Agency initiated a consultancy project with AEROTEL to:

- Conduct a desk audit of Job Categories to assess current roles and functions
- Review results of previous audit conducted for job categories and convene follow up sessions to assess current roles and functions
- Review and update the existing job descriptions.
- Review and provide recommendations on Unit Work Plans

This Project was successfully completed in February 2015.

Development of an Institutional Self Study and Performance Management and Appraisal System for the Norman Manley Law School (NMLS)

In May 2014, the Agency commenced a consultancy to support the NMLS in the development of a comprehensive Institutional Self Study and its Performance Management and Appraisal System.

The Self Study was to support the School in:

- i. Critically analyzing its current structure and operations
- ii. Assessing its effectiveness in meeting the mission of the Council of Legal Education at every level of the organisation
- iii. Analyzing its strengths and weaknesses based on empirical data
- iv. Assessing the extent to which programme development and resourcing are mission driven
- v. Informing the development of a strategic plan and governance process for the Council of Legal Education

The process was led by two technical experts from MIND, working in collaboration with a Technical Working Group from the NMLS and headed by the Principal.

It was envisioned that the establishment of a Performance Management and Appraisal System (PMAS) would enable the Law School to:

- i. More effectively plan and monitor its operations
- ii. Align its strategies, resources and systems to the strategic objectives and priorities of the Council of Legal Education

The PMAS is scheduled for completion in June 2015.

Development of a Competency Framework for the Ministry of Education

In February 2014, the Agency commenced work with the Ministry of Education on the development of a competency framework. In carrying out the assignment, the Agency was required to:

- Review existing frameworks within the Ministry and the wider public sector
- Review the existing structure and job descriptions where necessary
- Revise existing framework based on findings from content analysis, interviews and observations
- Produce finalized Competency Framework

Support the Implementation of a Performance Management and Appraisal System in the Department of Correctional Services (DCS)

The Agency successfully completed a consultancy with DCS to support the implementation of its Performance Management and Appraisal System (PMAS), inclusive of the following key deliverables:

- PMAS handbook to serve as a reference guide for senior staff
- PMAS pamphlets for sensitization across the wider DCS
- PMAS sensitization posters

Consultancy to Develop a Competency Profile Instrument for Boards of Public Bodies for the Cabinet Office

A Corporate Governance Framework for Public Bodies (PBs) in Jamaica was established in September 2011 and revised in October 2012. The stated purpose of this Framework is to *Improve accountability, probity and transparency among public bodies in order to achieve a more compliant, responsive, efficient and transparent public service.* The framework document observes that there is a need to bring the operations and effectiveness of corporate bodies in line with international best practices of corporate governance. Consequently, the Government of Jamaica (GoJ), through the Cabinet Office in collaboration with the Ministry of Finance and Planning (MoFP), commissioned MIND to develop an instrument, to identify and define the competencies required by persons who are appointed to serve on the Boards of Public Bodies across the Jamaican Public Sector. The instrument will be used to guide board selection and composition.

Project implementation commenced in December 2014 with completion scheduled for the first quarter of the new fiscal year.

3.3.4 Public Sector Leadership Development Conference

The Agency with the support of seven (7) strategic partners, namely the Office of the Cabinet, Jamaica Civil Service Association, Caribbean Leadership Project, Cave Hill School of Business, Centre for Creative Leadership, the Association of Chartered Certified Accountants – Global and Scotiabank Jamaica, hosted the Annual Public Sector Leadership Development Conference on July 10 -11, 2014, under the theme, *Thought Leadership-Creative MINDs Enabling Innovation, Transforming Organisations.*

This year's conference was unique in a number of respects, as it reflected the following new features:

- Regional in reach
- Pre-conference and Post conference workshops
 - Innovation by Design
 - Powerful Relationships: the Foundation for Accomplishments
- Inaugural Public Life Award for Leadership Excellence: Caribbean



Conference Participation	
Delegates	225
Presenters	29
Partners	7
Pre – Conference	19
Post Conference	15

The Conference's Keynote Address which responded to the Conference theme, was delivered by Kurt Moses, Director, Policy and Information Systems, Global Learning Group, FHI 360. Mr. Moses describes himself as an innovator and thought leader. Through his role at FHI360 and his former role of Vice President and Director, System Services Center, Mr. Moses has contributed to the development and work of approximately 600 organisations, at all levels of education and social service, from primary through higher education, in the developing world, OECD level countries, and the United States. His most active interest has been in helping people committed to education, make a difference for those whom they can affect.

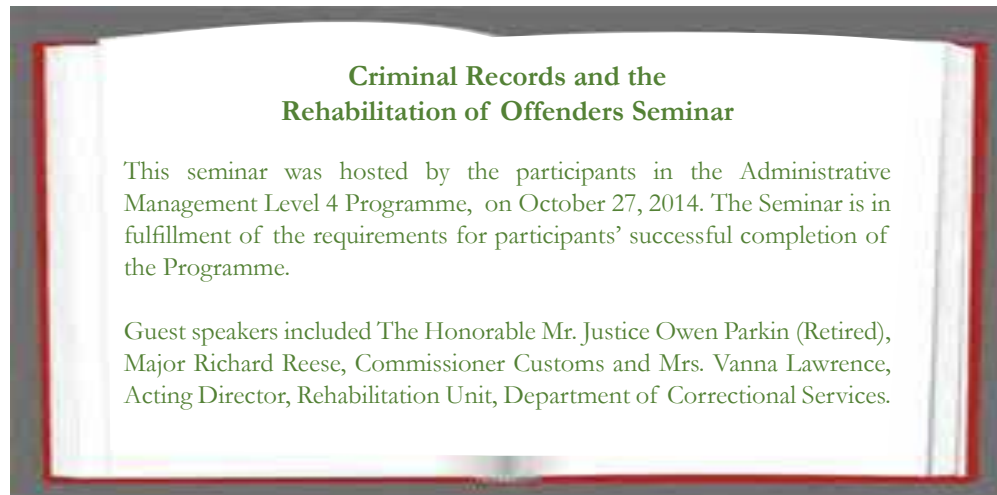
A key feature of the Conference is the MIND Public Life Award for Leadership Excellence and was first conceptualized in 2013. The 2014 awards sought to recognize public servants who have demonstrated excellence in achieving results for Jamaicans and Caribbean nationals, and who promote the visibility and reflect the priorities of the public service, while demonstrating key leadership competencies. The awards were also intended to discover innovations in governance; reward excellence in the public sector; motivate public servants to further promote innovation; enhance professionalism in the public service; raise the image of public service; enhance trust in government; and collect and disseminate successful practices for possible replication.

The Honourable Carlton Davis, former Cabinet Secretary received the Public Life Award for Leadership Excellence: Jamaica, while the award for the Caribbean was posthumously awarded to Ambassador Charles Maynard, late diplomat of Dominica. The award was received by his daughter Miss Yvonne Maynard. Mr. Didicus Jules, Director General, of Eastern Caribbean States delivered the address at the Awards Luncheon, addressing the theme, *Leadership Excellence, Presence, Courage and Confidence.*

The conference provided, through open plenary sessions, concurrent workshops, networking sessions inter alia, a productive space for two hundred and ninety five (295) delegates, presenters and specially invited guests representing over fifty (50) departments and agencies of government locally and regionally and private sectors, to learn, exchange ideas, network and engage in discourse and collaboration.

3.3.5 Special Learning Events Organized by Participants

One of the strategies utilized by the Agency to ensure the application based nature of its training programmes and courses, is to have participants participate in live demonstrations of the competencies developed throughout the course of their training. This practice is most evident among the Associate of Science Degrees, Postgraduate Degrees, Certificate in Administrative Management, and the Customs Regulations and Documentation, Supervisory Management and Public Speaking and Presentation Skills programmes. Noted below are two of the special events hosted during the year by participants.



The Expansion of the Panama Canal: Implications for the Jamaican Customs Broker

The Customs Regulation and Documentation Cohort 2014
Participants staged this professional development seminar
on November 11, 2014, as a part of the Programme requirements.

Guest speakers who presented on various aspects
of the theme were Mrs. Valrie Campbell
(Safety, Security & Claims Manager, Kingston Wharves Limited)
and Mr. Donovan Wignal
(Past President, Customs Brokers & Freight Forwarders Association).

3.3.6 Product Planning and Development

Throughout the year, courses/programmes were reviewed and updated to ensure currency and relevance, while new ones were developed to meet emerging and existing needs.

Table 8: Programmes/Courses Reviewed and Updated – 2014-2015

1	Advanced Records and Information Management
2	Associate of Science Degree Human Resource Management
3	Information Technology Audit
4	Making Effective Public Policy
5	Microsoft Office Applications
6	Post-Graduate Diploma in Project Design, Implementation and Management
7	Remedial Mathematics
9	Supervisory Management

Design for the development of a number of the learning products were completed in the previous reporting period, and the full development undertaken in the year under review.

Table 9: Programmes/Courses Developed in Period – 2014-2015

1	ICT as a Strategic Management Tool
2	Information Assurance and Management
3	Mastering Microsoft Project
4	Project Management Essentials
5	Governance, Accountability and Risk Management
6	Risk, Crisis and Disaster Management

3.3.7 Product Quality Assurance

Accreditation

The Agency received re-accredited status in 2014-2015 for the following programmes:

- Associate of Science Degree in Human Resource Management
- Post Graduate Diploma in Human Resource Management
- Post Graduate Diploma Public Sector Senior Management Development Programme

Learning Assessment

Learning assessment provides an avenue for participants to demonstrate new and enhanced competencies and allows the Agency to assess and measure output resulting from the learning experience. MIND's programme/course assessments primarily takes the form of examinations, in class tests, projects, simulations, demonstrations, inter alia.

Of the four hundred and seven (407) assessments that were scheduled throughout the year, four hundred (400) were actually administered and of these, 352 were reviewed by the Agency's Assessment Committee. (See Figure 2 below).

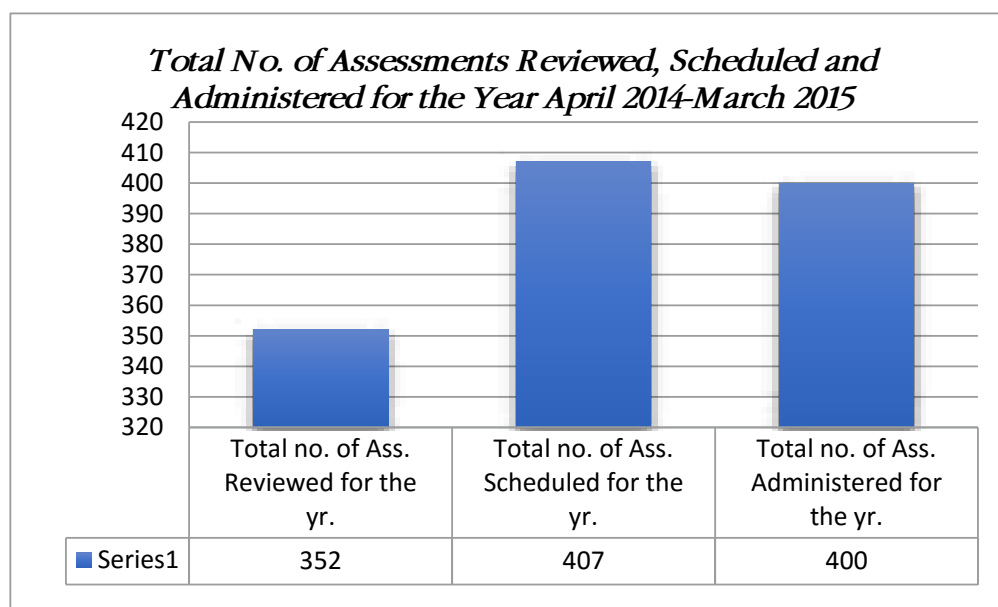


Figure 2: Analysis of Assessments Administered - April 2014 - March 2015

Verification Committee

Under the guidance of the University Council of Jamaica (UCJ), the Agency finalized the terms of reference for the Verification Committee, which had its first meeting in the final quarter of 2014/2015. Committee members are all external to MIND and were selected on the basis that they have thorough knowledge and expertise in education and training. Consequently, the Committee provides valuable guidance based on its collective technical competencies, towards ensuring efficiency, equity and consistency throughout the Agency's learning assessment function.

Faculty Evaluations

The Agency places significant importance on providing and sustaining learning facilitation at a level that is consistent with its quality standards and performance goals. Consequently, we seek to ensure that faculty's performance is aligned with the Agency's vision, mission, strategic objectives and values, and supported by the requisite training and development. The Product Quality and Assurance (PQA) Unit is therefore tasked with the responsibility for managing the process that allows for ongoing evaluation of faculty (resident and associate) performance in the training room.

For the year under review, the Agency conducted seventeen (17) faculty evaluations across both campuses for resident and associate faculty.

3.3.8 Annual Graduation

MIND's 15th Annual Graduation exercise was hosted under the theme, *Providing the Tools. Impacting Transformation, through Training for Public Service Excellence*. This was addressed by the keynote speaker Dennis Chung, Chief Executive Officer of the Private Sector of Jamaica.

The event had the following objectives:

- To celebrate the achievements of our MIND-trained public sector professionals
- To communicate the value, importance and relevance of creating ongoing access to training and development interventions that will consistently build the human resource capital required for a modernized and transformed public sector
- To celebrate the value of partnerships and collaborations that increase and deepen the learning experiences for public sector officers

MIND on this occasion recognized one hundred and eighty eight (187) graduates from ten (10) selected programmes as shown in Table 10. Of these, 78% were women, 93% public officers representing eighteen (18) Ministries and over fifty five (55) agencies and departments, while 7% represented the private sector.

Table 10: 2014 Graduates by Programmes

Programmes	Graduates
Post Graduate Programmes	
- Public Sector Senior Management Development Programme	23
- General Management	23
- Human Resource Management	14
Associates of Science Degrees	
- Associates of Science Degree – Accounting	23
- Associates of Science Degree – Human Resource Management	24
- Associates of Science Degree – Management Studies	2
Diplomas -	
- Administrative Management	12
- Government Accounting	41
- Supplies Management	19
Special Certificates Celebrating Partnerships	
- Professional Certification in Industrial Relations	6
Totals	187

In our customary salute to excellence at our annual graduation exercises, we recognized Dr. Brian James, Anaesthetian, Bustamante Hospital for Children, as the MIND Valedictorian for 2014. Dr. James received the following citation:

Brian James, A Brilliant MIND, Distinguished Public Service Professional, Outstanding Scholar, Exemplary Health Care Practitioner, Disciplined, Humorous, Orderly, Meticulous, Focused, Purpose-driven, An Advocate for, and Student of, Continuous Learning and Development. A Leader of Extraordinary Accomplishments and Abilities Striving always for Excellence, Achieving Optimum Success. Balancing all areas of Life, Work, Family, Community Activities. Serving with Pride, Honesty and Integrity.

4.0 Challenges and Constraints

The Agency continued to be challenged throughout 2014/2015 in fully achieving all its 21 performance targets. It became more evident, however, that the Agency lacked the required time and sufficient institutional capacity (financial, human and technological) to leverage its strategic ambitions. Indeed, our optimism as reflected in the scheduled plans and programmes, did not sufficiently account for the complexities of our public sector realities, or predict the unexpected demands within the constraints of the available time and resources.

The Agency's Strategic Business Plan 2014/2019 and Operational Plan 2014/2015, placed special focus on the following three priority areas, which are strategically aligned to the national goals and outcomes for Jamaica, as articulated in the Vision 2030: National Development Plan:

- Institutionalization of the Government of Jamaica's Public Sector Learning Framework (PSLF);
- Establishment of the Public Sector Leadership Development Centre and;
- Expansion of MIND's physical and ICT Training Infrastructure.

However, the planned implementation activities scheduled for 2014-2015, were only fully realized in relation to the Public Sector Leadership Development Centre. The institutionalization of the PSLF and Expansion of MIND's Physical and ICT Infrastructure were premised on the requisite funding support being in place. Consequently, having not realized the funding anticipated through the Government of Jamaica's Public Sector Modernization Programme, the Agency was unable to realize the implementation of all the activities that were planned for the PSLF and ICT.

It is anticipated that funding support will be realized through the Modernization Programme in the 2015-2016 financial year for both priority areas. Notwithstanding, the Agency in an effort to ensure that it is able to move forward in the new financial year with the implementation of the PSLF, made allocation in its 2015-2016 budget for dedicated project management support beginning June 2015. It is envisaged, that this dedicated support will provide MIND as the implementing agency, with the basic resource to realize a number of the objectives under the PSLF.

While the Agency intends to complete ICT structural work that can be accomplished in keeping with the realities of the financial resources available, it will continue to pursue requests that have already been made to fully implement an upgraded infrastructure. The expansion of MIND's Information and Communication Technology (ICT) training infrastructure, is most critical to the Agency providing "effective leadership development programmes and management training appropriate for a modern and competitive public service". This necessitates the provision of training delivery systems that will enable greater stakeholder access to our products and services, and support network-learning events that facilitate communities of practice and other pertinent leadership development interventions. Accessing the needed funding support for its expansion will need to be a priority for the new financial year.

5.0 Looking Ahead

5.1 Organisational Review

In 2009, MIND underwent a comprehensive organisational restructuring, directly aligned to its then Five Year Strategic Plan 2009/2014. The Plan charted a new Vision and Mission for MIND in response to the emerging demands of the Government's public sector modernisation and transformation thrusts. Its accompanying organisational structure and new systems and processes, sought to engender a more responsive, client-centered, which was future-focused.

Since 2009, the changes in the public sector's operational environment have been unprecedented, resulting in a concomitant positive shift in a number of areas of the Agency's business, including the emergence of new product lines and growth in existing ones. Consequently, the Agency currently leads and/or is involved in a number of major public sector projects, not limited to the establishment of a Public Sector Learning Framework (PSLF) and Leadership Development Center (LDC),

Development Consultancies, MINDReach, and major local and regional partnerships and collaborations.

While these initiatives are largely being executed by the Agency's Public Service Capability Development (PSCD) Department, which also has responsibility for a number of other core areas of the Agency's business (Product Quality Assurance, Distance Learning Delivery and Administration, Scheduled Programme Delivery and Administration, Customised Programme Delivery and Administration, Product Planning and Development and Special Projects), the Agency's entire operations is being required to respond to this burgeoning portfolio of responsibilities. This has given rise to the need for the Agency to be strategically positioned to provide the required focused attention to each functional area so as to be responsive to the public service complexity

Additionally, the recent independent strategic review of the Agency and more specifically the PSCD, has included among its recommendations the overhauling of the organisational structure in keeping with Agency's strategic ambition and execution challenges

MIND therefore intends, to undertake in the 2015-2016 financial year, a detailed examination of the Strategic Review, with the view to act on a number of the recommendations, including a full review of the Agency's organisational structure.

5.2 Performance Management

During this strategic period (2014-2019) performance management was identified as an area in need of continued corporate-level focus; with plans to institutionalize the needed changes to the existing system as is necessary. While work commenced in this regard in 2014-2015, greater focus will be given in the next operating year to strengthen the results-based culture throughout the Agency and to ensure the systems and processes are aligned to achieve the desired performance results.

Much attention will thus be given in 2015-2017, to infusing greater levels of accountability throughout the Agency, while simultaneously providing the supporting strategic planning processes and monitoring and evaluation practices, to result in a more robust system that has departmental, unit and individual performance fully aligned to the Agency's strategic objectives, initiatives and targets.

Indeed, the Agency's ability to meet and surpass its performance targets, while supporting the public service in securing the development and growth that is required to realize sustainable national development, demands a robust Performance Management System.



Financial Statements


As at March 31, 2015

UNAUDITED

Balance Sheet as at March 31, 2015


	Notes	\$	March 2015 \$	\$	March 2014 \$
Fixed Assets	3		84,874,649		77,064,159
Depreciation Provision	4		54,867,556		52,374,000
Net Book Value				30,007,092	24,690,159
Investment in EAIF					
Current Assets					
Debtors	5	77,823,311		121,705,826	
Prepayment		284,819		390,635	
Cash and Bank	6	<u>112,669,453</u>	190,777,582	<u>90,268,875</u>	<u>212,365,336</u>
Current Liabilities	7		123,072,218	134,598,639	
Net Current Assets				<u>67,705,365</u>	<u>77,766,697</u>
Net Assets				<u>97,712,457</u>	<u>102,456,856</u>
Long Term Liabilities					
Rent Payable Goj	8			-	
				<u>97,712,457</u>	<u>102,456,856</u>
Financed by :					
Goj Equity	9			15,833,262	15,833,262
General Reserve	10			81,615,654	85,795,427
Donated Assets Reserve	11			263,541	828,167
				<u>97,712,457</u>	<u>102,456,856</u>

Prepared by :

Name: 
 Diana Simms
 Accountant

Date: 30/04/2015

Approved by :



Name: 
 Ruby Brown PhD
 Chief Executive Officer

Date: 1/5/2015

INCOME AND EXPENDITURE STATEMENT

For the period Ending March 31, 2015

	March 2015	April 2014 - March 2015 (Actual)	April 2014 - March 2015 (Budget)	April 2013 - March 2014 (Actual)	Variance Favourable/ (Unfavourable) -	Variance Favourable/ (Unfavourable)
Note	Month - (Actual)	Y-T-D (Actual)	Y-T-D (Budget)	Y-T-D (Actual)	Y-T-D	Y-T-D
	\$	\$	\$	\$	\$	\$
INCOME						
Training - Course Fees	41,839,321	194,001,690	192,967,000	130,102,192	1,334,690	63,899,498
Training Support - Facilities Rental	380,283	1,815,293	1,632,000	2,034,068	(16,717)	(418,786)
TOTAL INCOME	42,219,595	195,816,973	194,599,000	132,136,260	1,317,973	63,480,713
EXPENSES						
Staff Cost	35,183,327	193,989,369	218,610,000	177,868,250	24,620,831	(16,001,079)
Goods & Services	16,802,301	73,713,632	88,062,518	53,979,864	14,348,884	(19,733,648)
Premises Related Expenses	1,778,760	18,368,524	21,700,000	18,558,184	3,331,476	329,660
Rental of Premises-Hope Campus (GO)	300,000	2,400,000	2,400,000	2,400,000	-	-
Rental of Premises-Hope Campus (GO) -W/O	(2,400,000)	(2,400,000)	(2,400,000)	(2,400,000)	-	-
Depreciation	633,448	5,705,650	10,000,000	4,415,800	4,294,150	(1,290,080)
Bad Debts	63,760,958	53,760,958	10,000,000	(952,493)	(83,760,958)	(83,760,958)
Donated/Asset Written Off	(564,626)	(564,626)	-	564,626	564,626	(387,866)
Total Operating Expenditure	115,385,168	354,973,706	338,372,516	254,029,766	(16,601,190)	(100,943,940)
Operating Surplus/(Deficit)/Variance	(73,175,663)	(159,356,733)	(144,073,516)	(121,893,506)	(15,283,217)	(37,463,227)
Interest Expense	(1,767)	(10,613)	(300,000)	(12,082)	289,387	1,478
Foreign Exchange gain/(loss)	(322,316)	466,465	-	766,923	466,465	(300,457)
Interest Income	8,400	41,805	-	21,423	41,805	30,182
Other Income	1,836,872	6,656,957	-	4,656,310	6,626,957	1,970,647
Net Surplus/(Deficit) before GOJ Financing	(71,652,474)	(152,232,318)	(144,373,516)	(116,460,842)	(7,858,802)	(33,771,376)
GOJ Financing from Consolidated Fund	11,477,000	143,873,772	143,874,000	146,721,000	(1,228)	(3,848,238)
Surplus/(Deficit) after GOJ Financing	(60,175,474)	(8,358,546)	(499,516)	30,260,038	(15,130,029)	70,665,398
Amount Owed to Consolidated Fund (50%)	30,087,737	85,795,487	(499,516)	70,665,398	6,626,957	1,970,647
Retained Surplus/(Deficit) B/F						
Prior Year Adjustment						
Retained Surplus/(Deficit)- C/F	(30,087,737)	81,615,654	(499,516)	85,795,427		

Prepared by:  Accountant
 Approved by:  Chief Executive Officer
 Name: _____
 Date: 30/04/2015
 Date: 11/5/2015

CASH FLOW STATEMENT

For the period Ending March 31, 2015

	\$	\$
Surplus/(Deficit) before GOJ Financing	(152,232,318)	
GOJ Financing from Consolidated Fund	143,872,772	
Net Surplus/ Deficit from Operations	(8,359,546)	
Non-Cash Movements		
Depreciation	5,705,850	
GOJ Rental Charges	-	
Gain/(Loss) on Disposal of Fixed Assets		
(Increase)/Decrease in Debtors	44,273,150	
Increase/(Decrease in Creditors)	(11,526,421)	
Depreciation write off		
Donated Asset write off	(564,626)	
Amount owed to GoJ on 50% of surplus	4,179,773	
Other adjustments		
Prepayments	(284,819)	
Total Adjustments		41,782,907
Net Cash from Operating activities		33,423,361
Cash Flows from Investing Activities		
Capital Expenditure	(11,022,784)	
Proceeds from Sale of Fixed Assets		
Payments to/from EAIF		
Cash Flows from Investing Activities	(11,022,784)	
Cash Flows from Financing Activities		
GOJ Equity		-
Donated Assets Reserve		-
Increase/(Decrease) in Cash and Cash Equivalent		22,400,578
Cash and cash equivalents at beginning of period		90,268,875
Cash and cash equivalents at end of period		112,669,453

NOTES TO THE FINANCIAL STATEMENTS

For Period Ending March 31, 2015

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, 2015

	Lease Hold Improvement	Motor Vehicle	Computers	Office Equipment & Furniture	Fixtures & Fittings	Total
Bal B\F as at April 1, 2014	15,280,586	3,554,107	32,173,311	20,205,414	5,850,740	77,064,158
Additions						
April 2014 - March 2015	1,782,332.66	-	6,626,124.70	2,594,438.20	19,888.00	11,022,784
Disposal	-	(3,212,293)	-	-	-	(3,212,293)
Balance as at March 31, 2015	17,062,919	341,814	38,799,436	22,799,852	5,870,628	84,874,648

NOTES TO THE FINANCIAL STATEMENTS

For period ending March 31, 2015

Depreciation Schedule As at March 31, 2015						
	Lease Hold Improvement	Motor Vehicle	Computers	Office Equipment & Furniture	Fixtures & Fittings	Total
Bal B\F as at April 1, 2014	5,149,012	3,440,915	25,841,974	13,032,710	4,909,388	52,374,000
Depreciation on B/F assets - March 2015	63,669	2,979	149,204	168,378	9,581	393,810
Depreciation on Acquisitions - March 2015	7,426		110,435	21,620	166	139,648
Depreciation - March 2015	71,095	2,979	259,639	189,999	9,746	533,458
Depreciation April 2014 - March 2015	801,147	35,748	2,621,252	2,131,756	115,962	5,705,850
Depreciation Rate	5%	20%	20%	10%	10%	
Fixed Asset b/f as at April 01, 2015	17,062,919	341,814	38,799,436	22,799,852	5,870,628	84,874,648
Accumulated Depreciation as at March 31, 2015	5,950,149	264,369	28,463,222	15,164,465	5,025,349	54,867,555
Net Book Value	11,112,769	77,444	10,336,214	7,635,387	845,279	30,007,093

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.

NOTES TO THE FINANCIAL STATEMENTS

For Period Ending March 31, 2015

5. DEBTORS

	March 2015	March 2014
Accounts Receivables - Corporate & Self-Sponsored	138,726,361	121,525,940
Less Provision for Bad Debts	(63,760,958)	-
	74,965,403	121,525,940
Payroll Receivables	7,500	11,645
Staff Revolving Loan	762,825	168,241
Prepayment	284,819	390,635
Other Receivables	23,240	-
Training Other: Reimbursable Receivables	2,064,343	-
	78,108,130	122,096,461

Aged Accounts Receivables	Current	1-30 days	31-60 days	61-365 days	over 365 days
Amount (\$)	61,171,199	2,035,999	3,413,812	8,344,393	63,760,958

6. CASH AND BANK

	March 2015	March 2014
Appropriation in Aid Account	65,853,045	79,062,030
General Expenditure Account	3,973,221	2,612,323
Payroll Account	(1,527,242)	1,447,866
Foreign Exchange Account	44,364,428	7,140,656
Petty Cash Imprest: Hope Campus	3,000	3,000
Petty Cash Imprest: Mandeville Campus	3,000	3,000
	112,669,453	90,268,875

Note A:

Exchange Rate for March 2015: US\$1 : JA\$114.4883

7. CURRENT LIABILITIES

	March 2015	March 2014
Payment 50% GOJ Revenue on surplus after GOJ funding	81,547,771	100,857,573
Payroll Accrual	852,971	762,865
Payables (Advance from Participants)	3,196,527	2,267,687
Trade Payables & Accruals	34,619,698	27,543,865
Training Other	-	563,340
Deposit for Security Bids	2,855,250	2,603,310
Total	123,072,218	134,598,639

NOTES TO THE FINANCIAL STATEMENTS

For period ending March 31, 2015

8. RENT PAYABLE GOJ	March 2015	March 2014
Rent for April 2014 - March 2015 @ \$200,000 per month	2,400,000	2,400,000
Amount Written Off	(2,400,000)	(2,400,000)
	<u>-</u>	<u>-</u>

9. GOJ EQUITY	March 2015	March 2014
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 2015	March 2014
	81,615,654	85,795,427

General Reserve represents the accumulation of retained surplus (deficit) of the Agency for the period April 1999 to March 2015

11. DONATED ASSET RESERVE	March 2015	March 2014
Donated Assets B/F 1.4.2013	828,167	1,780,659
Amortisation of Donated Assets	(564,626)	(952,492)
Additions		
Balance as at March 31, 2015	<u>263,541</u>	<u>828,167</u>

Note 1: Amount for Donated assets written off was 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

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.

NOTES TO THE FINANCIAL STATEMENTS

For Period Ending March 31, 2015

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	12	14	5	2	4

16. PROVISION FOR UN-USED VACATION LEAVE

As per the Agency's Human Resource Policies, employees are only compensated for unused vacation leave at the end of their contract or when they separate from the Agency. Provision for unused vacation leave was booked at the end of the Financial Year, in accordance with IPSAS25 "Accounting for employee benefit" issued by IPSASB which accounts for employee benefits (IAS 19) in the Financial Statements of employers which applies to the Financial Statements of Executive Agencies.

17. PENSION

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

STATEMENT OF CHANGE IN NET ASSETS/EQUITY

as at March 31, 2015

	Contributed Capital \$	Revaluation Reserve \$	Donated Reserve \$	Accumulated Surpluses / (Deficits) \$	Total \$
Balance as at April 01, 2014	15,833,262		828,167	85,795,427	102,456,856
Changes in accounting policy	15,833,262	-	828,167	85,795,427	102,456,856
Surplus on revaluation of property					
Currency translation differences					
Changes to donated Asset reserve			(564,626)		(564,626)
Net gain and losses not recognised in the statement of financial performance				(4,179,773)	(4,179,773)
Net surplus for the period					
Balance at March 31, 2015	15,833,262	-	263,541	81,615,654	97,712,457



Appendices

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Appendix A: PRODUCTS AND SERVICES

Scheduled Programmes

MIND's Scheduled Programmes define a cross-disciplinary range of certificate, diploma, associate of science degrees and postgraduate diplomas that are scheduled to run at specific times during the year. This line of products further accommodates the unique scheduling needs of adult learners and their s, through a variety of day time, evening and weekend offerings.

Your Place or MIND (Customised Programmes)

Our experts, your choice of locations, your outcomes

Your *Place or MIND* provides customised training solutions that respond exclusively to an 's training needs. Through *Your Place or MIND*, existing products are adapted and new products developed to meet the human resource training and development needs throughout in Jamaica with extensions to the Caribbean. *Your Place or MIND* is thus convenient, mobile, flexible, responsive and economical.

MIND Online

MIND Online – is the Agency's web-based training and development interface. This training delivery modality was developed to create greater access to training and development opportunities for public sector professionals.

MIND Consulting

MIND Consulting is the vehicle through which MIND offers human resource and organisational development advice, research and strategic planning support to public and private sectors locally, regionally and internationally.

MIND Reach

MINDReach is the Agency's newest product line and it is aimed at empowering 'unreached' and 'underserved' stakeholders through an array of flexible and accessible training products and services in support of the Agency's business development thrust and with a focus on its corporate social responsibility.

The Caribbean MIND

The *Caribbean MIND* extends MIND's reach and impact into the Region, customising learning and development solutions and consultancy services to meet the human resource and organisational development needs of regional public and allied sectors.

The Caribbean Journal of Public Sector Management (CJPSM)

The *Caribbean Journal of Public Sector Management* highlights, explores, and debates public sector issues, encourages research in public sector management and leadership, and seeks to develop an indigenous Caribbean literature. The Journal also provides a dynamic forum for the sharing of information and ideas which will benefit all who are involved with the management of the public sector. The Journal, while a Caribbean product, encourages the promulgation of research from other parts of the world. The CJPSM is an important learning resource and essential reading for public, statutory and private sector professionals, academics, researchers and scholars generally.

Public Sector Leadership Development

A suit of leadership programmes are being designed and delivered under the umbrella of the Public Sector Leadership Development Centre, in keeping with the leadership development pathway for the Public Sector Learning Framework (PSLF). This PSLF is devoted to leadership development opportunities through a range of products, services and events. The interventions support the leadership development needs of leaders at all levels, with a primary focus on senior leaders inclusive of the political directorate, the executive cadre of permanent secretaries, chief executive officers, executive directors and directors general, and those immediately below them in the chain of succession.

Executive Round Table Leadership Series

The *MIND Executive Round Table Leadership Series* is intended to provide public sector senior executives 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 are shared, problem-solving is a group effort, and the exchange of both familiar and unique organisational challenges and successes, can help build a deep and rewarding network. Additionally, the Series facilitate the sharing of data-driven insights, analytic tools and advisory support that can enable public sector executives to discuss best practice solutions, obtain industry-specific benchmarking tools, while supporting their continued professional development for greater levels of individual, functional, and corporate performance.

Leadership Development Conference

MIND’s Annual Leadership Development Conference, is hosted in partnership with local and international allied public and private sector institutions. These annual conferences, seek to provide an opportunity to examine public sector leadership in action from diverse perspectives; explore concepts and strategies to foster a public sector leadership culture supportive of long term organisational growth and transformation; facilitate the development of new insights that inspire personal growth and empowerment for leaders and provide an opportunity for networking and sharing among leaders at all levels across all sectors.

Friday Policy Forum and Public Lecture

The Friday Policy Forums enable MIND to fulfil its dual obligations to train, and to assist knowledge creation through timely dissemination of relevant, and important information to public and private sector managers. The forums also present opportunities:

- For government policy makers and policy managers to elucidate policy directions and decisions to executive leadership of relevant interest groups;
- For private sector leaders and public sector policy makers to have dialogue on national development issues;
- For public sector executives to exchange experiences and generally share information with the aim of assisting each other to manage more effectively;
- For transfer of research findings and new developments, from academics to government and private sector practitioners.

Since 1998, the Public Lecture Series has been one avenue through which MIND fulfils its obligation to stimulate public awareness of issues of national importance.

Unit	Policy/Procedure/Form/Template	Commissioned into Use
Product Planning & Development (PPD) Unit	<p>Forms (Revised)</p> <ol style="list-style-type: none"> 1. Customised Training – Consultancy Request Fact Sheet (New) 2. Customised Proposal Confirmation 3. Curriculum Modification 4. Product Needs Assessment Alert <p>Appendix (New)</p> <ol style="list-style-type: none"> 1. Sample Cover Letter for Training Proposals 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>
Product Quality Assurance (PQA) Unit	<p>Policies (Revised)</p> <ol style="list-style-type: none"> 1. Managing Faculty Performance 2. Assuring Quality Learning Products (Assessment) (New) 1. Assuring Quality Learning Products(Accreditation) 2. Assuring Quality Learning Products(Audit) <p>Appendices (Revised)</p> <ol style="list-style-type: none"> 1. MIND's Regulations and Standards Governing 2. Assessments 3. Exam and Coursework Assignment Formats 4. Duties of Invigilators 5. Instructions to Participants 6. Criteria for Arriving at Assessment Outcomes <p>(New)</p> <ol style="list-style-type: none"> 7. Composition of the Interview Group for Accreditation Visit 8. Training Room Audit Memo 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>
Customized Programme Delivery & Administration (CPDA) Unit	<p>Forms (New)</p> <ol style="list-style-type: none"> 1. Customized Training Details for Facilitators 2. Customized Programmes & Associate Facilitator's Feedback Form for Customized Interventions <p>(Revised)</p> <ol style="list-style-type: none"> 1. Customized Training & Consultancy Agreement 2. Customized Training Internal Memo <p>Appendix (New)</p> <ol style="list-style-type: none"> 1. Customized Training Memo for Deposit/Final Payment 	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>
Scheduled Programme Delivery & Administration (SPDA) Unit	<p>Appendices (Revised)</p> <ol style="list-style-type: none"> 1. Administrative Notes (Kingston) 2. Administrative Notes (Mandeville) 	<p>✓</p> <p>✓</p>

Appendix C: Staff Training and Development – 2014/2015

No.	Intervention	Hours	Organisation	No. of Participants	Executive & Senior Managers	Managers	Professionals	Administrative	Technical	Ancillary	Total Hours Trained
1	Post Graduate Professional Diploma at the UNESCO-IHE Institute for Water Education (online)	10	UNESCO	1			10				10
2	GOJ's Public-Private Partnership Programme Workshop	24	GOJ	3			72				72
3	Supervisory Management	108	MIND	2				108	108		108
4	Annual Students' Conference 'Building Jamaica's Global Competitiveness through Training, Innovation & Strategic Alliance	6	UTECH	1				1			6
5	Payroll Seminar It Pays to be Compliant	3	Tax Admin. Of Jamaica	3		3					3
6	Cash and Debt management Records and Information Management	12	MIND/ USAID	1				12			12
7	Records and Information Management	48	MIND	3				144			144
8	Minute Writing	12	MIND	4				48			48

No.	Intervention	Hours	Organisation	No. of Participants	Executive & Senior Managers	Managers	Professionals	Administrative	Technical	Ancillary	Total Hours Trained
9	Effective Report Writing	60	MIND	1				60			60
10	Public Financial Management (PFM) Workshop	3	USAID	12	18						18
						6					6
11	Scientific and Technical Information Network	6	Jamaica Library Association	2				6			6
											6
12	Client Seminar-Change, Challenges.... Opportunities	4	Guardian Life Group	1			4				4
13	Pension Administration Workshop	6	NCB Insurance	1			6				6
14	The Changing landscape in pension management	6	NCB Insurance	3		6					6
								12			12
15	Public Procurement Law and Practice	30	MIND/Cab. Office/Ofgoode Law School	2	30						30
									30		
16	Coaching Workshop	30	CLP	2	60						60
17	Advance Procurement Law and Practice	30	MIND/MoFP/OPM	2	30						30
								30			30

No.	Intervention	Hours	Organisation	No. of Participants	Executive & Senior Managers	Managers	Professionals	Administrative	Technical	Ancillary	Total Hours Trained
18	Curriculum Development & the Development of Student Learning Workshop	6	UCJ	5		12					12
19	Certificate in Administrative Management (level 4)	90	MIND	1				6 90			12 6 90
20	Jamaica Taxation Seminar	3	ICAJ	2		3					3 3 6 6
21	Medium Term results Based Budgeting Training	6	MoFP	2		6	6				6 6
22	Cash Basis IPSAS	3	Tax Admin Jamaica	1			1				3
23	International Financial Reporting Standards	12	MoFP	3		24					24
24	Self-Study and Programme Readiness Policy Workshop	6	UCJ	3		12					12 12 6
25	Logical Framework Approach to Strategic Planning, M&E	6	OPM	2		12					12

No.	Intervention	Hours	Organisation	No. of Participants	Executive & Senior Managers	Managers	Professionals	Administrative	Technical	Ancillary	Total Hours Trained
26	Leadership, Strategic Planning, Monitoring and Evaluation PPP	3	OPM	1	3						3
27	International Technology Audit	54	MIND/ MoFP	1		54					54
28	Detecting Credential and CV Fraud Workshop	6	UCJ	2				12			12
29	Inventory Management	18	MIND	1					18		18
30	Government Accounting	30	MIND	2				60			60
31	Data Protection Legislation Workshop	6	MSTEM	1		6					6
32	Empowerment Session for Public Sector Employees Transformation and Renewal for a better tomorrow	4	JIS	2				8			8
33	Fundamentals of Project Management	90	MIND	2				180			180
	TOTAL	741		75	141	162	207	738	126	0	1,381.00

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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