



**Management Institute for
National Development**

An Agency of the Office of the Cabinet, Government of Jamaica

Building Capability for Public Service Excellence

Strategic Business Plan: 2019–2022





Strategic Business Plan: 2016–2019

The Power of the MIND

Reaching, Extending, Achieving Excellence. . .

The MIND is very powerful

It is unlimited in potential . . .

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



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

MIND's mission is to provide the public sector 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.

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

MIND and its predecessor organisations have been providing training for over 40 years, and is registered with the University Council of Jamaica (UCJ) as a tertiary level institution. Training programmes and courses are offered at the Certificate, Diploma, Associate of Science Degree and Post Graduate Diploma levels. Over 112 individual offerings of programmed courses are scheduled to run throughout the year utilising the face-to-face and or online delivery modality, in addition to those learning interventions that are facilitated in a customised format. MIND's training encompasses all areas of human resource development with an emphasis on management, leadership and organisational development.

MIND encourages collaborations and partnerships with local, regional and international learning organisations and donor agencies, to strengthen its capacity to provide a coordinated and integrated approach to deliver first-class management, leadership and organisational development training to public service professionals.



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MIND Profile



MIND encourages collaborations and partnerships with local, regional and international learning organisations and donor agencies, to strengthen its capacity to provide a coordinated and integrated approach to deliver first-class management, leadership and organisational development training to public service professionals. *MIND Consultancy* also responds in support of public and private sector organisations locally and regionally with their strategic planning, research, human resource and organisational development.

MIND's newest product line *MINDReach*, is aimed at empowering 'unreached' and under-served' 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.

MIND's offerings also include, *Conferences, Public Lectures, Quarterly Policy Forums*, and a *Caribbean Journal of Public Sector Management*, geared towards stimulating public awareness of issues of national, regional and global importance and provide a forum for the exchange of information and ideas that result in improved quality of thought and behaviours.

MIND's *Executive Round Table Leadership Series* is also 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.

MIND is committed to providing the knowledge base required for globally competent and ethical public sector professionals to advance the fulfilment of their individual organisations' mandates, in the interest of creating and sustaining national and regional growth and development and evolve into becoming world-class exemplars of good governance in the global community.



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CABINET SECRETARY'S MESSAGE

With the imminent beginning of the 2019/20-2022/23 strategic cycle, the Management Institute for National Development (MIND) will celebrate 25 years, having been established on 1st February, 1994 by way of Cabinet decision of 6th September, 1993, to “provide effective leadership development programmes and management training appropriate to all levels, and in line with the demands of a modern and competitive public service”. The Agency will also celebrate its 20th year as an Executive Agency of the Government of Jamaica.

Though a quarter of a century has gone by, the MIND's mandate is even more relevant today. The attainment of Jamaica's national development goals requires, among other things, that training and development aligns the capability of public sector human resources with the paradigm articulated in Vision 2030 Jamaica: National Development Plan. Consequently, the Government is determined to significantly improve how public servants are managed and developed, and has established the transformation of its human resource management (HRM) systems and practices as a critical element of the Public Sector Transformation and Modernisation (PSTM) Programme. The Government is also aware of, and is sensitive to the changing needs, complexity, scope, and citizen's expectations for a public service which is customer-centric, and which prioritises efficient service-delivery. It is therefore essential that our public service continuously cultivates a cadre of well-educated professionals who are able to adapt quickly to dynamic global and local environments. Training and workforce development is thus a strategic priority for the government and inextricably linked to the role of the MIND.

I am particularly pleased with how the MIND has, over previous strategic cycles, sought to align its strategic focus in support of the business and priorities of Government, and this Strategic Business Plan is no less so focused. The Agency's 2019/20-2022/23 Strategic Business Plan clearly articulates how its strategic objectives and performance indicators are directly aligned to **National Goal#2: The Jamaican Society is Secure, Cohesive and Just**, **National Outcome # 6: Effective Governance** and **National Strategy: Strengthen Public Institutions to Deliver Efficient and Effective Public Goods and Services**. As a consequence, the Agency will anchor the execution of two priority projects, which have been articulated in the 2018-2021 Medium Term Socio-Economic Framework (MTEF) Policy Document, namely to:

1. support the Development and Implementation of the Public Sector Learning Framework (PSLF); and
2. establish a Public Sector Leadership Development Centre

Simultaneously, the Cabinet Office will, as identified in the MTEF, seek to further “strengthen MIND to become the nucleus for public sector capability development, innovation and transformation”.

I congratulate the MIND on its accomplishments over the last strategic period, and look forward to working with the Team to realize the vision for a Transformed Public Sector.

Douglas Saunders

ACCOUNTABILITY STATEMENT

This, the Management Institute for National Development's 2019 – 2022 Strategic Business Plan, was prepared under my leadership with the collaborative inputs from across all levels of the MIND Team and in accordance with the policy directives outlined by the Government of Jamaica, and the authority delegated to me under the following Acts and Regulations:

1. The Executive Agencies Act, 2002
2. The Executive Agencies (General) Regulations, 2010
3. Financial Administration and Audit Act

With the use of the Kaplan and Norton Balanced Scorecard Methodology, as our principal management tool, the Plan reflects the alignment of the Agency's strategic direction over the next three (3) years with the Sustainable Development Goals (SDGs), National Goal and the Medium Term Socio-Economic Policy Framework (MTEF). Consequently, the Agency's key performance indicators, strategic initiatives, priority programmes and projects, were agreed within the context of realising the Government's medium-term socio-economic priorities in keeping with MIND's mandate.

I am committed to achieving the planned results for the 2019-2022 Strategic Cycle with the support of allied stakeholders and a dedicated and competent MIND Team. This is towards the ultimate goal of realising *a dynamic public service that is responsive to the changing needs of the Jamaican Society and delivers the professionalism, performance and service excellence, which bring to life the National Vision for Jamaica.*



Ruby Brown
Chief Executive Officer



1. EXECUTIVE SUMMARY

1.1 Overview

The Management Institute for National Development (MIND) is an Agency of the Office of the Cabinet and the Government of Jamaica's public service learning, organisational and leadership development institute, charged with developing the human resource capacity of the service to enable it to respond effectively to the priorities of Government. Consequently, the import of MIND's role to national development is underscored by Vision 2030 Jamaica, which highlights that there is an "important role of the Management Institute for National Development (MIND) in building the capacity of public sector employees to deliver effective and efficient services". MIND is therefore identified with the Cabinet Office in the Medium Term Socio- Economic Policy Framework (MTEF) as the responsible entities for the institutionalization of the Public Sector Learning Framework (PSLF) and the Establishment of the Public Sector Leadership Development Centre. Both initiatives are reflected in the MTEF as priority actions under National Outcome #6: *Effective Governance*, the National Strategy to *strengthen public institutions to deliver efficient and effective public goods and services*, and the Sector Strategy to, *foster world-class customer service and professionalism in all public institutions/create mechanisms for efficient and effective delivery of services*.

Notwithstanding, the MTEF identifies as a priority action for the Office of the Cabinet, the need to *strengthen MIND to become the nucleus for public sector capability development, innovation and transformation*. Indeed, the full integration of the PSLF and Leadership Development Centre into the Agency's operations to advance public sector HRM transformation and Strategic HR capacity building, will require that MIND's physical and ICT infrastructure as well as its organisational structure be simultaneously strengthened. Accordingly, an adequately resourced MIND is critical to realising the vision of service excellence in the public sector.

MIND is mindful, that in common with all other agencies, departments and ministries of government, it is operating within a context of limited financial resources. It is this recognition coupled with an unrelenting commitment to its mandate, which has caused the Agency to become increasingly resourceful over the years, in response to a growing need for adequate human resource capacity and capability, physical space for satisfying|training rooms, social and administrative facilities and the compelling imperatives of information communication technologies (ICT). It is also against this backdrop that this Strategic Business Plan and its supporting results based budget has been predicated.

1.2 Priority Policies/Programmes/Projects

MIND's priority focus for 2019-2022 have been aligned to the national goals, outcomes and strategies outlined in the *National Development Plan: Vision 2030 Jamaica, Medium Term Socio-Economic Policy Framework and Sustainable Development Goals (SDGs)* and linked to strategic objectives and themes as set out in Table 1.

Table 1: Alignment of SDGs, National Goal, MTEF and MIND's Strategic Objectives

Sustainable Development Goals (SDG)	National Goal	Medium Term Socio-Economic Policy Framework	MIND's Strategic Objectives Linked to Strategic Themes
Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Goal #2: The Jamaican Society is Secure, Cohesive and Just	<p>National Outcome # 6: Effective Governance</p> <p>National Strategy: Strengthen Public Institutions to Deliver Efficient and Effective Public Goods and Services</p> <p>Sector Strategy: Foster world-class customer service and professionalism in all public institutions/create mechanisms for efficient and effective delivery of services</p> <p>Priority Actions:</p> <ul style="list-style-type: none"> Develop the Public Sector Learning Framework (PSLF) Strengthen MIND to become the nucleus for public sector capability development, innovation and transformation. Establish a public Sector Leadership Development Centre 	<p>Theme 1: Stakeholder Satisfaction & Approval</p> <ul style="list-style-type: none"> Strengthen Stakeholder Satisfaction and Engagement Expand programme delivery options and access <p>Theme 2: Programme & Operations Excellence</p> <ul style="list-style-type: none"> Strengthen MIND's Performance Management System Strengthen MIND's Research Agenda to support public service capability development, innovation and transformation <p>Theme 3: Transformative Learning & Professionalization</p> <ul style="list-style-type: none"> Strengthen and institutionalize the Agency's Public Sector Leadership Development Centre Strategy Strengthen in-house human resource capacity and capability to successfully support the development and implementation of the PSLF <p>Theme 4: Resource Mobilization & Management</p> <ul style="list-style-type: none"> Ensure adequate and consistent funding for operational and capital development needs. Ensure sound financial management, ethical and fiduciary practices, performance accountability and reporting

1.2 Priority Policies/Programmes/Projects

In order to transform the strategic priorities and desired outcomes outlined in Table 1 into real results, the Agency now reflects in Table 2, how it will implement its programmes through the following strategic initiatives and key performance measures and targets.

Table 2: Balanced Score Card: 2019-2022

Themes	Strategic Objectives	Performance Measures	Performance Targets				Strategic Initiatives
			Baseline	2019-2020	2020-2021	2021-2022	
Stakeholder Satisfaction and Approval	C1. Strengthen Stakeholder Satisfaction & Engagement	Percentage Level of Stakeholder Satisfaction	79%	79%	80%	81%	C1.1 Raise Level of Stakeholder Satisfaction
	C2. Expand Programme Delivery Options and Access	Number of Participants Enrolled	4,489	4,534	4,624	4,763	C2.1 Review, rationalize and synchronize Distance Learning Plan with existing MIND programmes and PSLF.
		Number of Learning and Organizational Development (OD)/Consultancy Interventions pursued	197	199	203	209	C2.2 Upgrade, design and develop learning and development interventions in line with verified customer needs/PSLF.
		Percentage of Distance Learning Plan Implemented.	-	30%	35%	35%	
Programme and Operations Excellence	I1. Strengthen and Institutionalize the Agency's Public Sector Leadership Development Centre Strategy.	Percentage of the Agency's Leadership Development Plan Implemented.	-	30%	35%	35%	I1.1 Review, update and implement the Public Sector Leadership Development Centre Strategy in line with the PSLF.
	I2. Strengthen MIND's Research Agenda to support public service capability development, innovation and transformation	Percentage of the Agency's Annual Research Plan Implemented.	75%	75%	80%	80%	I2.1 Develop/produce and timely disseminate relevant publications in line with stakeholder interests. I2.2 Strengthen MIND's Training Impact Evaluation process/system. I2.3 Strengthen data capture and analysis for programme/course review, update, development and training material production.

Table 2: Balanced Score Card: 2019-2022

Themes	Strategic Objectives	Performance Measures	Performance Targets				Strategic Initiatives
			Baseline	2019-2020	2020-2021	2021-2022	
Transformative Learning and Professionalization	L1: Strengthen MIND's Performance Management System	Percentage of Agency Performance Reports produced in keeping with Established Guidelines.	-	75%	75%	75%	L1.1 Review, strengthen and institutionalize the Agency's Strategic Planning Framework to ensure Agency, Departmental, Divisional, Unit and Individual alignment, and enforce performance accountability and timely reporting.
		Percentage of Staff Achieving Overall Annual Performance rating of 75% and above.	86%	86%	86%	86%	L1.2 Review and Strengthen the Agency's Monitoring and Evaluation Framework.
		Number of Departments Achieving 80% and more of Annual Departmental Performance Targets.	-	3	3	3	L1.3 Implement and maintain procedures compliant to ISO 9001:2015 Certification.
	L2: Strengthen In-House Human Resource Capacity and Capability to Successfully Support the Development and Implementation of the PSLF.	- Percentage Level of Staff Engagement	62%	63%	64%	65%	L2.1 Raise Level of Staff Engagement
Resource Mobilization and Management	F1: Ensure Adequate and Consistent Funding for Operational and Capital Development Needs.	- Percentage of Staff Accessing at Least 30 Hours of Training and Development each year.	60%	70%	70%	70%	L2.2 Develop and implement a Strategic Human Resource Management Plan to secure the leadership, management and technical competences required for MIND to successfully support public sector capability development, innovation and transformation.
		- Percentage of Appropriation in Aid (AIA) Earned in keeping with Annual Budget	71%	71%	71%	71%	F1.1 Coordinated and collaborative budget preparation. F1.2 Strengthen budget and expenditure guidelines and internal reporting and ensure staff compliance with financial and procurement regulations and guidelines. F1.3 Financial Reports produced in keeping with Established Guidelines.
		- Number of Auditor General Queries in Final Annual Audit Report.	2	2	2	2	F2.1 Regularly appraise the effectiveness of the Agency's risk management strategy and procedure. F2.2 Timely management response and action to Audit Findings and Recommendations.
	F2: Ensure sound financial management, ethical and fiduciary practices, performance accountability and reporting.						



1.3 Medium Term Expenditure Summary

The financial implications of implementing the Strategic Business Plan and achieving the Agency's performance targets, are set out in Table 3. It briefly outlines the estimates of expenditure for the current year and budgetary projections for the next two years. A more detailed display of the financial figures are provided in the accompanying 2019-2022 Results Based Budget.

Table 3: Summary Expenditure: 2019-2022

Item	Year 1	Year 2	Year 3
	Estimates of Expenditure 2019/2020 (J\$)	Projections 2020/2021 (J\$)	Projections 2021/2022 (J\$)
Recurrent	548,094,387	584,489,809	623,716,582
Capital A	000	000	000
Capital B	000	000	000
Appropriations in Aid	240,000,000	264,000,000	290,400,000
Total Funding Requirement	308,094,387	320,489,809	333,316,582



2.0 PLANS AND PRIORITIES

2.1 Mandate, Vision, Mission and Values



Figure 1: Mandate, Vision, Mission & Values

2.2 Strategic Outcomes

The strategic outcomes of the Agency are towards the ultimate goal of *a dynamic public service that is responsive to the changing needs of the Jamaican Society and delivers the professionalism, performance and service excellence, which bring to life the National Vision for Jamaica*. Consequently, the outcomes envisaged with the successful implementation of the Strategic Business Plan are:

- Stakeholder Satisfaction and Engagement Strengthened
- Programme Delivery Options and Access Expanded
- Performance Management System Strengthened
- Research Agenda to Support Public Service Capability Development, Innovation and Transformation Strengthened
- Public Sector Leadership Development Centre Strategy Strengthened and Institutionalized.
- In-house Human Resource Capacity and Capability to Successfully Support the Development and Implementation of the PSLF Strengthened and Institutionalized
- Adequate and Consistent Funding for Operational and Capital Development Needs
- Sound Financial Management, Ethical and Fiduciary Practices, Performance Accountability and Reporting

2.3 Key Results Mapping

The key outputs, outcomes and or impact of the Agency's programmes are set out in the following results map. This map shows how the MIND will help to realise the sector outcomes from its major inputs through the delivery of a number of strategic activities.

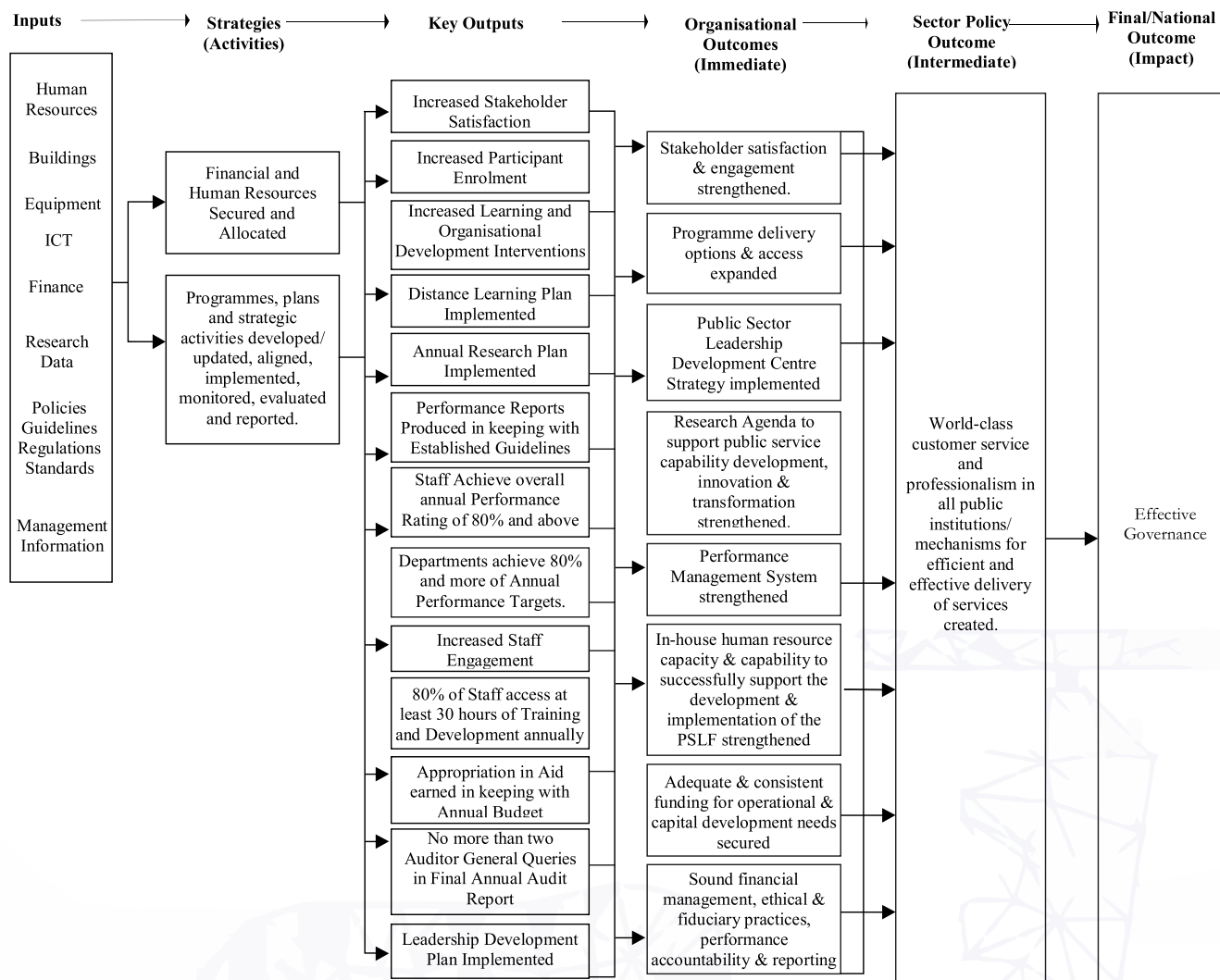


Figure 2: Results Map

2.4 Strategic Analysis (SWOT)

[STRENGTHS]	[WEAKNESSES]
<ol style="list-style-type: none">1. Years of public sector training and development experience2. Growing levels of established strategic training and development partners3. Executive Agency status that allows for operating flexibilities4. Accredited programmes5. Flexibility in product design6. Qualified staff with strong technical competence7. Competency-Based Education and Training (CBET) approach to learning and development interventions8. Committed staff9. Programmes/courses aligned to confirmation and promotion requirements within the public sector	<ol style="list-style-type: none">1. Communication Systems2. Receivables Management3. Distance Learning Capacity and Capability4. Research Culture5. Training Facilities6. ICT Infrastructure
[OPPORTUNITIES]	[THREATS]
<ol style="list-style-type: none">1. Government of Jamaica's continued prioritization of human capital development2. Government's continued focus on public sector transformation, modernisation and service excellence3. ISO 9001/2015 Certification4. Increased pool of untapped strategic partners5. Access to new technologies for learning and development products and services6. Implementation of the Public Sector Learning Framework7. Government's focus on good governance8. Unserved and underserved public sector stakeholders	<ol style="list-style-type: none">1. Absence of a GoJ Learning and Development Policy2. Reduction or removal of Consolidated Fund support3. Lack of clarity around MIND's role across MDAs4. Government's failure to sufficiently fund public sector training and development5. Perception of the Agency's brand6. Systemic Government bureaucratic delays

Figure 3: SWOT

The results of the SWOT, informed the strategies and initiatives which have been identified for the 2019-2022 strategic cycle, as the Agency seeks to leverage the identified opportunities, mitigate the threats, enhance the strengths and minimize weaknesses. This is consistent with MIND's commitment to continually improve the quality of its performance, in realisation of its strategic outcomes and ultimate goal.

2.5 Agency's Current Performance

Detailed in Table 4 below is the Agency's performance against its strategic objectives, measures and targets, expressed as last year's (2017/2018) actual results and this year's (2018/2019) expected results, based on performance as at September 2018.

Table 4: Agency Performance Scorecard: 2017/2018 to September 2018

Themes	Strategic Objectives	Performance Measures	Target 2017/2018	Actual Results	Target 2018/2019	Actual Results as at Sept. 2018
Stakeholder Satisfaction and Approval	C1. Strengthen stakeholder satisfaction	% level of stakeholder satisfaction	69%	79%	71%	86%
	C2. Strengthen partnerships and collaborations with local and international stakeholders.	# of partnerships forged/or leveraged	5	7	5	7
Programme and Operations Excellence	I1. Support Public Service human capital development in line with the Public Sector Learning Framework(PSLF) and the Agency's Vision.	# of participants enrolled	3,774	4,670	3,845	2,107
	I2. Develop MIND's research agenda in support of the Agency's learning and development products and services and public policy	# of learning and Organizational Development (OD) Interventions pursued	143	195	146	72
Transformative Learning and Professionalization	L1. Strengthen the Agency's human resource capacity and capability to successfully deliver its mandate	% of staff accessing at least 30 hours of training and development each year	65%	55%	70%	50%
		% of staff achieving overall performance rating of 75% and above on the annual performance review	80%	89%	80%	(Measured at the end of Financial Year)
Resource Mobilization and Management	F1. Ensure consistent funding to support the Agency's operational and capital development	% of Appropriation in Aid (AIA) in keeping with annual budget	75%	66.2%	75%	48%
	F2. Prudent Fiscal Management needs.	Contractor General's Compliance rating # of Auditor General's queries	90%	100%	90%	100% 1

2.6 Priority Plans and Programmes

Working with its stakeholder partners, the Agency will focus its attention on the following planned programmes, projects, policy initiatives, aligned with the wider GoJ HRM Transformation Programme and Service Excellence thrust:

- **Public Sector Learning Framework (PSLF)**

MIND is leading the development of the PSLF, *which will establish public sector learning and development as a strategic priority, by providing the blue print for building a culture of innovation, performance and service excellence within the public sector.*

Cabinet in 2018, approved the implementation of the PSLF through the development of its eight (8) elements, which will:

1. establish a public sector learning and development policy as a matter of priority;
2. create professional pathways;
3. enable the design of a public sector competency framework;
4. create individual learning pathways;
5. design a whole of government learning needs analysis;
6. formulate/develop a leadership development strategy;
7. design an orientation and re-orientation programme, and;
8. identify and design the related public sector ICT infrastructure.

- **Public Sector Leadership Development Centre (LDC)**

Leadership Development, while being one of the eight key elements of the PSLF, it is given its own unique treatment in the Medium Term Socio-Economic Framework. This is so, as research reveals that the leadership competence stands tall as the most powerful tool that public sector leaders require to succeed and to transform their organisations into responsive, citizen centered, high performance entities, supporting and creating national development.

The Public Sector Leadership Development Centre will anchor MIND's growing leadership development product line. Its full establishment 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.

- **Expansion and Upgrading of the Agency's Physical, ICT and HR Infrastructure**

The demand for suitable physical space and a technology environment that enables updated delivery of learning products and services and drive efficiency in operations, has grown beyond MIND's existing capacity and continues to challenge its operations, thus requiring priority attention.

With the implementation of the Public Sector Learning Framework (PSLF) and the establishment of the Public Sector Leadership Development Centre, the expansion and upgrading of the Agency's physical, ICT and HR infrastructure has become an even greater imperative for our Public Service, given the postulated whole-of-government approach to human resource management. Additionally, in January 2017, the Agency in partnership with the Office of the Cabinet and the Ministry of Finance and the Public Service, Procurement and Asset Management Unit, commenced the process for the establishment of a National Public Procurement Centre at MIND.

The **National Public Procurement Centre (NPPC)**, will serve to build the requisite procurement capacity and capabilities across the public service. Public officers at all levels within the procurement function will acquire and improve their knowledge base, skills and competencies related to their levels and roles. This will ensure overall sustainability of a sound and efficient public procurement framework, in keeping with the standardization and alignment of GoJ's policies, standards and procurement guidelines with international best practices. Capacity building activities will thus serve to facilitate a career pathway and progression for the public procurement profession. It is envisaged that over the 2019-2022 strategic cycle, the NPPC will become fully augmented into MIND's operations, staffed with the requisite personnel having the appropriate procurement, planning, administrative and organizational skills to ensure that the programmes are delivered in an efficient manner.

Consequently, the full integration of the PSLF, Leadership Development Center and the National Public Procurement Centre into the Agency's operations to advance public sector HRM transformation, Strategic HR capacity building, and good governance, will require that MIND's physical and ICT infrastructure as well as its organizational structure be simultaneously strengthened.

4.0 HUMAN RESOURCE CAPACITY PLAN

MIND's organisational structure is undoubtedly, one of the critical supporting pillars for the Agency's strategic focus. Consequently, the successful implementation of this our 2019-2022 Strategic Business Plan, is predicated on the Agency having the needed human resource capacity and capability across its existing and projected functional areas. The Agency envisions therefore, a new organisational structure with the requisite opportunities for strengthening the capacity and capability of the Team to secure the expected short, medium and long term outcomes and impact for an expanded and upgraded MIND, serving as *the nucleus for public sector capability development, innovation and transformation*.

Table 5: HR Capacity Plan

Units/Departments	Current Staff Complement	Planned		
		2019/2020	2020/2021	2021/2022
Strategy & Accountability (Management and Direction)	6	6	7	7
Business Development and Communication	20	25	25	25
Public Sector Capability Development and Mandeville Campus	27	39	42	42
Finance, Human Resource Management & Institutional Strengthening	18	26	26	26
Total	71	96	100	100

5.0 MARKETING STRATEGY

Twenty-five years of existence for any entity is one of significance, as it underscores the relevance and consistency of service that would have warranted its continued existence. It also presents a strategic opportunity in the forward-planning and projections, to deliberately influence the market's continued regard for the brand. As the MIND will acknowledge in 2019, twenty-five years of existence as the Government of Jamaica's public sector training institute and twenty years as an Executive Agency of the Government of Jamaica, the 2019-2022 strategic cycle presents a special opportunity to give thoughtful attention to repositioning the brand for a wider stake-holder understanding of the Agency's role in building capability for public service excellence.

The Agency will throughout the period of its 2019-2022 Strategic Business Plan, employ a marketing thrust that is a prescriptive corporate and business level strategy, underpinned by a repositioning of the MIND brand, as that which is primarily responsible for providing learning and development opportunities that build and reinforce public sector core competencies for service excellence. Consequently, MIND will be repositioned and accordingly rebranded with the new tagline, *"Building Capability for Public Service Excellence"*.

MIND's marketing strategy will also reflect a concentrated growth approach, as the Agency continues to lead the Public Sector Learning Framework and is deliberate in its roll out, so as to effectively support a transforming public sector with learning and development as its strategic priority and the bedrock for public service excellence. The marketing strategy will also be geared towards ensuring that the MIND brand continues to gain greater stakeholder credibility, visibility and confidence, as well as deepen market penetration with our public sector target. We will employ all communication channels to include our website and social media, strengthen strategic engagements and collaborations in and across ministries, agencies and departments of Government, to improve awareness of and access to all learning and development products and services.



APPENDICES

A: Monitoring and Evaluation Plan

Agency Outcome	Baseline Data	Monitoring and Evaluation Frequency						Monitoring & Evaluation Assessment Method	
		Year 2019/20		Year 2020/21		Year 2021/22		Method	Data Source
		Monitor	Evaluation	Monitor	Evaluation	Monitor	Evaluation		
Stakeholder Satisfaction and Engagement Strengthened	79%	Monthly	Quarterly	Monthly	Quarterly	Monthly	Quarterly	Review of Departmental progress against planned major activities	<ul style="list-style-type: none"> Monthly Management Reports Quarterly Departmental Reports Audit Reports
Programme Delivery Options and Access Expanded	4,489 Participant Enrolment 197 Learning & OD Interventions Pursued 0 % Distance Learning Plan Implemented	Monthly	Quarterly	Monthly	Quarterly	Monthly	Quarterly		
Public Sector Leadership Development Centre Strategy Strengthened and Institutionalised	0 % Leadership Development Plan Implemented	Monthly	Quarterly	Monthly	Quarterly	Monthly	Quarterly		
Research Agenda to Support Public Service Capability Development, Innovation and Transformation Strengthened	75% Research Plan Implemented	Monthly	Quarterly	Monthly	Quarterly	Monthly	Quarterly		
Performance Management System Strengthened	0% Performance Reports produced in keeping with established guidelines 86% of Staff achieving overall annual performance rating of eighty percent & above 0# of Departments achieving 80% & more of annual departmental performance targets.	Monthly	Quarterly	Monthly	Quarterly	Monthly	Quarterly		
In-house Human Resource Capacity and Capability to Successfully Support the Implementation of the PSLF Strengthened and Institutionalised	62% Staff Engagement	Quarterly	Bi-annually	Quarterly	Bi-annually	Quarterly	Bi-annually		
Adequate & Consistent Funding for Operational and Capital Development Needs	60% of staff accessing at least 30 hours of training and development	Monthly	Quarterly	Monthly	Quarterly	Monthly	Quarterly		
Sound Financial Management, Ethical and Fiduciary Practices, Performance Accountability and Reporting	71% of AIA 2 Auditor General Queries in Final Annual Audit Report	Monthly	Quarterly	Monthly	Quarterly	Monthly	Quarterly		
		Annually	Annually	Annually	Annually	Annually	Annually		

B. Risk Management Matrix

Strategic Objective	Risks	Probability (P)	Impact (I)	Impact Category	Risk Profile (P x I)	Risk Category	Strategy
C1. Strengthen Stakeholder Satisfaction & Engagement	- Stakeholder expectations are not aligned to Agency Mandate	2	- Mismatched expectations lead to dissatisfied and disengaged stakeholders.	3	6	Medium	Share/Transfer
	- Agency's learning and development infrastructure under resourced	3	- Inability to support public officers in an environment that is best suited for learning and development.	3	9	High	Avoid
	- Delayed development and institutionalisation of a GoJ Public Sector Learning & Development Policy	3	- Lack of engagement of public sector employees in learning and development programmes.	3	9	High	Avoid
C2. Expand Programme Delivery Options and Access	- MIND's ICT infrastructure under resourced	3	- Ministries, Departments and Agencies (MDAs) lack the requisite capability in response to the priorities of Government.	3	9	High	Avoid
	- Public officers have bandwidth and internet access restrictions	2		3	6	Medium	Share/Transfer
	- Public officers not allowed the requisite time to pursue learning and development via distance learning	2		3	6	Medium	Share/Transfer
I1. Strengthen and Institutionalize the Agency's Public Sector Leadership Development Centre Strategy.	- Leadership Development under resourced	3	- Public servants at all levels not able to access leadership development interventions. - Vision for a transformed public sector not realised.	3	9	High	Avoid

B. Risk Management Matrix

Strategic Objective	Risks	Probability (P)	Impact (I)	Impact Category	Risk Profile (P x I)	Risk Category	Strategy
I2. Strengthen MIND's Research Agenda to support public service capability development, innovation and transformation	- Absence of relevant policy to support MIND's research culture	2	<ul style="list-style-type: none"> - Lack of data driven business decision making. - Absence of a transformative and innovative public service culture. 	3	6	Medium	Share/Transfer
L1. Strengthen MIND's Performance Management System	- Lack of enforced systematic linkages between individual performance objectives/targets through to agency objectives/outcomes and national outcome/impact.	3	<ul style="list-style-type: none"> - Agency underperforms - Agency fails to obtain and retain ISO 9000:2015 Certification. 	3	9	High	Avoid
L2. Strengthen In-House Human Resource Capacity and Capability to Successfully Support the Development and Implementation of the PSLF.	- Lack of alignment between staff training and development and the capability required in support of Agency objectives/targets/outcomes.	2	<ul style="list-style-type: none"> - Ministries, Departments and Agencies (MDAs) lack the requisite capability in response to the priorities of Government. 	3	6	Medium	Share/Transfer
F1. Ensure Adequate and Consistent Funding for Operational and Capital Development Needs.	- Insufficient GoJ budgetary support for implementation of the Agency's Strategic Business Plan.	3	<ul style="list-style-type: none"> - Agency fails to fully implement its Strategic Business Plan - Ministries, Departments and Agencies (MDAs) lack the requisite capability in response to the priorities of Government. 	3	9	High	Avoid
F2. Ensure sound financial management, ethical and fiduciary practices, performance accountability and reporting.	- Absence of adequate internal controls	1	<ul style="list-style-type: none"> - Agency loses its credibility and worth as the GoJ training and development institute. 	1	1	Low	Reduce

B. Risk Management Matrix - Glossary

Probability Definitions		
Probability Category	Agency Assigned Score	Description
High	3	The threat/source is highly motivated and sufficiently capable of occurring, and the controls to prevent the vulnerability from being exercised are ineffective.
Medium	2	The threat/source is motivated and capable of occurring, but controls are in place that may impede successful exercise of the vulnerability.
Low	1	The threat/source lacks motivation or capability of occurring, or controls are in place to prevent, or at least significantly impede the vulnerability from being exercised.

Impact Definition	
Agency Assigned Score	Description
3	Severely affects the business of the Agency and directly affects its ability to live into the established mandate
2	Moderately affects the business and can negatively affect some areas which would necessary for the Agency to fully live into its mandate
1	Though somewhat of a nuisance, the Agency has mechanisms in place to ensure the impact is low.

Risk Profile Scores (P x I)	
Score	Risk Category
7-9	High
4-6	Medium
1-3	Low

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”