



**Management Institute for  
National Development**

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

*Building Capability for Public Service Excellence*

ISO 9001: 2015 CERTIFIED

# STRATEGIC BUSINESS PLAN 2022-2026



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# *Strategic Business Plan: 2022-2026*



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# *The Power of the MIND*

*Reaching, Extending, Achieving Excellence. . .*

*The MIND is very powerful*

*It is unlimited in potential . . .*

*Once you begin to understand the reach, capacity and ability of the MIND  
to create and sustain positive change,  
so much professional and leadership success can be achieved for the individual,  
the 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 Consultancy* also responds in support of public and private sector organisations locally and regionally with their strategic planning, research, human resource and organisational development.

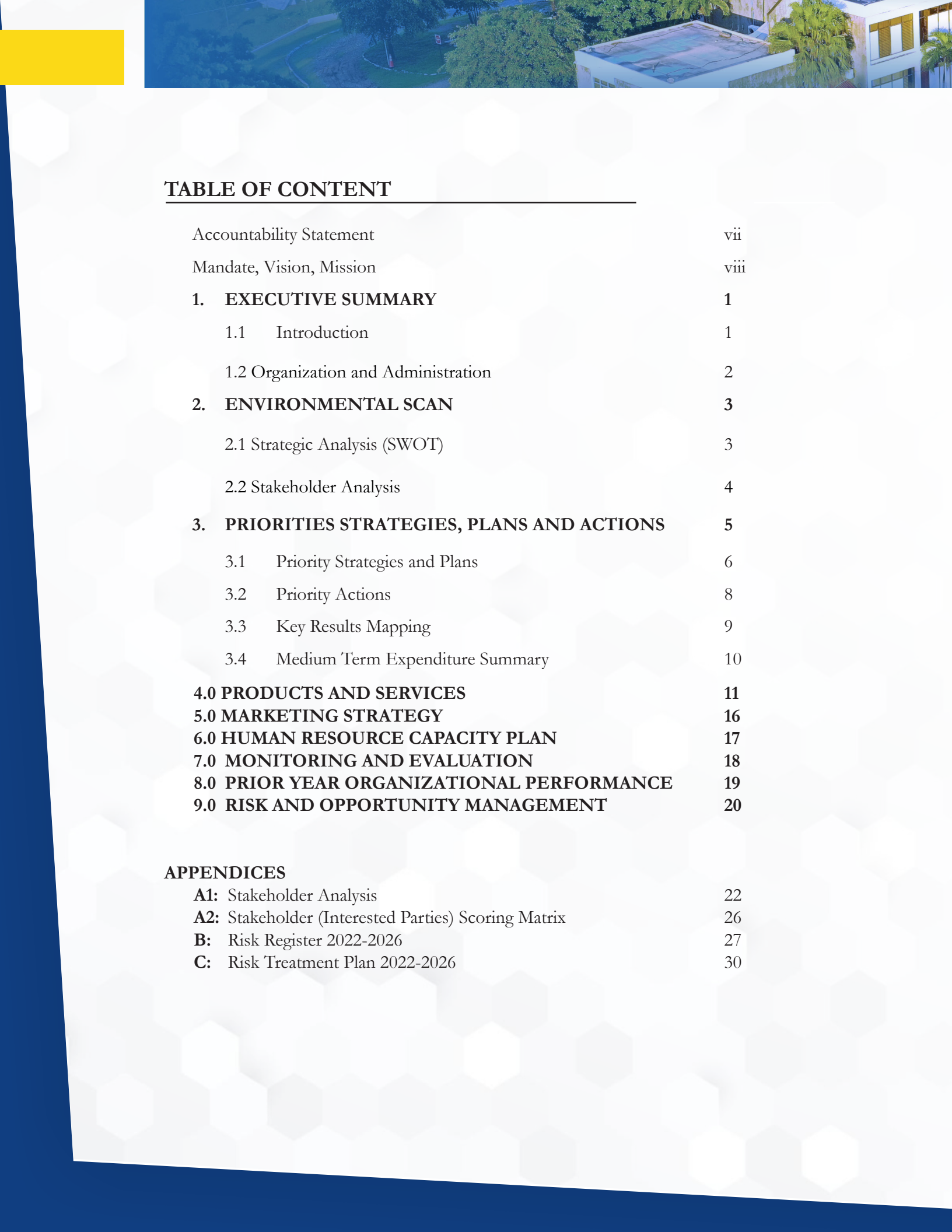
**MIND's** newest product line *MINDReach*, is aimed at empowering 'unreached' and under-served' stakeholders through an array of flexible and accessible training products and services in support of the Agency's business development thrust and with a focus on its corporate social responsibility.

**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.

**MIND Profile**



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## ACCOUNTABILITY STATEMENT

This, the Management Institute for National Development's Strategic Business Plan for 2022 to 2026, commencing April 1, 2022, was prepared under my leadership and in accordance with the policy directives outlined by the Government of Jamaica and the authority delegated to me under Section 16 of the Financial Administration and Audit (FAA) Act.

The Plan outlines the Agency's strategies that contribute to the achievement of the Government's agenda and specifically, the priority strategies, plans and actions for which appropriate monitoring, evaluation and risk management mechanisms are being deployed to ensure their timely and cost-effective implementation.

The Agency's priorities as outlined in this Strategic Business Plan, were identified in keeping with MIND's mandate and context of the Government's medium-term priorities and fiscal targets. I am, therefore, committed to achieving the planned results laid out in this Plan.



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**Ruby Brown**

Chief Executive Officer

Management Institute for National Development (MIND)

# Our Mandate

*MIND's Mandate is 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"*

*CD 32/93 of 6 Sept, 1993*

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# Vision Statement

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

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# 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 public they serve.*





# 1. EXECUTIVE SUMMARY

---

## 1.1 Introduction

The Management Institute for National Development (MIND), an Agency of the Office of the Cabinet, Government of Jamaica (GoJ), is the public service learning, organizational and leadership development institute. MIND is charged with developing the human resource capacity of the public service to respond effectively to the priorities of government and national development.

This MIND's 2022/2026 Strategic Business Plan, confirms the Agency's unrelenting focus on living into its mandate as it supports Government's commitment to public sector human resource development. Cabinet Decision 16/18 dated May 7, 2018, approved the design and implementation of the Public Sector Learning Framework (PSLF), spotlighting the Government's recognition that the development of its people within the sector, sits at the heart of public sector transformation and modernisation.

The Strategic Business Plan is also reflective of Vision 2030 Jamaica: National Development Plan, GoJ's Medium Term Socio-Economic Policy Framework (MTEF), among other Government transformation and modernisation initiatives reflecting global and national imperatives, including the principles and intent of the United Nations (UN) Sustainable Development Goals (SDGs). The Agency looks forward to fully realizing the

performance outcomes planned for the four (4) years of the Plan, in keeping with its strategic objectives, measures, initiatives and targets, hinged on four (4) thematic outcomes identified as the 'pillars of excellence':

- Theme 1: Stakeholder Satisfaction and Approval
- Theme 2: Programme and Operations Excellence
- Theme 3: Transformative Learning and Professionalization
- Theme 4: Resource Mobilization and Management

The 2021/2024 MTEF, identifies as a priority action for the Office of the Cabinet and MIND to **Establish/Operationalise GoJ Learning and Development Policy Framework**. The Plan's thematic outcomes will therefore serve to coordinate and focus MIND's strategic agenda and consequently, direct all staff efforts and resources towards giving full support to this GoJ priority. Accordingly, implementation of this Strategic Business Plan, should lead to the successful integration of the Public Sector Learning Framework (PSLF) into MIND's operations, the Government of Jamaica's Strategic HRM and Service Excellence frameworks and Public Sector Modernisation and Transformation programmes.



## 1.2 Organization and Administration

MIND is led by a Chief Executive Officer, who is charged with the responsibility to oversee the Institute's strategic planning, provide policy direction and overall leadership to all areas of the Agency's operations in fulfilment of its mandate. The Executive Agencies Act, 2002 provides for the CEO to report directly to the responsible minister. Given that MIND is positioned within the Cabinet Offices, the CEO reports through to the Cabinet Secretary.

The Executive Agencies Act also provides for the CEO to be advised on the strategic planning responsibilities of the Executive Agency by an Advisory Board and for the Board to be appointed from among suitably qualified persons in the public and private sectors and non-governmental organizations. MIND's Advisory Board reflects a blend of public and private sector individuals with professional expertise, interests and experiences inclusive of education and training, finance, human resource management and development, appropriate to support MIND's mandate.

The Financial Instructions to Executive Agencies and the Financial Administration and Audit Act (FAA), require the Agency to have a duly appointed Audit Committee. The Audit Committee is mandated to assist the Chief Executive Officer in fulfilling her oversight responsibilities. The Committee members are drawn from across the public sector and appointed for a minimum of five (5) years and a maximum of seven (7) years, or such time as a member may retire/resign.

The alignment of the Agency's organisation structure and human resource needs with its Strategic Business Plan, the requirements of the Executive Agency Act, and other Government of Jamaica regulations, reflect the governance structure depicted in Figure 1 below:

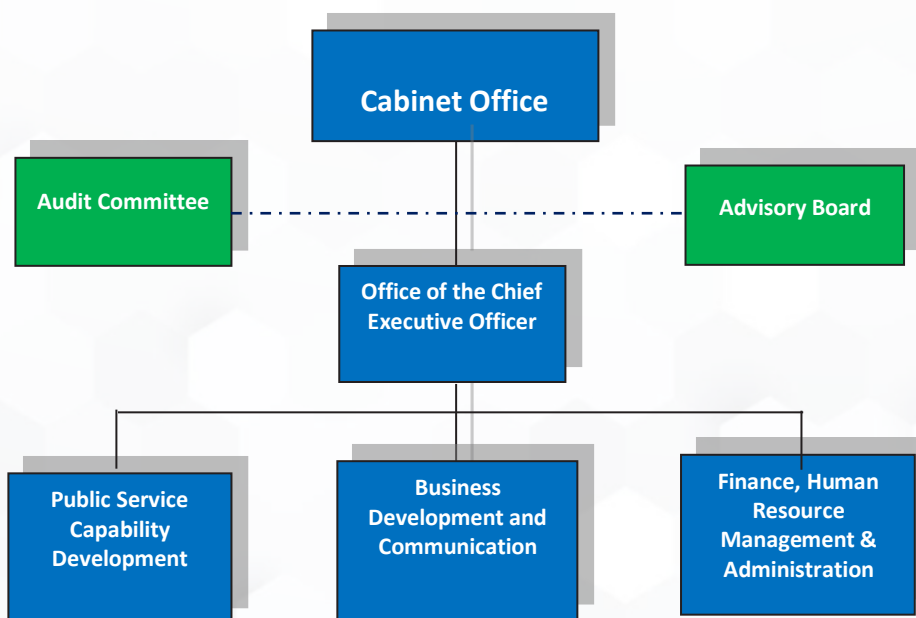


Figure 1: Organizational Structure



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## 2.0 ENVIRONMENTAL SCAN

### 2.1 Strategic Analysis (SWOT)

The results of the SWOT, informed the strategies and initiatives which have been identified for the 2022-2026 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.

# SWOT ANALYSIS

## STRENGTHS

- The only Agency of Government with the expressed mandate for public sector management training and leadership development
- Years of public sector training and development experience
- Growing levels of established strategic training and development partners
- Executive Agency Status
- Accredited programmes
- Flexibility in product design, development and delivery
- Qualified staff with strong technical competence
- Competency-Based Education and Training (CBET) approach to learning and development interventions
- Committed staff
- Programmes/courses aligned to confirmation and promotion requirements within the public sector
- ISO 9001:2015 Certification.

## WEAKNESSES

- Receivables Management
- Distance Learning Capacity and Capability
- Research Culture
- Training Facilities
- ICT Infrastructure

## OPPORTUNITIES

- Government of Jamaica's continued prioritization of human capital development
- Government's continued focus on public sector transformation, modernisation and service excellence
- Increased pool of untapped strategic partners
- New learning and development technologies
- Implementation of the Public Sector Learning Framework
- Government's focus on good governance
- Unserved and underserved public sector stakeholders
- Strengthen Online Training delivery modality
- Strengthen Agency response to Stakeholder Requirements
- Public Sector Learning and Development Policy

## THREATS

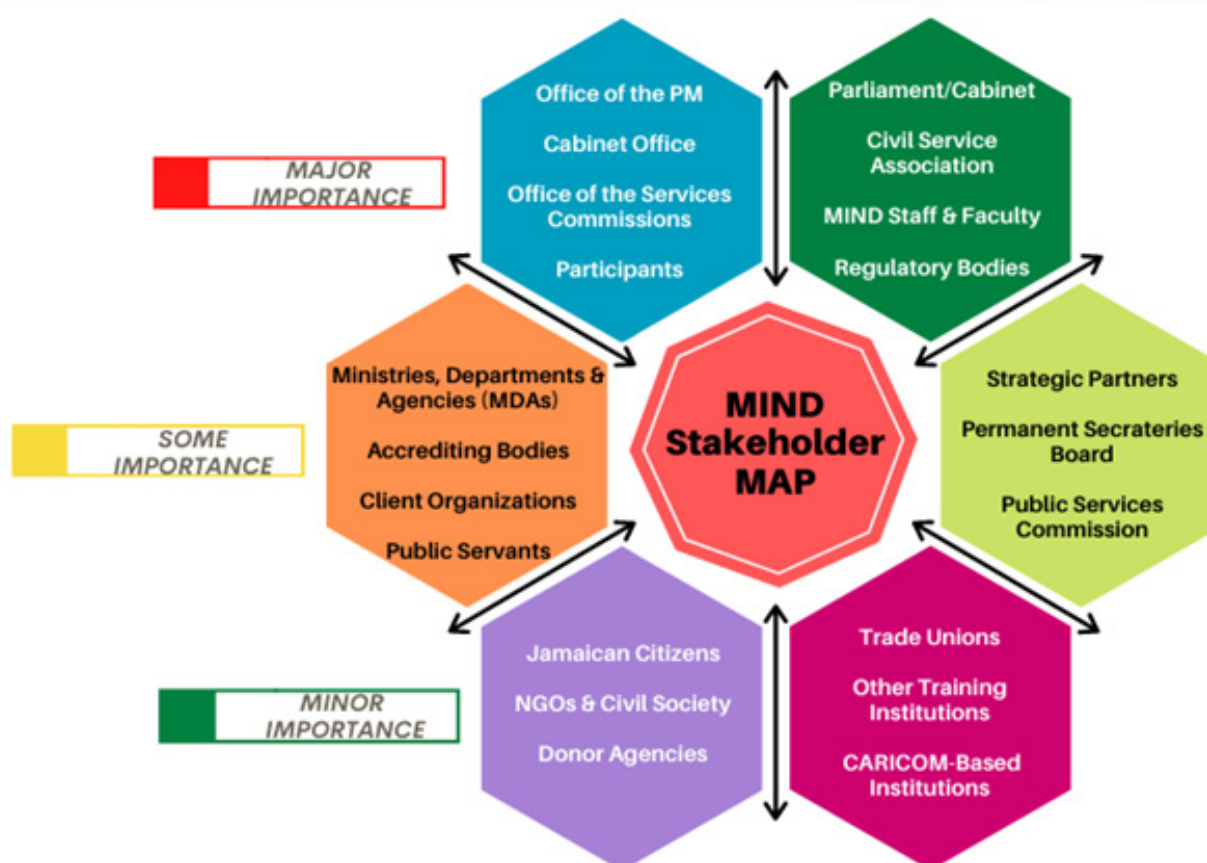
- Reduction or removal of Consolidated Fund support
- Lack of clarity around MIND's role across MDAs
- Insufficiency of funding for public sector training and development
- Perception of the MIND brand
- Systemic Government bureaucratic delays
- Disruption in operation due to Natural Disasters, Pandemic, Civil Unrest and Cyber Attacks
- Change in Government Priorities

Figure 2: SWOT Analysis

## 2.2 Stakeholder Analysis

Understanding the needs and expectations of stakeholders, set the foundation for strategic planning at MIND. The Agency determines, monitors and reviews stakeholders and their requirements due to their current or potential impact on the Agency's ability to consistently provide training, organizational and leadership development interventions, which meet their strategic priorities, policy imperatives and applicable statutory and regulatory requirements.

The Agency has grouped stakeholders as detailed in Figure 3. The categorization was based on the needs and expectations of stakeholders in relation to MIND's core business and their level of power and influence on the Agency as detailed in Appendix A.



**Figure 3:** Stakeholder Map



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### 3.0 PRIORITY STRATEGIES, PLANS AND ACTIONS

MIND’s priority focus areas for 2022-2026, are aligned to the national goals, outcomes and strategies outlined in the National Development Plan: Vision 2030 Jamaica, Medium Term Socio-Economic Policy Framework (MTEF) 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:<br>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels | <b>Goal #2:</b><br>The Jamaican Society is Secure, Cohesive and Just | <b>National Outcome # 6:</b><br>Effective Governance.<br><br><b>National Strategy:</b><br>Strengthen Public Institutions to Deliver Efficient and Effective Public Goods and Services.<br><br><b>Sector Strategy:</b><br>Foster world-class customer service and professionalism in all public institutions/create mechanisms for efficient and effective delivery of services.<br><br><b>Priority Actions:</b> <ul style="list-style-type: none"><li>Establish/Operationalize GoJ Learning and Development Policy Framework</li></ul> | <b>Theme 1: Stakeholder Satisfaction &amp; Approval</b> <ul style="list-style-type: none"><li>Strengthen Stakeholder Satisfaction and Perception</li><li>Establish a Training Impact Evaluation (TIE) Model across the Public Service</li></ul> <b>Theme 2: Programme &amp; Operations Excellence</b> <ul style="list-style-type: none"><li>Strengthen the Agency’s Curriculum Management System</li><li>Strengthen MIND’s Research Agenda to support public service capability development, innovation and transformation</li><li>Lead Implementation of the Public Sector Learning Framework</li></ul> <b>Theme 3: Transformative Learning &amp; Professionalization</b> <ul style="list-style-type: none"><li>Strengthen MIND’s Quality Management System (QMS) in line with the required industry standards, accreditation and business requirements.</li><li>Strengthen in-house human resource capacity and capability to successfully support the development and implementation of the PSLF.</li></ul> <b>Theme 4: Resource Mobilization &amp; Management</b> <ul style="list-style-type: none"><li>Ensure adequate and consistent funding for operational and capital development needs.</li></ul> |

### 3.1 Priority Strategies and Plans

In order to transform the strategic priorities and desired outcomes outlined above 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: 2022 - 2026**

| Themes                                | Strategic Objectives                                                                                                   | Performance Measures                                                                               | Performance Targets |             |             |             | Strategic Initiatives/Programmes |
|---------------------------------------|------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|---------------------|-------------|-------------|-------------|----------------------------------|
|                                       |                                                                                                                        |                                                                                                    | Baseline            | 2022 - 2023 | 2023 - 2024 | 2024 - 2025 | 2025 - 2026                      |
| Stakeholder Satisfaction and Approval | C1. Strengthen Stakeholder Satisfaction and Perception                                                                 | Percentage Level of Stakeholder Satisfaction and Perception                                        | 85%                 | 86%         | 86%         | 87%         | 87%                              |
|                                       | C2. Establish a Training Impact Evaluation (TIE) Model across the Public Service.                                      | Percentage completion of the Implementation Plan for a Finalized TIE Model                         |                     | 30%         | 30%         | 30%         | 10%                              |
| Programme and Operations Excellence   | I1. Strengthen the Agency's Curriculum Management System                                                               | Percentage completion of the Agency's Curriculum Management Upgrade and Distance Learning Project. | -                   | 25%         | 25%         | 25%         | 25%                              |
|                                       | I2. Strengthen MIND's Research Culture to support public service capability development, innovation and transformation | Percentage of the Agency's Annual Research Plan Implemented.                                       | 53%                 | 55%         | 55%         | 75%         | 75%                              |
|                                       | I3. Lead Implementation of the Public Sector Learning Framework                                                        | Percentage of the Agency's PSLF Implementation Plan executed.                                      | -                   | 25%         | 25%         | 25%         | 25%                              |
|                                       |                                                                                                                        |                                                                                                    |                     |             |             |             |                                  |



Table 2: Balanced Score Card: 2022 - 2026 (cont'd)

| Themes                                          | Strategic Objectives                                                                                                                         | Performance Measures                                                                   | Performance Targets |                         |                  |                         | Strategic Initiatives/Programmes |
|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|---------------------|-------------------------|------------------|-------------------------|----------------------------------|
|                                                 |                                                                                                                                              |                                                                                        | Baseline            | 2022 - 2023             | 2023 - 2024      | 2024 - 2025             | 2025 - 2026                      |
| Transformative Learning and Professionalization | L1. Strengthen MIND's Quality Management System (QMS) in line with the required industry standards, accreditation and business requirements. | ISO 9001:2015 Recertification/Continued Certification                                  | 2021/2022           | Continued Certification | Re-Certification | Continued Certification | Continued Certification          |
|                                                 |                                                                                                                                              | Percentage of Institutional Accreditation Plan Implemented                             | -                   | 35%                     | 35%              | 20%                     | 10%                              |
|                                                 |                                                                                                                                              | Percentage Level of Staff Engagement                                                   | 54%                 | 55%                     | 43%              | 46%                     | 49%                              |
|                                                 |                                                                                                                                              | Percentage of Staff Accessing at Least 30 Hours of Training and Development each year. | 64%                 | 70%                     | 70%              | 70%                     | 70%                              |
| Resource Mobilization and Management            | L2: Strengthen In-House Human Resource Capacity and Capability to Successfully Support the Development and Implementation of the PSLF.       | Percentage Growth in Revenue Earned over prior year.                                   | 2021/2022           | 1%                      | 2%               | 3%                      | 4%                               |
|                                                 |                                                                                                                                              | Percentage Growth in Enrollment for Learning Products and Services over prior year.    | 2021/2022           | 2%                      | 3%               | 4%                      | 5%                               |
|                                                 |                                                                                                                                              | Percentage Growth in Learning Products and Services delivered over prior year.         | 2021/2022           | 2%                      | 3%               | 4%                      | 5%                               |
|                                                 |                                                                                                                                              | Percentage Growth in Learning Products and Services delivered over prior year.         | 2021/2022           | 2%                      | 3%               | 4%                      | 5%                               |



### 3.2 Priority Actions

MIND's Priority Actions are as articulated in the Medium Term Socio Economic Policy Framework for National Strategy 6-5: Strengthen Public Institutions to Deliver Efficient and Effective Public Goods and Services and Sector Strategy: Foster world-class customer service and professionalism in all public institutions/ Create mechanisms for efficient and effective delivery of services

**Table 3:** Priority Actions

| Priority Actions                                                        | Performance Indicators                           | Means of Verification                                                                                                                                                                                                                                                            | Assumptions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------|--------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Establish/Operationalize GoJ Learning and Development Policy Framework. | Percentage of PSLF Implementation Plan executed. | <ul style="list-style-type: none"> <li>• Elements of the PSLF developed, approved and operationalised.</li> <li>• PSLF fully integrated into MIND's operations</li> <li>• Number of institutions operating in accordance with the GoJ Learning and Development Policy</li> </ul> | <ul style="list-style-type: none"> <li>• The Public Sector Learning and Development (L&amp;D) Policy will receive Cabinet's approval in FY 2022-2023.</li> <li>• The Public Sector L&amp;D Policy Implementation Plan governs the PSLF's implementation.</li> <li>• Technical and Financial resources are in place to secure completion of the PSLF Implementation Plan.</li> <li>• Stakeholder roles and responsibilities for supporting PSLF Implementation are adopted.</li> <li>• GoJ facilitates the ICT, human capital and infrastructural expansion and upgrade of the MIND over the life of the Strategic Business Plan.</li> <li>• Agency Change Management Strategy and Plan developed and implemented.</li> <li>• Required Organisational Structure is in place</li> </ul> |

3.3 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 realize the sector outcomes from its major inputs through the delivery of a number of strategic activities.

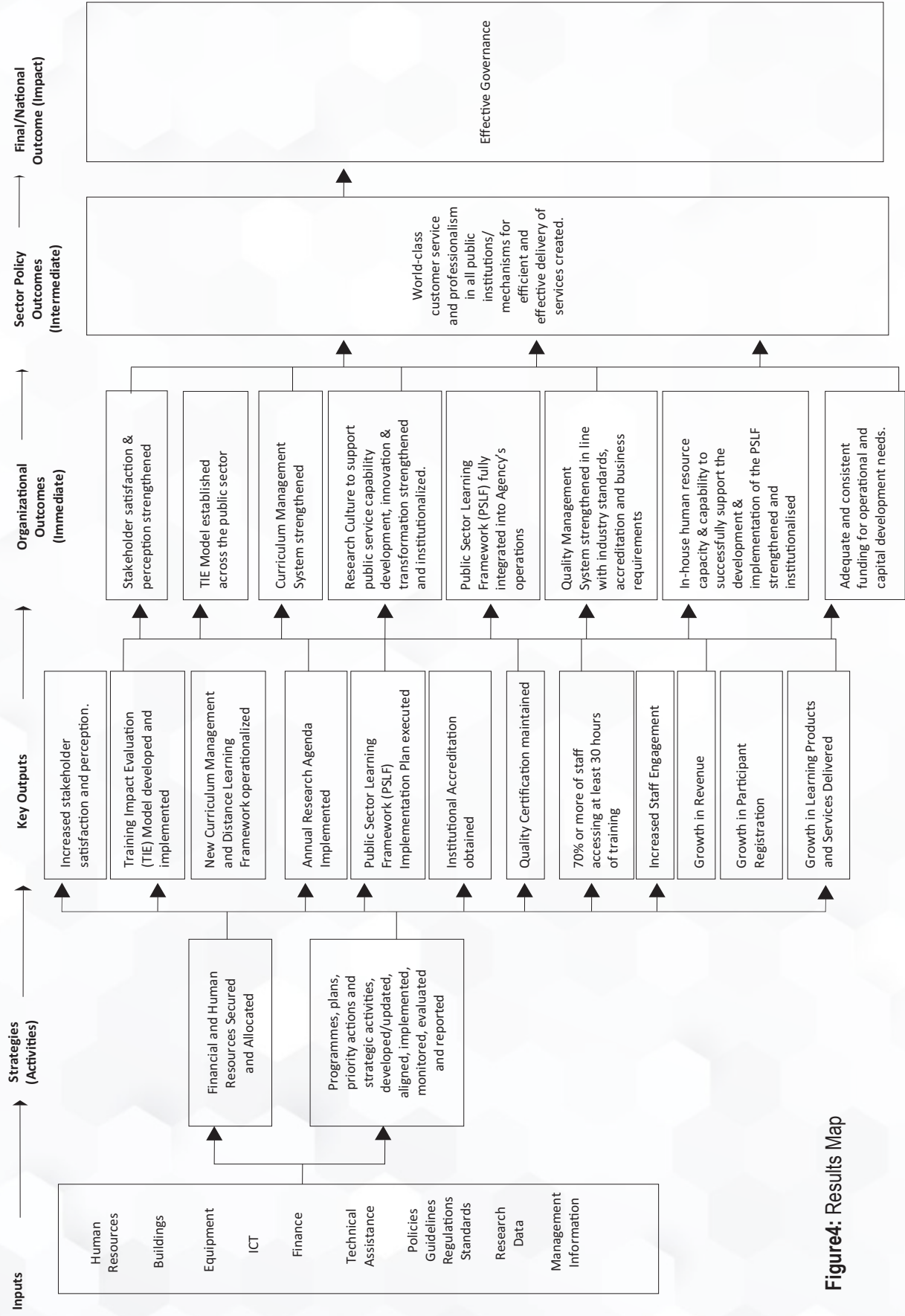


Figure4: Results Map

### 3.4 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 4. It briefly outlines the estimates of expenditure for the current year and budgetary projections for the remaining years.

A more detailed display of the financial figures is provided in the Agency's 2024-2026 Results Based Budget. However, the full financial implication of the priority actions were not available for inclusion and are expected to be made available in the supplementary budgets.

**Table 4:** Summary Expenditure – 2022 - 2026

| Item                             | Year 1<br>Estimates of<br>Expenditure<br>2022/2023<br>(J\$) | Year 2<br>Projections<br>2023/2024<br>(J\$) | Year 3<br>Projections<br>2024/2025<br>(J\$) | Year 4<br>Projections<br>2025/2026<br>(J\$) |
|----------------------------------|-------------------------------------------------------------|---------------------------------------------|---------------------------------------------|---------------------------------------------|
| Recurrent                        | 274,923,000                                                 | 274,930,000                                 | 278,492,000                                 | 278,492,000                                 |
| Capital A                        | 000                                                         | 000                                         | 000                                         | 000                                         |
| Capital B                        | 000                                                         | 000                                         | 000                                         | 000                                         |
| Appropriations in Aid            | 222,802,000                                                 | 265,000,000                                 | 300,000,000                                 | 312,000,000                                 |
| <b>Total Funding Requirement</b> | <b>497,725,000</b>                                          | <b>539,923,000</b>                          | <b>578,492,000</b>                          | <b>590,492,000</b>                          |



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## 4.0 PRODUCTS AND SERVICES

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### 4.1 Scheduled Programmes

MIND's Scheduled Programmes define a cross-disciplinary range of certificates, diplomas, 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 organisations, through a variety of day time, evening and weekend offerings.

### 4.2 MIND Customised (Your Place or MIND)

**MIND Customised** provides training solutions tailored to respond exclusively to an organisation's training needs. The concept of the location being Your Place or MIND, promotes the flexibility in delivery, as existing products are adapted or new products developed to meet the human resource training and development needs throughout organisations in Jamaica with extensions to the Caribbean.



### 4.3 MIND Consulting (Organisational Development)

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

#### 4.4 MIND Reach

**MINDReach** is the Agency's product line 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, with a focus on its corporate social responsibility.

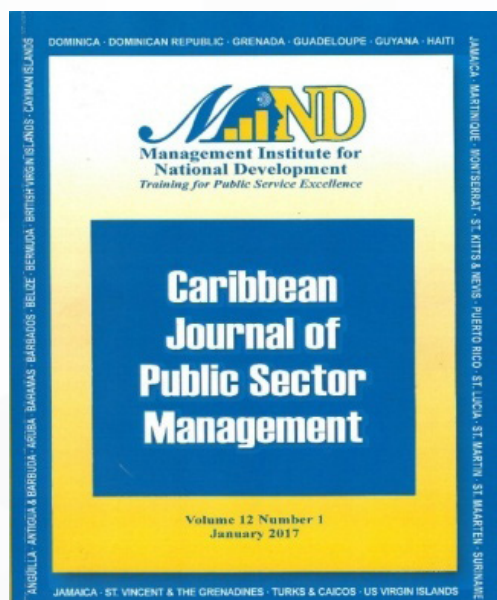


#### 4.5 Caribbean MIND

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 the regional public and allied sectors.

#### 4.6 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 in public sector management. 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 students in general.



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#### 4.7 Public Sector Leadership Development Interventions

A suite of leadership interventions is being designed and delivered under the umbrella of the Public Sector Leadership Development Centre (LDC), in keeping with the Leadership Development Strategy for the Public Sector that is being implemented under the Public Sector Learning Framework (PSLF). Leadership development interventions will be pursued to effect a new public sector leadership culture, which enables public officers to better navigate

change, create positive relationships and leverage their strengths to achieve the vision of a transformed public service. Through this strategy, public servants will be able to access leadership development interventions at all levels of the public service. This will result in a new type of public servant who recognizes self as a leader, and one who is able to effect positive change, regardless of title and/or role in the sector.



#### 4.8 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 dialogue, exchange ideas and enjoy the strategic advantage of learning from and contributing to a forward-thinking leadership community. It provides a safe place where confidential ideas are shared, problem-solving is a group effort, and the exchange of both familiar and unique organizational challenges and successes, can help build a deep and rewarding network. Additionally, the Series facilitate the sharing of data-driven insights, analytical 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.



#### 4.9 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 organizational growth and transformation. The Conferences are also designed to 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 sectors.



#### 4.10 Policy Forum and Public Lecture

The 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 leaders. The forums also present opportunities for:

- Government policy makers and policy managers to elucidate policy directions and decisions to execute leadership of relevant interest groups;
- Private sector leaders and public sector policy makers to dialogue on national development issues;
- Public sector executives to exchange experiences and generally share information with the aim of assisting each other to manage effectively;
- 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 on issues of national importance.



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#### 4.11 MIND 876 POD

The MIND 876 POD is the Agency's newest stakeholder engagement initiative. Through this initiative, the Agency over a very short span of time, engages in conversations with senior public servants to gain critical information to serve these entities even more effectively.



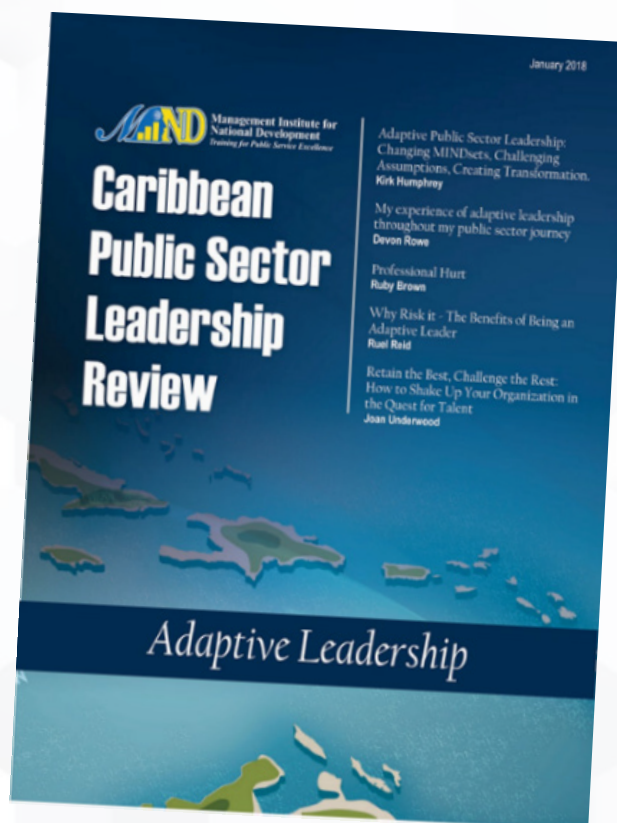
Consequently, within the “POD”, a private space, the discussions will focus on:

- **8 minutes:**  
the Leader's experience with MIND
- **7 minutes:**  
how MIND can support the Leader in achieving their organisational outcomes
- **6 minutes:**  
an agreed desired future.

Upon agreement the parties may choose to extend the talks. The POD Talks are led either by the CEO of MIND or the Director, BDC.

#### 4.12 Caribbean Public Sector Leadership Review

The Caribbean Public Sector Leadership Review (CPSLR) was developed to serve as a practitioner's “go to” leadership magazine for the public sector. This publication, which signals MIND's ongoing commitment to not only change the tone and conversation about leadership, but influence the practice through exposure to interventions, cases, and experiences that have been utilized successfully by other leaders, typically highlights leadership lessons learnt through the experiences, challenges, and successes of public sector leaders in their quest to adopt and support adaptive leadership practices. It also recommends strategies to build capacity through collective leadership and the implementation of effective policy solutions.

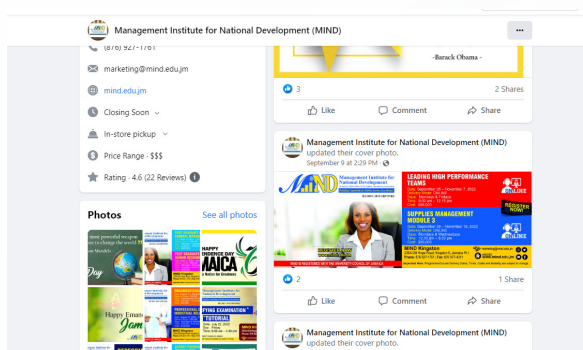




## 5.0 MARKETING STRATEGY

The Agency is employing Relationship Marketing as its marketing strategy for the new strategic cycle. This is with the goal of leading business growth by strengthening relationships with stakeholders and increasing their satisfaction with MIND's products and services. Consequently, the Agency will employ the following Relationship Marketing Strategies:

- Prioritizing Customer Service
- Client Engagement
- Social Media Marketing Campaign
- Email Marketing
- Loyalty Programs
- Customer Feedback and Perception Surveys
- Content Marketing



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## 6.0 HUMAN RESOURCE CAPACITY PLAN

The Agency's Strategic Plan can only be realized through the support of an organizational construct that is strategically positioned to ensure internal coherence, horizontality, creative insights, good business practices and responsiveness to public service complexities. 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 as it currently leads or supports a number of public sector transformation and modernization projects, to include the Public Sector Learning Framework (PSLF), and for which MIND has lead responsibility

for implementation. Consequently, the Agency's entire operation is being required to respond to a growing portfolio of responsibilities, requiring an overhauling of the organizational structure in keeping with its strategic ambition and which will give rise to significant changes to the Agency's current structure, over the period of this Strategic Business Plan. However, a new organizational structure was not finalized in time for inclusion and hence, the following Human Resource Capacity Plan is merely a projection aligned to the Agency's existing units and branches.

**Table 5: Human Resource Capacity Plan**

| Units/Departments                                   | Current Staff Complement | Planned    |            |            |            |
|-----------------------------------------------------|--------------------------|------------|------------|------------|------------|
|                                                     |                          | 2022/2023  | 2023/2024  | 2024/2025  | 2025/2026  |
| Office of the CEO                                   | 6                        | 8          | 8          | 8          | 8          |
| Business Development and Communication              | 25                       | 30         | 34         | 34         | 34         |
| Public Sector Capability Development                | 39                       | 41         | 43         | 45         | 47         |
| Finance, Human Resource Management & Administration | 28                       | 28         | 28         | 28         | 28         |
| <b>Total</b>                                        | <b>98</b>                | <b>107</b> | <b>113</b> | <b>115</b> | <b>117</b> |

## 7.0 MONITORING AND EVALUATION

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The Strategic Business Plan shall have a monitoring and evaluation framework that ensures the impact of the desired outcome and output of the Plan are assessed effectively. It also provides an opportunity for the Agency to effect timely performance adjustments as needed.

**Table 6: Monitoring and Evaluation Plan**

| Agency Outcome                                                                                                                                            | Baseline Data                                                        | Monitoring and Evaluation Frequency |             |                |             |                |             |                |             | Monitoring & Evaluation Assessment Method                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|-------------------------------------|-------------|----------------|-------------|----------------|-------------|----------------|-------------|-----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                           |                                                                      | Year 2022/2023                      |             | Year 2023/2024 |             | Year 2024/2025 |             | Year 2025/2026 |             | Method                                                                                        | Data Source                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|                                                                                                                                                           |                                                                      | Monitor                             | Evaluation  | Monitor        | Evaluation  | Monitor        | Evaluation  | Monitor        | Evaluation  |                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Stakeholder Satisfaction and Engagement Strengthened                                                                                                      | 85% Stakeholder Satisfaction and Engagement                          | Monthly                             | Quarterly   | Monthly        | Quarterly   | Monthly        | Quarterly   | Monthly        | Quarterly   | Review of Branch and Agency progress/performance against operational and implementation plans | <ul style="list-style-type: none"><li>• Branch Reports</li><li>• Agency Performance Reports</li><li>• Audit Reports</li><li>• Accreditation and Certification Bodies Reports</li><li>• Risk Management Reports</li><li>• PSLF Implementation Reports</li><li>• Stakeholder Satisfaction and Perception Report</li><li>• Corrective Action Plans</li><li>• Customer Complaint Reports/Log</li><li>• Reports on All Agency Implementation Plans</li><li>• Reports on Research Agenda</li><li>• Notes/decisions of Management Review Committee Meetings</li></ul> |
| Training Impact Evaluation (TIE) Model established across the Public Service                                                                              | -                                                                    | Monthly                             | Quarterly   | Monthly        | Quarterly   | Monthly        | Quarterly   | Monthly        | Quarterly   |                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Curriculum Management System Strengthened                                                                                                                 | -                                                                    | Monthly                             | Quarterly   | Monthly        | Quarterly   | Monthly        | Quarterly   | Monthly        | Quarterly   |                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Research Culture to Support Public Service Capability Development, Innovation and Transformation Strengthened and Institutionalised                       | 53% of Agency's Annual Research Plan Implemented                     | Monthly                             | Quarterly   | Monthly        | Quarterly   | Monthly        | Quarterly   | Monthly        | Quarterly   |                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Public Sector Learning Framework (PSLF) fully integrated into the Agency's operations                                                                     | -                                                                    | Monthly                             | Quarterly   | Monthly        | Quarterly   | Monthly        | Quarterly   | Monthly        | Quarterly   |                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Quality Management System (QMS) Strengthened to meet required industry standards, accreditation and business requirements                                 | 2021/2022 non-conformances reported                                  | Monthly                             | Quarterly   | Monthly        | Quarterly   | Monthly        | Quarterly   | Monthly        | Quarterly   |                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                                                                                           | -                                                                    | Monthly                             | Quarterly   | Monthly        | Quarterly   | Monthly        | Quarterly   | Monthly        | Quarterly   |                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| In-house Human Resource Capacity and Capability to Successfully Support the Development and Implementation of the PSLF Strengthened and Institutionalised | 54% Staff Engagement                                                 | Quarterly                           | Bi-annually | Quarterly      | Bi-annually | Quarterly      | Bi-annually | Quarterly      | Bi-annually |                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                                                                                           | 64% of staff accessing at least 30 hours of training and development | Monthly                             | Quarterly   | Monthly        | Quarterly   | Monthly        | Quarterly   | Monthly        | Quarterly   |                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Adequate & Consistent Funding for Operational and Capital Development Needs                                                                               | 2021/2022 Revenue                                                    | Monthly                             | Quarterly   | Monthly        | Quarterly   | Monthly        | Quarterly   | Monthly        | Quarterly   |                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                                                                                           | 2021/2022 Enrolment                                                  | Monthly                             | Quarterly   | Monthly        | Quarterly   | Monthly        | Quarterly   | Monthly        | Quarterly   |                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                                                                                           | 2021/2022 Growth in Learning Products and Services delivered         | Monthly                             | Quarterly   | Monthly        | Quarterly   | Monthly        | Quarterly   | Monthly        | Quarterly   |                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

## 8.0 PRIOR YEAR ORGANIZATIONAL PERFORMANCE

The Agency's summary performance is detailed below for fiscal year 2021-2022.

**Table 7: Agency Scorecard: 2021/2022 - Performance Results**

| Themes                                          | Strategic Objectives                                                                                                                  | Performance Measures                                                                    | Performance Targets |                          |
|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|---------------------|--------------------------|
|                                                 |                                                                                                                                       |                                                                                         | Annual Target       | Actual Performance       |
| Stakeholder Satisfaction and Approval           | C1. Strengthen Stakeholder Satisfaction                                                                                               | Percentage Level of Stakeholder Satisfaction                                            | 81%                 | 91%                      |
|                                                 | C2. Expand Programme Delivery Options and Access                                                                                      | Number of participants enrolled                                                         | 3,334               | 4,046                    |
|                                                 |                                                                                                                                       | Number of Learning and Organizational Development (OD) Interventions pursued            | 125                 | 157                      |
|                                                 |                                                                                                                                       | Percentage of Distance Learning Plan Implemented                                        | 35%                 | 25%                      |
| Programme and Operations Excellence             | I1. Strengthen and Institutionalize the Agency's Public Sector Leadership Development Centre (PSLDC) Strategy                         | Percentage of the Agency's Leadership Development Plan Implemented                      | 35%                 | 29%                      |
|                                                 | I2. Strengthen MIND's Research Agenda to support public service capability development, innovation and transformation                 | Percentage of the Agency's Annual Research Plan implemented                             | 80%                 | 17%                      |
| Transformative Learning and Professionalization | L1. Strengthen MIND's Quality Management System                                                                                       | ISO 9001:2015 Certification/ Re-Certification                                           | Re-Certification    | Certification Maintained |
|                                                 | L2. Strengthen In-House Human Resource Capacity and Capability to Successfully Support the Development and Implementation of the PSLF | Percentage of Agency Staff achieving overall annual performance rating of 75% and above | 86%                 | 93%                      |
|                                                 |                                                                                                                                       | Percentage Level of Staff Engagement                                                    | 41%                 | 68%                      |
|                                                 |                                                                                                                                       | Percentage Level of staff accessing at least 30 hours of training and development       | 70%                 | 93%                      |
| Resource Mobilization and Management            | F1. Ensure Adequate and Consistent Funding for Operational and Capital Development Needs.                                             | Percentage of Appropriation in Aid (AIA) Earned in keeping with Annual Budget           | 71%                 | 65%                      |
|                                                 | F2. Ensure sound financial management, ethical and fiduciary practices, performance accountability and reporting                      | Number of Auditor General Queries in Final Annual Audit Report                          | < 2                 | 1                        |



## 9.0 RISK AND OPPORTUNITY MANAGEMENT

Risks that are likely to impact the expected outcomes of the Agency's Strategic Objectives, have been identified along with the decisions for their mitigation, in the Risk Register and Risk Treatment Plan at Appendices B and C. The Register and Treatment Plan, reflect the Agency's commitment to engendering a systematic approach to ensuring that the identification and achievement of stated strategic objectives are improved, performance output and outcomes are more consistent and customers/stakeholders can be confident that they will receive the expected product or service. The Agency therefore ensures risks and opportunities are identified and managed throughout the design, planning, operationalization, analysis and evaluation of its Strategic Business Plan, to secure improved performance outcomes.



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# APPENDICES

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*Strategic Business Plan:  
2022-2026*

## APPENDIX A:

### A1 - Stakeholder Analysis

| MAJOR IMPORTANCE                   |                      |                       |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                        |                      |
|------------------------------------|----------------------|-----------------------|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| Stakeholder Name                   | Priority<br>(1 to 4) | Relevance<br>(1 to 4) | Power<br>(P x R) | What Are the Stakeholders' Needs?                                                                                                                                                                                                                                                                                                                                                                                                                                                   | What Does MIND Need from its Stakeholder?                                                                                                                                                                                                                                                                                                                              | Stakeholder Strategy |
| Office of the Prime Minister       | 4                    | 4                     | 16               | <ul style="list-style-type: none"><li>Public sector efficiency and effectiveness resulting from and enabling good governance</li><li>Citizen confidence and trust in the operations of government via its entities</li><li>Citizen engagement and satisfaction</li></ul>                                                                                                                                                                                                            | <ul style="list-style-type: none"><li>A legislative framework for public sector training and development</li><li>Support for Cabinet Submissions to advance MIND's ability to deliver on its mandate</li><li>Ongoing information on needs and requirements</li><li>Ongoing satisfaction and perception feedback</li></ul>                                              | Manage closely       |
| Cabinet Office                     | 4                    | 4                     | 16               | <ul style="list-style-type: none"><li>Learning and development and consultancy support for the implementation of programmes and projects designed to improve the operation of government and the quality of services delivered.</li><li>Support through training and development and consultancy, the collective and effective development, coordination and implementation of policy (e.g. Strategic Planning, Performance Monitoring and Evaluation, Service Excellence</li></ul> | <ul style="list-style-type: none"><li>Policy guidance, technical expertise, advice, funding and oversight for various project implementation and strategic linkages across the public service (e.g. PSLF)</li><li>Support for Cabinet submissions</li><li>Ongoing information on needs and requirements</li><li>Ongoing satisfaction and perception feedback</li></ul> | Manage closely       |
| Office of the Services Commissions | 4                    | 4                     | 16               | <ul style="list-style-type: none"><li>Transparency and consistency in application of delegated authority for Human Resource Management.</li><li>Support through leadership development and the succession planning strategy for public sector senior leaders.</li></ul>                                                                                                                                                                                                             | <ul style="list-style-type: none"><li>Policy guidance and support for MIND's strategic mandate and delegated authority.</li><li>Ongoing information on needs and requirements</li><li>Ongoing satisfaction and perception feedback</li></ul>                                                                                                                           | Manage closely       |



A1 - Stakeholder Analysis (cont'd)

| Stakeholder Name                                                                                                           | Priority<br>(1 to 4) | Relevance<br>(1 to 4) | Power<br>(P x R) | What Are the Stakeholders' Needs?                                                                                                                                                                                                                       | What Does MIND Need from its Stakeholder?                                                                                                                                                                                                                                                                                                                                                        | Stakeholder Strategy |
|----------------------------------------------------------------------------------------------------------------------------|----------------------|-----------------------|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| Participants                                                                                                               | 4                    | 4                     | 16               | <ul style="list-style-type: none"> <li>Access to affordable, relevant and high-quality training and leadership development programming and research.</li> <li>Product and services delivered in keeping with identified service attributes</li> </ul>   | <ul style="list-style-type: none"> <li>Ongoing information on needs and requirements</li> <li>Ongoing satisfaction and perception feedback</li> </ul>                                                                                                                                                                                                                                            | Manage closely       |
| Parliament/<br>Cabinet                                                                                                     | 4                    | 4                     | 16               | <ul style="list-style-type: none"> <li>Facilitate capacity development interventions to support Parliament/<br/>Cabinet through its committees and other procedural operations, in effecting good governance.</li> </ul>                                | <ul style="list-style-type: none"> <li>Approval of the requisite legislative framework for public sector training and development that strengthens MIND's mandate</li> </ul>                                                                                                                                                                                                                     | Manage closely       |
| Civil Service<br>Association & Trade<br>Unions                                                                             | 4                    | 4                     | 16               | <ul style="list-style-type: none"> <li>Relevant training and development opportunities for its members.</li> </ul>                                                                                                                                      | <ul style="list-style-type: none"> <li>Ongoing support and advocacy to advance MIND's strategic role in building human resource capability across the public service.</li> <li>Ongoing information on members' needs and requirements</li> <li>Ongoing satisfaction and perception feedback</li> </ul>                                                                                           | Manage closely       |
| Regulatory Bodies<br>(Auditor General,<br>Integrity<br>Commission, MoFPS,<br>Office of the<br>Contractor General,<br>etc.) | 4                    | 4                     | 16               | <ul style="list-style-type: none"> <li>Full compliance with applicable legislations and governmental/<br/>national/<br/>international policies, standards and guidelines</li> <li>Timely submission of responses to requests for information</li> </ul> | <ul style="list-style-type: none"> <li>Timely and effective communication of changes to applicable legislations and governmental/<br/>national/<br/>international policies, standards and guidelines</li> <li>Expert advice and support in clarifying the application of applicable legislations and governmental/<br/>national/<br/>international policies, standards and guidelines</li> </ul> | Manage closely       |
| MIND Staff                                                                                                                 | 4                    | 4                     | 16               | <ul style="list-style-type: none"> <li>Ongoing guidance and support in effecting the Agency's strategic initiatives</li> <li>Opportunities for capability development and professional advancement</li> </ul>                                           | <ul style="list-style-type: none"> <li>Consistent demonstration of the required level of skills, knowledge and attitude in support of the Agency's mandate and values.</li> <li>Increasing levels of staff engagement</li> </ul>                                                                                                                                                                 | Manage closely       |

## A1 - Stakeholder Analysis (cont'd)

|                                                                |                      | SOME IMPORTANCE       |                  |                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                          |                      |
|----------------------------------------------------------------|----------------------|-----------------------|------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| Stakeholder Name                                               | Priority<br>(1 to 4) | Relevance<br>(1 to 4) | Power<br>(P x R) | What Are the Stakeholders' Needs?                                                                                                                                                                                                                                                                                                               | What Does MIND Need from its Stakeholder?                                                                                                                                                                                                                                                                                | Stakeholder Strategy |
|                                                                |                      |                       |                  | <ul style="list-style-type: none"><li>A performance management culture reflective of Agency/public sector values</li></ul>                                                                                                                                                                                                                      | <ul style="list-style-type: none"><li>Recommendations for ongoing improvement</li></ul>                                                                                                                                                                                                                                  |                      |
| Ministries, Departments & Agencies (MDAs)/Client Organizations | 3                    | 4                     | 12               | <ul style="list-style-type: none"><li>Support for the strategic development of a workforce, with quality leadership development options, management training and supporting services that sustain a culture of enterprise, efficiency and responsiveness to the publics they serve.</li></ul>                                                   | <ul style="list-style-type: none"><li>Ongoing information on needs and requirements</li><li>Ongoing satisfaction and perception feedback</li><li>Support for MIND's products and services.</li><li>Partnership support and engagement in special projects/events and research.</li></ul>                                 | Manage closely       |
| Accrediting Bodies (NCBJ, UCJ, NCTVET, etc.)                   | 3                    | 4                     | 12               | <ul style="list-style-type: none"><li>Full compliance with applicable standards</li><li>Ongoing verification of quality outcomes in keeping with Agency Quality Management System (QMS)</li><li>Management's commitment and support of the Agency's QMS</li><li>Timely submission of reports and response to requests for information</li></ul> | <ul style="list-style-type: none"><li>Timely and effective communication of changes to standards</li><li>Expert advice and support in clarifying the application of standards</li></ul>                                                                                                                                  | Manage closely       |
| Suppliers (including Associate Faculty)                        |                      |                       |                  | <ul style="list-style-type: none"><li>Timely and clear contracting</li><li>Timely payment for goods and services provided</li><li>Agency Orientation</li><li>Timely and ongoing communication of applicable organizational priorities and changes</li><li>Ongoing evaluation and feedback on performance</li></ul>                              | <ul style="list-style-type: none"><li>Performance in keeping with conditions of engagement contract and the Agency's ethical and operational standards and practices</li><li>Ongoing information on needs, requirements and opportunities for improvement</li><li>Ongoing satisfaction and perception feedback</li></ul> | Manage closely       |

## A1 - Stakeholder Analysis (cont'd)

| MINOR IMPORTANCE                    |                      |                       |                  |                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                            |                      |
|-------------------------------------|----------------------|-----------------------|------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| Stakeholder Name                    | Priority<br>(1 to 4) | Relevance<br>(1 to 4) | Power<br>(P x R) | What Are the Stakeholders' Needs?                                                                                                                                                                                                                                                                  | What Does MIND Need from its Stakeholder?                                                                                                                                                                                                  | Stakeholder Strategy |
| Non-Government Organizations (NGOs) | 2                    | 3                     | 6                | <ul style="list-style-type: none"> <li>Opportunities to collaborate on learning and development initiatives in support of the NGO's strategic agenda</li> </ul>                                                                                                                                    | <ul style="list-style-type: none"> <li>Ongoing information on needs and requirements</li> <li>Ongoing satisfaction and perception feedback</li> <li>Partnership support and engagement in special projects/events and research.</li> </ul> | Keep satisfied       |
| Donor Agencies                      | 2                    | 3                     | 6                | <ul style="list-style-type: none"> <li>Opportunities to support the development of public service capabilities in support of good governance</li> </ul>                                                                                                                                            | <ul style="list-style-type: none"> <li>Ongoing satisfaction and perception feedback</li> <li>Technical and financial support</li> </ul>                                                                                                    | Keep satisfied       |
| Allied Training Institutions        | 2                    | 2                     | 4                | <ul style="list-style-type: none"> <li>Opportunities to collaborate on learning and development initiatives and research, utilizing shared resources in support of mutually aligned strategic agendas.</li> <li>Strengthen brand identity and organizational capabilities and capacity.</li> </ul> | <ul style="list-style-type: none"> <li>Strengthen capability and capacity to successfully deliver MIND's mandate and enhance its brand identity.</li> </ul>                                                                                | Keep satisfied       |
| CARICOM-Based Institutions          | 2                    | 3                     | 6                | <ul style="list-style-type: none"> <li>Opportunities to collaborate on learning and development initiatives and research, towards the advancement of public service delivery within CARICOM member states.</li> </ul>                                                                              | <ul style="list-style-type: none"> <li>Participation and support for special projects/initiatives and events in keeping with MIND's mandate</li> </ul>                                                                                     | Keep satisfied       |
| Jamaican Citizenry                  | 2                    | 3                     | 6                | <ul style="list-style-type: none"> <li>Public service excellence</li> </ul>                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Ongoing satisfaction and perception feedback</li> <li>Service attributes</li> </ul>                                                                                                                 | Keep satisfied       |



## A2 - Stakeholder (Interested Parties) Scoring Matrix

| <b>Power</b> ( <i>Effects of influence</i> ) = Priority x Relevance   |                        | <b>Priority of Interested Party</b> ( <i>Effects on decisions</i> ) |                  |                 |                  |
|-----------------------------------------------------------------------|------------------------|---------------------------------------------------------------------|------------------|-----------------|------------------|
|                                                                       |                        | No importance                                                       | Minor importance | Some importance | Major importance |
| <b>Relevance of Interested Party</b> ( <i>Effects on activities</i> ) | Not relevant           | 1                                                                   | 2                | 3               | 4                |
|                                                                       | Minor relevance        | 2                                                                   | 4                | 6               | 8                |
|                                                                       | Influential            | 3                                                                   | 6                | 9               | 12               |
|                                                                       | Significantly relevant | 4                                                                   | 8                | 12              | 16               |

| <b>Power of Interested Party</b> ( <i>Effects on decisions</i> ) |                                     |                  |                                            |
|------------------------------------------------------------------|-------------------------------------|------------------|--------------------------------------------|
| Score                                                            | Description                         | Strategy         | Objectives                                 |
| 1 to 3                                                           | Low relevance with low importance   | Monitor interest | Detect opportunities from growing interest |
| 4 to 6                                                           | Low relevance with high importance  | Keep satisfied   | Build interest, monitor for changes        |
| 7 to 11                                                          | High relevance with low importance  | Keep informed    | Maintain interest, monitor for changes     |
| 12 to 16                                                         | High relevance with high importance | Manage closely   | Maintain support, monitor for changes      |

## APPENDIX B: Risk Register 2022-2026

**Scope:** Risks that are likely to impact the expected outcomes of all the Agency's Strategic Objectives and the decisions for their mitigation. Completed in accordance with Procedure 6.1: Actions to Address Risks and Opportunities in the ISO 9001:2015 Procedures Manual.

**Context:** The results of the Agency's SWOT Analysis informed the strategic objectives and initiatives identified for the new 2022-2026 strategic cycle and led to the creation of the associated Risk Management Register. This is consistent with MIND's commitment to continually improve the quality of its performance, in realization of its strategic outcomes and ultimate goal.

| Risk Identification                                                               |                                                                                                                                                                                                                                                                                                                                                                      | Risk Analysis                                                                    |                                                                  |                                     | Risk Evaluation                                       |                                                                                                                          | Risk Treatment                                                                                          |               |
|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|------------------------------------------------------------------|-------------------------------------|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|---------------|
| Strategic Objective                                                               | Risk Description                                                                                                                                                                                                                                                                                                                                                     | Likelihood<br>1: highly unlikely<br>2: unlikely<br>3: likely<br>4: highly likely | Impact<br>1: minor<br>2: moderate<br>3: major<br>4: catastrophic | Priority #<br>Likely<br>X<br>Impact | Risk Level<br>1-7: low<br>8-11: medium<br>12-16: high | Decision<br>✓ Do nothing<br>✓ Consider risk treatment options<br>✓ Undertake further analysis<br>✓ Reconsider objectives | Options<br>• Avoiding<br>• Taking or Increasing<br>• Removing<br>• Reducing<br>• Sharing<br>• Retaining | Owner         |
| C1. Strengthen Stakeholder Satisfaction and Perception                            | - Failure to meet Stakeholders needs due to inadequate management, resulting in reduced stakeholder satisfaction and engagement.                                                                                                                                                                                                                                     | 3                                                                                | 3                                                                | 9                                   | Medium                                                | Consider risk treatment options                                                                                          | Reduce                                                                                                  | All Directors |
| C2. Establish a Training Impact Evaluation (TIE) Model across the Public Service. | - Inability to properly measure the effectiveness of MIND's programmes/courses due to an inadequate Whole of Government TIE Model, resulting in a failure to properly support learning and development for public sector transformation.                                                                                                                             | 4                                                                                | 3                                                                | 12                                  | High                                                  | Consider risk treatment options                                                                                          | Reduce                                                                                                  | Director PSCD |
| I1. Strengthen the Agency's Curriculum Management System                          | - Failure to ensure the adequacy, currency and robustness of the Agency's curriculum management architecture supporting the provision of public service training, organizational and leadership development, due to an outdated Curriculum Management Framework and an underdeveloped Distance Learning Portfolio resulting in significant loss of MIND's relevance. | 3                                                                                | 3                                                                | 9                                   | Medium                                                | Consider risk treatment options                                                                                          | Reduce                                                                                                  | Director PSCD |

## Risk Register 2022-2026 (cont'd)

| Risk Identification                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                              | Risk Analysis                                                                    |                                                                  |                                     | Risk Evaluation                                       |                                                                                                                          | Risk Treatment                                                                                          |               |
|---------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|------------------------------------------------------------------|-------------------------------------|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|---------------|
| Strategic Objective                                                                                                                         | Risk Description                                                                                                                                                                                                                                                                                                                                                                                             | Likelihood<br>1: highly unlikely<br>2: unlikely<br>3: likely<br>4: highly likely | Impact<br>1: minor<br>2: moderate<br>3: major<br>4: catastrophic | Priority #<br>Likely<br>X<br>Impact | Risk Level<br>1-7: low<br>8-11: medium<br>12-16: high | Decision<br>✓ Do nothing<br>✓ Consider risk treatment options<br>✓ Undertake further analysis<br>✓ Reconsider objectives | Options<br>• Avoiding<br>• Taking or Increasing<br>• Removing<br>• Reducing<br>• Sharing<br>• Retaining | Owner         |
| 12. Strengthen MIND's Research Culture to support public service capability development, innovation and transformation                      | - Failure to develop and implement a suitable Research Agenda due to ineffective management of the portfolio, resulting in the absence of adequate research to support public sector capability development, innovation and transformation.                                                                                                                                                                  | 4                                                                                | 3                                                                | 12                                  | High                                                  | Consider risk treatment options                                                                                          | Reduce                                                                                                  | Director BDC  |
| 13. Lead Implementation of the Public Sector Learning Framework                                                                             | - Failure to effectively lead the timely implementation of the PSLF, due to a lack of integration into MIND's operations, resulting in loss of stakeholder support and a threat to building a culture of continuous learning and innovation within the public sector.                                                                                                                                        | 4                                                                                | 3                                                                | 12                                  | High                                                  | Consider risk treatment options                                                                                          | Reduce                                                                                                  | Director PSCD |
| L1. Strengthen MIND's Quality Management System (QMS) in line with the required industry standards, accreditation and business requirements | - Failure to maintain an efficient QMS due to the absence of consistent leadership and commitment to the ongoing development, implementation and application of policies, procedures and processes supporting the Agency's services in accordance with ISO 9001:2015, resulting in MIND's inability to retain ISO certification, UCJ and NCTVET accreditation and obtain other external audit certification. | 3                                                                                | 3                                                                | 9                                   | Medium                                                | Consider risk treatment options                                                                                          | Reduce                                                                                                  | All Directors |



## Risk Register 2022-2026 (cont'd)

| Risk Identification                                                                                                                    |                                                                                                                                                                                                                                                              | Risk Analysis                                                                    |                                                                  |                                     | Risk Evaluation                                       |                                                                                                                          | Risk Treatment                                                                                          |                 |
|----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|------------------------------------------------------------------|-------------------------------------|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|-----------------|
| Strategic Objective                                                                                                                    | Risk Description                                                                                                                                                                                                                                             | Likelihood<br>1: highly unlikely<br>2: unlikely<br>3: likely<br>4: highly likely | Impact<br>1: minor<br>2: moderate<br>3: major<br>4: catastrophic | Priority #<br>Likely<br>X<br>Impact | Risk Level<br>1-7: low<br>8-11: medium<br>12-16: high | Decision<br>✓ Do nothing<br>✓ Consider risk treatment options<br>✓ Undertake further analysis<br>✓ Reconsider objectives | Options<br>• Avoiding<br>• Taking or Increasing<br>• Removing<br>• Reducing<br>• Sharing<br>• Retaining | Owner           |
| L2: Strengthen In-House Human Resource Capacity and Capability to Successfully Support the Development and Implementation of the PSLF. | - Inability to develop the requisite in-house capability due to insufficient alignment with training and development pursued, resulting in an increased threat to the Agency's achievement of performance outcomes.                                          | 3                                                                                | 4                                                                | 12                                  | High                                                  | Consider risk treatment options                                                                                          | Reduce                                                                                                  | Director FHRM&A |
| F1. Ensure Adequate and Consistent Funding for Operational and Capital Development Needs.                                              | - Failure to fund all operational and capital development needs, due to the absence of growth in revenue and ineffective receivables management, resulting in the Agency's inability to expand programme delivery and its attendant infrastructural support. | 3                                                                                | 4                                                                | 12                                  | High                                                  | Consider risk treatment options                                                                                          | Reduce                                                                                                  | All Directors   |

# APPENDIX C: Risk Treatment Plan 2022-2026

| Risk                                                                            |                                                                                                                                                                                                                                        |                                                           | Risk Treatment                                                                                                                                            |                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                |                                                                                                                |                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| Strategic Objective                                                             | Risk Description                                                                                                                                                                                                                       | Current Risk Level                                        | Options                                                                                                                                                   | Rationale for Selection<br>(Include expected benefits)                                                                                                                                                                                                                    | Mitigating Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Who<br>(Person responsible for implementation)                                 | When<br>(Timetable for implementation)                                                                         | Resource Requirements<br>(Include contingencies)                                                                                                                                                               | Performance Measures<br>(How will this risk and mitigating actions be monitored)                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|                                                                                 |                                                                                                                                                                                                                                        | <div><div>Low</div><div>Medium</div><div>High</div></div> | <ul style="list-style-type: none"><li>Avoiding</li><li>Taking or Increasing</li><li>Removing</li><li>Reducing</li><li>Sharing</li><li>Retaining</li></ul> |                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                |                                                                                                                |                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| C1. Strengthen Stakeholder Satisfaction & Perception                            | Failure to meet Stakeholders needs due to inadequate management, resulting in reduced stakeholder satisfaction and engagement.                                                                                                         |                                                           | Reduce                                                                                                                                                    | Reducing the likelihood increases the opportunity for the Agency to meet and exceed stakeholder requirements.                                                                                                                                                             | Strengthen across all branches, comprehensive sets of metrics for customer complaints, customer satisfaction and perception in the form of balanced scorecards and plans covering key operations of the branches and their units.<br><br>Monthly identification and analysis of stakeholder satisfaction and perception across all Branches.<br><br>Capture all customer complaints across branches/units, evaluate for their root causes, plan and take corrective actions, in keeping with established procedures. | All Directors<br><br><br>All Directors<br><br>All Directors                    | Ongoing<br><br><br>Ongoing<br><br>Ongoing                                                                      | ISO Procedures 9.1.2 & 10.2<br><br>Applicable forms and templates<br><br>Map of Customer Touch Points                                                                                                          | Information on customer satisfaction is recorded and shared within each Branch and with the CEO's Office.<br><br>Monthly Customer Satisfaction and Perception Report and Customer Complaint Report are tabled at each Management Review Meeting to ensure implementation of continuous improvement strategies.<br><br>CEO's Office monitors results from across the Agency in keeping with agreed metrics.<br><br>Share Customer Satisfaction and Perception Results with employees at General Management and Quarterly General Staff Meetings. |
| C2. Establish a Training Impact Evaluation (TIE) Model across the Public Sector | Inability to properly measure the effectiveness of MIND's programmes/courses due to an inadequate Whole of Government TIE Model, resulting in a failure to properly support learning and development for public sector transformation. |                                                           | Reduce                                                                                                                                                    | In reducing the likelihood of the risk, greater is the opportunity to collect and assess data on the effectiveness of the Agency's learning interventions delivered across the public service which can inform decisions to greater support public sector transformation. | Enhance Training Impact measurements across programme/course offerings to provide evidence-based data that learning and development interventions enable public sector capacity development.<br><br>Embed the practice of Tracer Studies.<br><br>Implement the Agency's Transfer of Learning Framework.<br><br>Identify and secure the technological infrastructure to support the TIE Model.                                                                                                                        | Director PSCD<br><br><br>Director BDC<br><br>Director PSCD<br><br>Director BDC | April 2022 & Ongoing<br><br><br>April 2022 and Ongoing<br><br>April 2022 & Ongoing<br><br>April 2022 & Ongoing | Applicable hardware and software<br><br>Applicable forms and templates<br><br>Directory of Programmes/Courses<br><br>Stakeholder requirements<br><br>Supporting policies, procedures, guidelines and processes | Training Impact Evaluation Results<br><br>ICT acquisition and Implementation schedule monitored in keeping with agreed timeframes<br><br>Planned activities monitored monthly/quarterly in keeping with established timeframes<br><br>Risk Management Reports<br><br>Monthly and quarterly Branch Reports                                                                                                                                                                                                                                       |

| Risk Treatment                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                    |                                                           |                                                                                                                                                                       |                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                            |                                                          |                                                                                |                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| Risk                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                    |                                                           | Risk Treatment                                                                                                                                                        |                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                            |                                                          |                                                                                |                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Strategic Objective                                                                                                    | Risk Description                                                                                                                                                                                                                                                                                                                                                   | Current Risk Level                                        | Options                                                                                                                                                               | Rationale for Selection<br>(Include expected benefits)                                                                                                                                                                                                          | Mitigating Actions                                                                                                                                                                                                                                                                                                                         | Who<br>(Person responsible for implementation)           | When<br>(Timetable for implementation)                                         | Resource Requirements<br>(Include contingencies)                                                                                                                                                                                     | Performance Measures<br>(How will this risk and mitigating actions be monitored)                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                    | <div><div>Low</div><div>Medium</div><div>High</div></div> | <ul style="list-style-type: none"><li>• Avoiding</li><li>• Taking or Increasing</li><li>• Removing</li><li>• Reducing</li><li>• Sharing</li><li>• Retaining</li></ul> |                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                            |                                                          |                                                                                |                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| I1. Strengthen the Agency's Curriculum Management System                                                               | Failure to ensure the adequacy, currency and robustness of the Agency's curriculum management architecture supporting the provision of public service training, organizational and leadership development, due to an outdated Curriculum Management Framework and an underdeveloped Distance Learning Portfolio resulting in significant loss of MIND's relevance. |                                                           | Reduce                                                                                                                                                                | In reducing the likelihood of the risk, greater is the opportunity for the Agency to provide organizational and leadership development interventions across the public service through an advance, robust and up-to-date curricula and distance learning model. | Develop and implement the Agency's Curriculum Management Upgrade and Distance Learning Project<br><br>Identify and secure requisite ICT infrastructure to support online learning and development.<br><br>Identify and obtain requisite distance learning capability.                                                                      | Director PS&D<br><br>Director BDC<br><br>Director FHRM&A | April 2022 & ongoing<br><br>April 2022 & ongoing<br><br>April 2022 & ongoing   | Detailed Project Work plan with clearly defined actions, outputs, and implementation timeline.<br><br>Applicable hardware and software<br><br>Pool of qualified and experienced human resource<br><br>Accreditation Reports          | Planned activities monitored in keeping Detailed Work plan<br><br>Ongoing monitoring of activities in keeping with ICT acquisition and implementation schedule<br><br>Performance measured in relation to established training delivery metric.<br><br>Accreditation Reports                                                                                                                                                                                                                                              |
| I2. Strengthen MIND's Research Culture to support public service capability development, innovation and transformation | Failure to develop and implement a suitable Research Agenda due to ineffective management of the portfolio, resulting in the absence of adequate research to support public sector capability development, innovation and transformation.                                                                                                                          |                                                           | Reduce                                                                                                                                                                | In reducing the likelihood of the risk, greater is the opportunity for the Agency to develop and implement a Research Agenda that can increase the rate and pace at which its research can inform public service innovation and transformation                  | Produce annually, at least one publication aligned with public sector capability development, innovation, transformation and service excellence.<br><br>Host Policy Forum and Public Lecture aligned to agreed research focus for each year.<br><br>Strengthen MIND's Research Policy and Procedural, Monitoring and Evaluation Framework. | Director BDC<br><br>Director BDC<br><br>Director BDC     | April 2022 and ongoing<br><br>April 2022 & ongoing<br><br>April 2022 & ongoing | Research Policy Framework<br><br>Stakeholder (internal and external) requirements<br><br>Agency's Priority Action, Programmes and Projects<br><br>Supporting Organizational Structure for Research Unit<br><br>Applicable technology | Research Agenda is developed and executed in keeping with the Agency's Research Policy Framework<br><br>Planned activities monitored in keeping with Annual Research Agenda<br><br>Research Publications<br><br>Monitoring and Evaluation results of the effectiveness of the policies and procedures implemented in relation to identified research metrics<br><br>Stakeholder feedback and perception of Agency Research outputs in keeping with identified metrics<br><br>Outputs from Policy Forum and Public Lecture |



| Risk                                                            |                                                                                                                                                                                                                                                                     |                                                           | Risk Treatment                                                                                                                                            |                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                     |                                                                              |                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| Strategic Objective                                             | Risk Description                                                                                                                                                                                                                                                    | Current Risk Level                                        | Options                                                                                                                                                   | Rationale for Selection                                                                                                                                                                                                     | Mitigating Actions                                                                                                                                                                                                                                                                                                                                                  | Who                                                                          | When                                                                                                     | Resource Requirements                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Performance Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                                                                 |                                                                                                                                                                                                                                                                     | <div><div>Low</div><div>Medium</div><div>High</div></div> | <ul style="list-style-type: none"><li>Avoiding</li><li>Taking or Increasing</li><li>Removing</li><li>Reducing</li><li>Sharing</li><li>Retaining</li></ul> | (Include expected benefits)                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                     | (Person responsible for implementation)                                      | (Timetable for implementation)                                                                           | (Include contingencies)                                                                                                                                                                                                                                                                                                                                                                                                                                               | (How will this risk and mitigating actions be monitored)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| I3: Lead Implementation of the Public Sector Learning Framework | Failure to effectively lead the timely implementation of the PSLF, due to a lack of integration into MIND's operations, resulting in loss of stakeholder support and a threat to building a culture of continuous learning and innovation within the public sector. |                                                           | Reduce                                                                                                                                                    | Institutionalisation of the PSLF creates the opportunity for the Agency to effectively deliver on its mandate and support professionalisation of the public service through effective leadership development interventions. | Develop and implement the Agency's PSLF Implementation Plan aligned to the overarching GoJ PSLF Implementation Plan.<br><br>Serve as Lead Implementer for the Public Sector Learning Framework Programme.<br><br>Implement the Public Sector Leadership Development Strategy Implementation Plan<br><br>Host Annual Public Sector Leadership Development Conference | Director PSCD<br><br>Director PSCD<br><br>Director PSCD<br><br>Director PSCD | April 2022 & ongoing<br><br>April 2022 & ongoing<br><br>April 2022 & ongoing<br><br>Annually and ongoing | PSLF Implementation Plan<br><br>Public Sector Learning and Development Policy<br><br>Public Sector Leadership Development Strategy and Implementation Plan<br><br>Supporting technical and financial resources<br><br>Change Mngement Strategy and Plan<br><br>Required Organisational Structure<br><br>Cabinet Approved GoJ Competency Framework<br><br>Cabinet Approved GoJ Professional Pathway<br><br>PSLF Project Manager<br><br>Instructional Design Specialist | Monitor execution of activities in keeping with PSLF Implementation Plan<br><br>Elements of the PSLF developed, approved and operationalised.<br><br>Monitor execution of activities in keeping with Public Sector Leadership Development Strategy Implementation Plan<br><br>Monthly and quarterly PSCD Branch Reports<br><br>Monthly PSLF Implementation Reports<br><br>Risk Management Reports<br><br>PSLF implementation is strategically aligned and integrated into MIND's operations.<br><br>A Directory of Leadership Development programmes/products<br><br>Training Data for Leadership Development<br><br>Outputs from Annual Public Sector Leadership Development Conference |

## Risk Treatment Plan 2022-2026 (cont'd)

| Risk                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                            |                                                           | Risk Treatment                                                                                                                                                                  |                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                           |                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| Strategic Objective                                                                                                                          | Risk Description                                                                                                                                                                                                                                                                                                                                                                                           | Current Risk Level                                        | Options                                                                                                                                                                         | Rationale for Selection<br>(Include expected benefits)                                                                                                                                                      | Mitigating Actions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Who<br>(Person responsible for implementation)                                                                            | When<br>(Timetable for implementation)                              | Resource Requirements<br>(Include contingencies)                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Performance Measures<br>(How will this risk and mitigating actions be monitored)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                            | <div><div>Low</div><div>Medium</div><div>High</div></div> | <ul style="list-style-type: none"><li>• Avoiding</li><li>• Taking or</li><li>• Increasing</li><li>• Removing</li><li>• Reducing</li><li>• Sharing</li><li>• Retaining</li></ul> |                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                           |                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| L1. Strengthen MIND's Quality Management System (QMS) in line with the required industry standards, accreditation and business requirements. | Failure to maintain an efficient QMS due to the absence of consistent leadership and commitment to the ongoing development, implementation and application of policies, procedures and processes supporting the Agency's services in accordance with ISO 9001:2015, resulting in MIND's inability to retain ISO certification, UCJ and NCTVET accreditation and obtain other external audit certification. |                                                           | Reduce                                                                                                                                                                          | Maintaining a QMS that meets international, regulatory and industry standards secures the Agency's relevance and guarantees significant and ongoing operational improvements and quality products/services. | Develop and implement Corrective Action Plans in response to audit recommendations and findings.<br><br>Continually improve the Agency's QMS according to the requirements of the ISO 9001:2015 standard, with special focus on the process approach, utilizing the Agency's Value Chain to identify and define, review and update Key Processes and their interactions throughout the Agency.<br><br>Internal reorganization and development of individuals and positions; recruit for identified roles, to support the full establishment, implementation, maintenance and continual improvement of the Agency's Quality Management System.<br><br>Monitor the QMS to ensure that it is effectively implemented and maintained.<br><br>Develop and implement the Agency's Institutional Accreditation Project.<br><br>Monitor the Agency's conformance to the requirements of the UCJ for Institutional Accreditation. | All Directors<br><br><br><br><br><br><br><br><br><br>All Directors<br><br><br><br><br><br><br><br><br><br>Director FHRM&A | Ongoing<br><br><br><br><br><br><br><br><br><br>April 2022 & Ongoing | Qualified and experienced human resource<br><br>Staff Training and Development Plan<br><br>Job Descriptions<br><br>Organizational Charts<br><br>ISO 9001:2015 Standards<br><br>ISO 9001:2015 Procedural Manual<br><br>UCJ Institutional Accreditation Standards<br><br>Agency Policies and Procedures<br><br><br><br>Institutional Accreditation Project Implementation Plan<br><br>Supporting Organizational Structure<br><br>ISO Internal Audit Programme<br><br>Management Review Committee Meeting Notes/Reports | Management Review Committee (MRC) Meetings<br><br>MRC Meeting Notes/Reports<br><br>ISO 9001:2015 Certification Maintained<br><br>Corrective and Preventive Action Reports<br><br>Staff Training and Development Reports<br><br>Training Record<br><br>Employee Performance Evaluation<br><br>ISO Internal Audit Reports<br><br>NCBJ Audit Reports<br><br>Accreditation Reports<br><br>Agency Performance Reports<br><br>UCJ Accreditation/Certification<br><br>Internal and External Audit Reports<br><br>Institutional Accreditation Project Implementation Plan<br><br>Monitor execution of activities in keeping with Institutional Accreditation Project Implementation Plan<br><br>Staff Training Records |

# Risk Treatment Plan 2022-2026 (cont'd)

| Risk Treatment                                                                                                           |                                                                                                                                                                                                                 |                                                           |                                                                                                                                                           |                                                                                                                                                                                    |                                                                                                                                                                                                          |                                                |                                        |                                                  |                                                                                  |
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| Risk                                                                                                                     |                                                                                                                                                                                                                 |                                                           | Risk Treatment                                                                                                                                            |                                                                                                                                                                                    |                                                                                                                                                                                                          |                                                |                                        |                                                  |                                                                                  |
| Strategic Objective                                                                                                      | Risk Description                                                                                                                                                                                                | Current Risk Level                                        | Options                                                                                                                                                   | Rationale for Selection<br>(Include expected benefits)                                                                                                                             | Mitigating Actions                                                                                                                                                                                       | Who<br>(Person responsible for implementation) | When<br>(Timetable for implementation) | Resource Requirements<br>(Include contingencies) | Performance Measures<br>(How will this risk and mitigating actions be monitored) |
| L2: Strengthen In-House Human Resource Capacity and Successfully Support the Development and Implementation of the PSLF. | Inability to develop the requisite in-house capacity due to insufficient alignment with training and development pursued, resulting in an increased threat to the Agency's achievement of performance outcomes. | <div><div>Low</div><div>Medium</div><div>High</div></div> | <ul style="list-style-type: none"><li>Avoiding</li><li>Taking or Increasing</li><li>Removing</li><li>Reducing</li><li>Sharing</li><li>Retaining</li></ul> | An increase in the requisite human resource capacity and capability increases the Agency's ability to successfully achieve its performance and effectively deliver on its mandate. | Develop and implement Employee Engagement initiatives/plans.                                                                                                                                             | Director FHRM&A<br>All Directors               | Ongoing                                | GoJ and other applicable policy and guidelines   | Employee Performance Evaluations                                                 |
|                                                                                                                          |                                                                                                                                                                                                                 |                                                           | Reduce                                                                                                                                                    |                                                                                                                                                                                    | Review, update and implement the Agency's HR Training and Development Policy and Procedure to ensure timely and strategic identification and development of human resource capability development needs. | Director FHRM&A                                | April 2022 & Ongoing                   | Employee Performance Reviews                     | Staff training and development reports                                           |
|                                                                                                                          |                                                                                                                                                                                                                 |                                                           |                                                                                                                                                           |                                                                                                                                                                                    | Design, develop and implement the Agency's Staff Training and Development Plan                                                                                                                           | Director FHRM&A<br>All Directors               | April 2022 & Ongoing                   | Job Descriptions                                 | Recruitment Reports                                                              |
|                                                                                                                          |                                                                                                                                                                                                                 |                                                           |                                                                                                                                                           |                                                                                                                                                                                    | Recruit for identified roles.                                                                                                                                                                            | Director FHRM&A                                | Ongoing                                | Qualified and experienced human resource         | Annual level of staff engagement in relation to agreed metric                    |
|                                                                                                                          |                                                                                                                                                                                                                 |                                                           |                                                                                                                                                           |                                                                                                                                                                                    |                                                                                                                                                                                                          |                                                |                                        | Staff engagement surveys and analysis            | Staff Training Records                                                           |
|                                                                                                                          |                                                                                                                                                                                                                 |                                                           |                                                                                                                                                           |                                                                                                                                                                                    |                                                                                                                                                                                                          |                                                |                                        | Agency Training and Development Plan             | Staff Promotions                                                                 |
|                                                                                                                          |                                                                                                                                                                                                                 |                                                           |                                                                                                                                                           |                                                                                                                                                                                    |                                                                                                                                                                                                          |                                                |                                        | GoJ Employee Performance Management Policy       |                                                                                  |
|                                                                                                                          |                                                                                                                                                                                                                 |                                                           |                                                                                                                                                           |                                                                                                                                                                                    |                                                                                                                                                                                                          |                                                |                                        | Employee Performance Reports                     |                                                                                  |
|                                                                                                                          |                                                                                                                                                                                                                 |                                                           |                                                                                                                                                           |                                                                                                                                                                                    |                                                                                                                                                                                                          |                                                |                                        | Staff Engagement Activities                      |                                                                                  |
|                                                                                                                          |                                                                                                                                                                                                                 |                                                           |                                                                                                                                                           |                                                                                                                                                                                    |                                                                                                                                                                                                          |                                                |                                        | Staff Social/Events                              |                                                                                  |
|                                                                                                                          |                                                                                                                                                                                                                 |                                                           |                                                                                                                                                           |                                                                                                                                                                                    |                                                                                                                                                                                                          |                                                |                                        | Management and General Staff Meetings            |                                                                                  |



## Risk Treatment Plan 2022-2026 (cont'd)

| Risk                                                                                      |                                                                                                                                                                                                                                                            |                                                           | Risk Treatment                                                                                                                                                        |                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                        |                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| Strategic Objective                                                                       | Risk Description                                                                                                                                                                                                                                           | Current Risk Level                                        | Options                                                                                                                                                               | Rationale for Selection                                                                                                                                    | Mitigating Actions                                                                                                                                                                                                                                                                                                                                                                                               | Who                                                                                    | When                                                                                                             | Resource Requirements                                                                                                                                                                                                                                                                                                                                                                                                                                     | Performance Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                                                                                           |                                                                                                                                                                                                                                                            | <div><div>Low</div><div>Medium</div><div>High</div></div> | <ul style="list-style-type: none"><li>• Avoiding</li><li>• Taking or Increasing</li><li>• Removing</li><li>• Reducing</li><li>• Sharing</li><li>• Retaining</li></ul> | (Include expected benefits)                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                  | (Person responsible for implementation)                                                | (Timetable for implementation)                                                                                   | (Include contingencies)                                                                                                                                                                                                                                                                                                                                                                                                                                   | (How will this risk and mitigating actions be monitored)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| F1. Ensure adequate and consistent funding for operational and capital development needs. | Failure to fund all operational and capital development needs, due to the absence of growth in revenue and ineffective receivables management, resulting in the Agency's inability to expand programme delivery and its attendant infrastructural support. |                                                           | Reduce                                                                                                                                                                | Reducing the likelihood of the risk will increase the Agency's ability to successfully impact its capital development needs and meet operational expenses. | Review, update and implement the Agency's budget and expenditure guidelines, pricing policy and matrix with a keen focus on the Agency's growth strategy.<br><br>Implement Receivables Management Plan<br><br>Review the adequacy and robustness of the Agency's Enrolment Strategies, Registration and Certification processes.<br><br>Develop and implement the Agency's Marketing and Public Relations Plans. | Director FHRM&A<br><br><br>Director FHRM&A<br><br>Director BDC<br><br><br>Director BDC | April 2022 & Ongoing<br><br><br>April 2022 & Ongoing<br><br>April 2022 & Ongoing<br><br><br>April 2022 & Ongoing | Financial Instructions to Executive Agency<br>FAA Act & Instructions<br>Strategic Business and Operational Plan<br>Procurement Plan<br>Receivables Management Plan<br>Agency Costing Model<br>Updated budgetary and expenditure guidelines<br>Marketing Plan<br>Public Relations Plan<br>Auditor General Reports<br>Training Performance Reports<br>Receivables Management Report<br>Financial Statements<br>Monthly, Quarterly and Annual Branch Reports | Monthly, Quarterly and Annual Branch Reports<br><br>Monthly Financial Performance reporting<br><br>Quarterly procurement and contract management reports<br><br>Monthly review of Accounts Receivables in keeping with Receivables Management Plan and agreed metrics<br><br>Internal Audit Reports<br><br>Auditor General Reports<br><br>Audited financial statements<br><br>Monthly, Quarterly and Annual Risk Management Reports<br><br>Quarterly and Annual Performance Reports<br><br>MRC Meetings<br><br>Stakeholder Satisfaction and perception Reports |

# 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”**

