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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

2024 -2028

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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.

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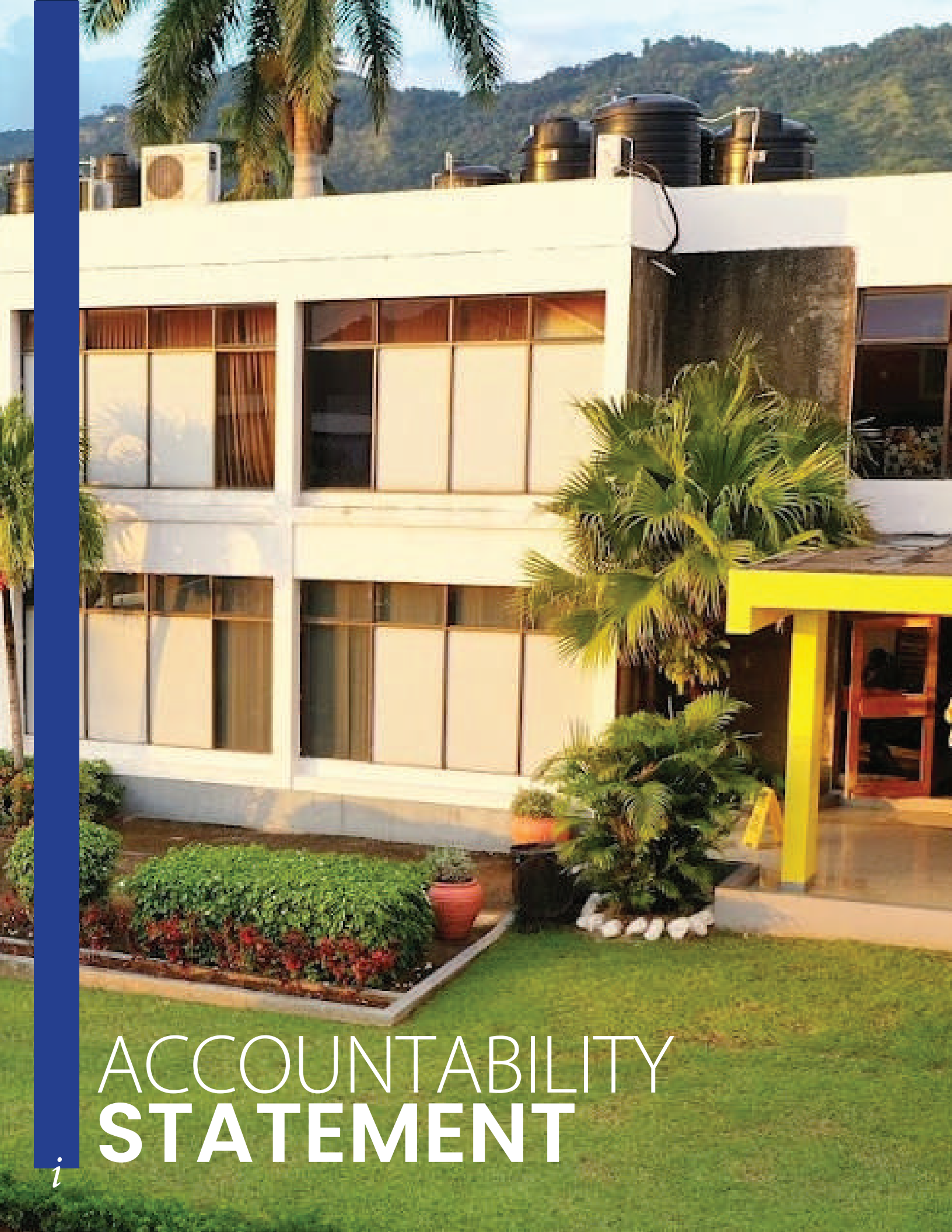
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ACCOUNTABILITY **STATEMENT**





This, the Management Institute for National Development's Strategic Business Plan for 2024 to 2028, commencing April 1, 2024, 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.

Ruby Brown, PhD
Chief Executive Officer
Management Institute for National Development

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.

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

Vision Statement

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

Mission Statement

To provide public servants with quality leadership development options, management training, supporting services and outreach that sustain a culture of enterprise, efficiency and responsiveness to the publics they serve.



1.0 EXECUTIVE SUMMARY

1.1 Introduction

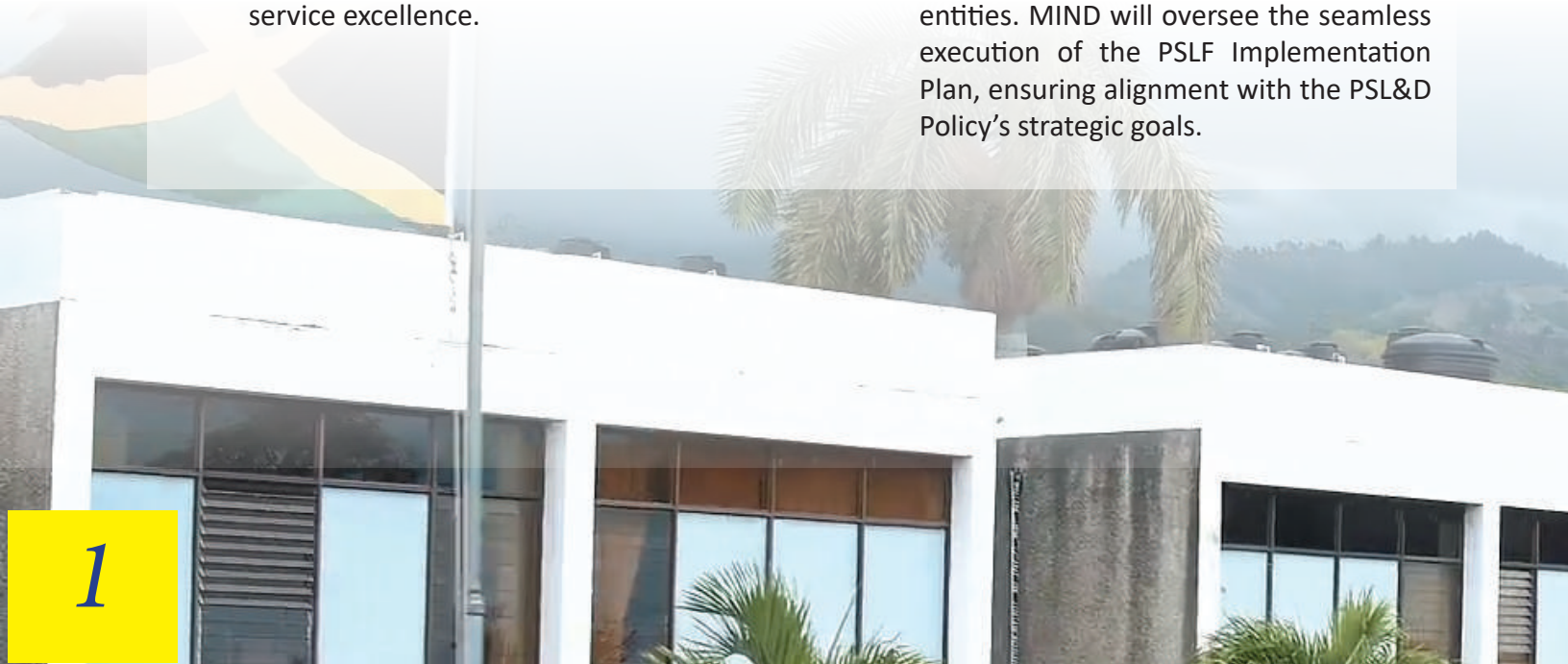
Cabinet Decision No. 4/23 (February 6, 2023) designates the Management Institute for National Development (MIND) as the lead agency for implementing the **Public Sector Learning and Development (PSL&D) Policy** under the authority of the Cabinet Secretary as Head of the Public Service. This Policy provides the institutional foundation for the **Public Sector Learning Framework (PSLF),** a pivotal component of Jamaica's public sector transformation agenda. The PSLF seeks to embed a culture of continuous learning and development across the public service, equipping it to excel in a modern, competitive governance environment and advancing public sector excellence.

MIND's **2024-2028 Strategic Business Plan** outlines the Agency's strategic direction for the next four years, emphasizing its commitment to the successful implementation of the PSLF and support for the objectives of the PSL&D Policy. This Plan is aligned with Jamaica's national priorities, including **Vision 2030 Jamaica, the Medium-Term Socio-Economic Policy Framework (MTEF),** and the **Sustainable Development Goals (SDGs),** ensuring that MIND's initiatives contribute to public sector modernization and the delivery of service excellence.

The Agency's strategic priorities for 2024-2028 focus on the following key objectives, each essential to advancing MIND's mandate and fulfilling the goals of the PSLF and PSL&D Policy:

1. **Strengthen Stakeholder Engagement and Satisfaction**
   The success of the PSLF hinges on strong partnerships with Ministries, Departments, and Agencies (MDAs). This objective focuses on enhancing engagement with MDAs to ensure that learning and development interventions address their evolving needs. By fostering collaboration, responsiveness and a culture of continuous professional development, MIND aims to contribute meaningfully to the transformation and modernization of the public sector.

2. **Lead Implementation of the PSL&D Policy**
   As the designated lead agency for the PSLF, MIND plays a central role in driving the implementation of the PSL&D Policy. This involves integrating the PSLF into MIND's operations and ensuring its adoption across all public sector entities. MIND will oversee the seamless execution of the PSLF Implementation Plan, ensuring alignment with the PSL&D Policy's strategic goals.



3. **Enhance MIND's Quality Management System (QMS)**
   A robust Quality Management System is critical to delivering consistent, high-quality public service training and leadership development interventions. Strengthening MIND's QMS ensures compliance with customer and stakeholder requirements, as well as Government of Jamaica (GoJ) regulations. This objective supports the successful implementation of the PSLF while driving sustainable improvements in public sector performance.

4. **Build Internal Human Resource Capacity**
   Effective implementation of the PSLF requires a skilled, capable, and engaged workforce. This objective emphasizes the development of MIND's internal human resource capacity to meet the demands of the PSLF initiatives. By cultivating specialized skills, a supportive organizational structure, and a culture of ownership and collaboration, MIND ensures its team is well-equipped to deliver on its mandate.

5. **Secure Adequate and Sustainable Funding**
   Adequate and consistent funding is vital for the successful implementation of the PSLF and the fulfilment of MIND's strategic objectives. This priority focuses on securing the financial resources needed to support the PSLF initiatives and meet the Agency's operational and capital development requirements, ensuring long-term sustainability.

The **2024-2028 Strategic Business Plan** provides MIND with a comprehensive and actionable roadmap to lead the implementation of the Public Sector Learning Framework (PSLF) and the PSL&D Policy. By focusing on these strategic objectives, MIND is well-positioned to advance public service excellence, supporting the Government of Jamaica's mission to build a more efficient, effective, and professional public sector.



1.2 Organization and Administration

MIND is led by a **Chief Executive Officer (CEO)**, who is responsible for overseeing the Institute's strategic planning, providing policy direction, and leading all aspects of the Agency's operations in alignment with its mandate. The CEO reports directly to the responsible minister, as outlined in the **Executive Agencies Act, 2002.** Given MIND's position 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 strategic planning by an **Advisory Board**, consisting of qualified individuals from the public and private sectors, as well as non-governmental organizations. This Advisory Board brings expertise in areas such as education and training, finance, and human resource management, which are essential to MIND's mandate.

As required by the **Financial Administration and Audit Act (FAA)** and the **Financial Instructions to Executive Agencies,** MIND also has a duly appointed **Audit Committee.** The Audit Committee supports the CEO in fulfilling oversight responsibilities and is composed of members from across the public sector, appointed for a term of five (5) to seven (7) years, or until they retire or resign.

The alignment of MIND's organizational structure and human resource needs with its **Strategic Business Plan**, the **Executive Agency Act,** and other relevant Government of Jamaica regulations is reflected in the governance structure depicted in **Figure 1** below.

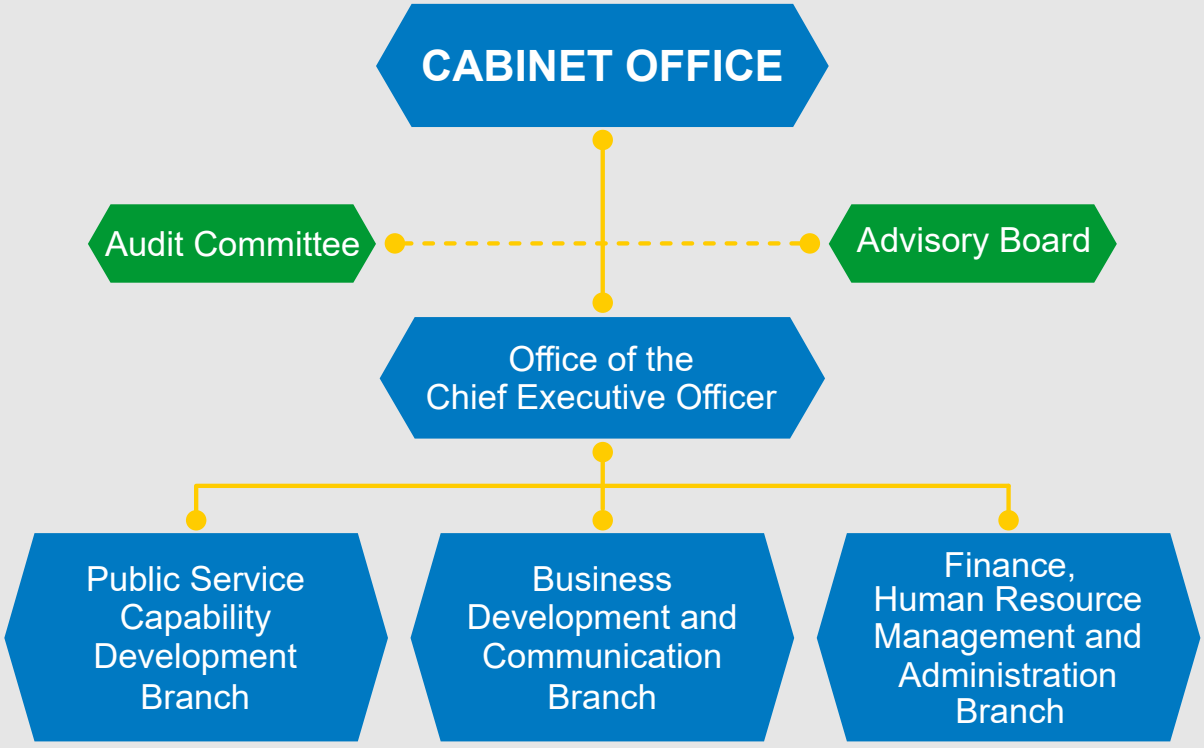


Figure 1: Organizational Structure

2.0 ENVIRONMENTAL SCAN

2.1 SWOT Analysis Overview and Strategic Implications

The results of the SWOT analysis have been instrumental in shaping the strategies and initiatives for the Agency's 2024-2028 strategic cycle. This analysis has highlighted key opportunities to be leveraged, threats to be mitigated, strengths to be further enhanced, and weaknesses to be addressed. These insights directly inform the Agency's approach to achieving its strategic outcomes and advancing its ultimate goals.

Aligned with MIND's commitment to continuous improvement, the strategies identified aim to elevate performance quality, drive organizational growth, and ensure sustainable success. Figure 2 below, outlines the specific findings from the SWOT analysis, which form the foundation for the strategies and initiatives that will guide the Agency's efforts over the next four years.

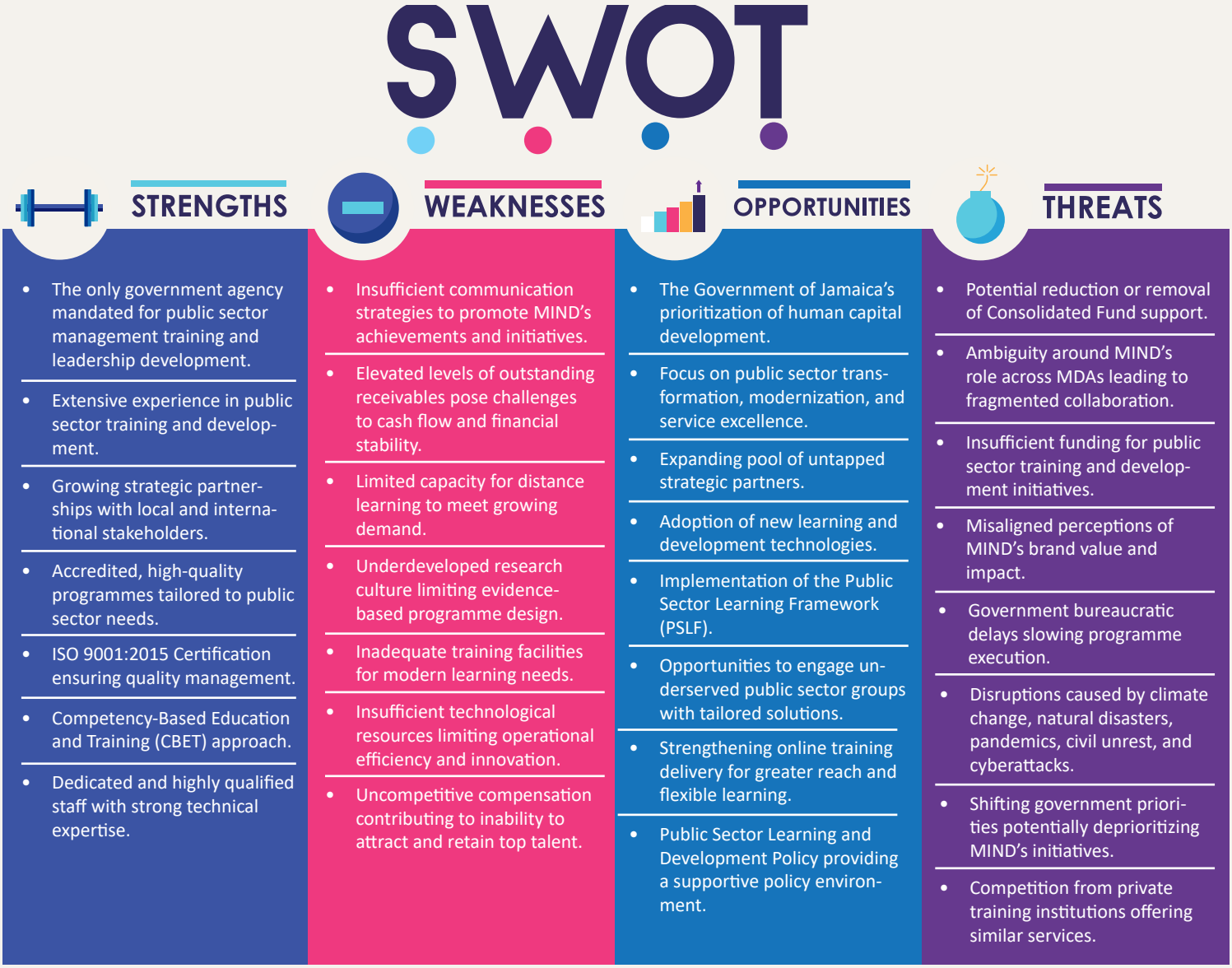


Figure 2: SWOT Analysis

2.2 Stakeholder Analysis

Understanding the needs, expectations, and influence of stakeholders is a critical foundation for strategic planning at MIND. By identifying and analyzing stakeholders, the Agency can better align its services with the demands of those who impact its ability to deliver effective training, organizational, and leadership development interventions. These interventions must not only address stakeholders' needs but also meet the Agency's strategic priorities, policy objectives, and relevant statutory and regulatory requirements.

To ensure a comprehensive and dynamic approach, the Agency continuously determines, monitors, and reviews the interests and requirements of its stakeholders. This process is essential for maintaining effective relationships and ensuring that MIND can adapt to both current and potential changes in its operating environment.

The Agency has categorized its stakeholders as outlined in **Figure 3.** This categorization is based on a combination of factors, including each stakeholder's specific needs and expectations related to MIND's core services, as well as their level of power, influence, and potential impact on the Agency's ability to achieve its objectives. Further details on stakeholder groups and their influence are provided in **Appendix A.**

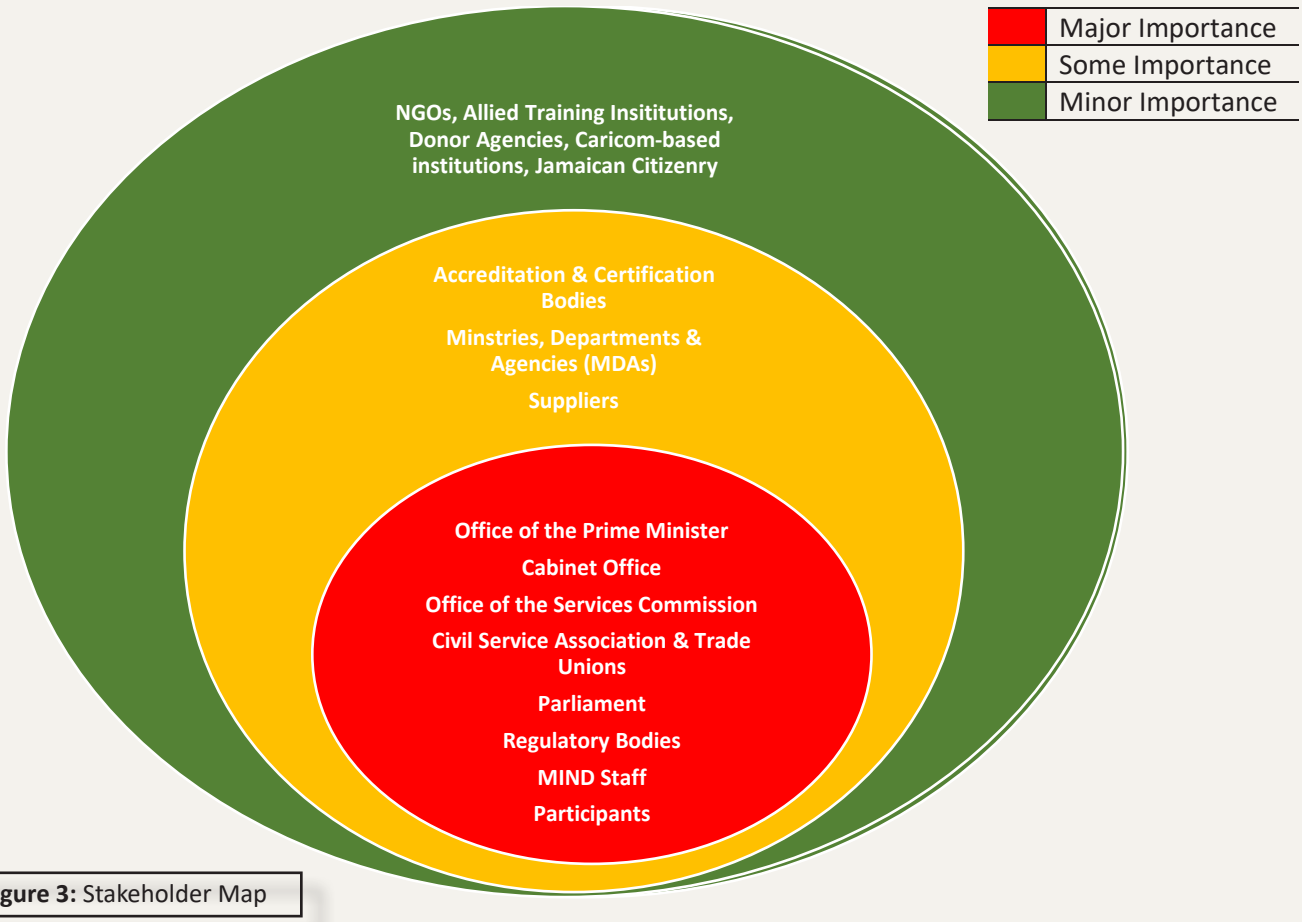


Figure 3: Stakeholder Map

3.0 PRIORITY STRATEGIES, PLANS AND ACTIONS

3.1 Alignment of SDGs, National Goal, MTEF and MIND's Strategic Objectives

MIND's priority focus for 2024-2028, is aligned to the national goals, outcomes and strategies outlined in the National Development Plan: Vision 2030 Jamaica, Medium Term Socio-Economic Policy Framework and Sustainable Development Goals (SDGs) and linked to strategic objectives and themes as set out in Table 1.

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

Sustainable Development Goals (SDG)	National Goal	Medium Term Socio-Economic Policy Framework	MIND's Strategic Objectives Linked to Strategic Themes
Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	**Goal #2:** The Jamaican Society is Secure, Cohesive and Just	**National Outcome # 6:** Effective Governance_ **National Strategy**: Strengthen Public Institutions to Deliver Efficient and Effective Public Goods and Services. **Sector Strategy:** Maintain adequate public sector human resources in support of government effectiveness **Priority Actions:** ▪ Establish/Operationalize GoJ Learning and Development Policy Framework	**THEME 1:** **Stakeholder Satisfaction & Approval** ▪ Strengthen Stakeholder Satisfaction and Perception **THEME 2:** **Programme & Operations Excellence** ▪ Lead Implementation of the Government of Jamaica's (GoJ's) Public Sector Learning and Development (PSL&D) Policy **THEME 3:** **Transformative Learning & Professionalization** ▪ Strengthen MIND's Quality Management System (QMS) in line with the required industry standards, accreditation and business requirements. ▪ Strengthen in-house human resource capacity and capability to successfully support the implementation of the Public Sector Learning Framework (PSLF) and the Public Sector Learning and Development Policy. **THEME 4:** **Resource Mobilization & Management** ▪ Ensure adequate and consistent funding for operational and capital development needs.

3.2 Strategic Initiatives and Key Performance Measures and Target

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: 2024-2028

Themes	Strategic Objectives	Performance Measures	Performance Targets					Strategic Initiatives/Programmes
			Baseline	2024-2025	2025-2026	2026-2027	2027-2028	
Stakeholder Satisfaction and Approval	**C1.** Strengthen Stakeholder Satisfaction and Perception	Percentage Level of Stakeholder Satisfaction and Perception	90%	90%%	90%	91%	92%	C1.1 Monthly identification and analysis of stakeholder satisfaction and perception across all Branches C1.2 Capture all customer complaints across branches/units, evaluate for their root causes, plan and take corrective actions, in keeping with established procedures C1.3 Strengthen the Agency's stakeholder satisfaction and perception feedback mechanisms C2.4 Embed the Practice of Tracer Studies
Programme and Operations Excellence	**I1** Lead Implementation of the Government of Jamaica's (GoJ's) Public Sector Learning and Development Policy	Percentage of Assigned Activities Executed Annually under the GoJ's PSLF Implementation Plan	-	80%	80%	80%	80%	I1.1 Promulgate Competency Framework (CF) and Professional Pathways (PP) I1.2 Expand Existing Professional Pathways I1.3 Develop Learning Pathways (LP) for all professional groups I1.4 Institutionalise Learning Pathways which reflect the core and technical competencies and across professional streams within the public service. I1.5 Promulgate the Public Sector Learning and Development (PSL&D) Policy, requiring MDAs to institute its provisions and guidelines I1.6 Implement the Monitoring and Evaluation (M&E) Framework for the PSL&D Policy I1.7 Commence institutionalisation of the PSLF Governance Framework/ Institutionalize the governance framework for public sector learning and development I1.8 Institutionalise standards and guidelines governing the engagement for the provision of public sector learning and development I1.9 Establish and Institutionalise a Framework for assuring the quality of learning and development I1.10 Establish a Training Impact Evaluation Model across the PublicService.

Table 2: Balanced Score Card: 2024-2028 *(cont'd)*

Themes	Strategic Objectives	Performance Measures	Performance Targets					Strategic Initiatives/Programmes
			Baseline	2024-2025	2025-2026	2026-2027	2027-2028	
								I1.11 Establish GoJ Orientation and Re-Orientation Programme
								I1.12 Establish the Public Sector Leadership Development Centre I1.13 Establish a standardised approach to identify competency gaps at the Whole of Government and Organisational levels I1.14 Establish an integrated enterprise-wide learning management system to facilitate access, track mobility and progression, and facilitate reporting on learning and development across the service.
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	ISO 9001:2015 Re-Certification 2023/2024	Continued Certification	Continued Certification	Re-Certification	Continued Certification	L1.1 Develop and implement Corrective Action Plans in response to audit recommendations and findings L1.2 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. L1.3 Monitor the QMS to ensure that it is effectively implemented, maintained and continuously improved. L1.4 Schedule and conduct periodic audits including a Full System audit to assess the effectiveness of the QMS and identify areas of non-compliance or opportunities for improvement. L1.5 Conduct periodic management reviews to evaluate the overall performance of the QMS. L1.6 Ongoing training and development of individuals on quality management principles, ISO 9001:2015 requirements and new industry best practices to keep staff aligned with continuous improvement goals. L1.7 Conduct periodic reviews and adjust quality/strategic objectives to ensure they remain relevant.

Table 2: Balanced Score Card: 2024-2028 *(cont'd)*

Themes	Strategic Objectives	Performance Measures	Performance Targets					Strategic Initiatives/Programmes
			Baseline	2024-2025	2025-2026	2026-2027	2027-2028	
		UCJ Institutional Accreditation	-	Candidacy Achieved	Published Self-Study	Institu-tional Accredita tion	Annual Status Report	L1.8 Develop and implement a structured and comprehensive plan to provide a clear, systematic approach over the strategic cycle, to achieve and maintain institutional accreditation. L1.9 Develop a Comprehensive Self-Study. L1.10 Review and Update Agency Policies, Procedures and Practices to ensure Compliance with UCJ's Institutional Accreditation, Distance Education and Micro-Credential Standards L1.11 Strengthen the Agency's Product Quality Assurance Framework L1.12 Submit Annual Accreditation Status Report
	L2. Strengthen In-House Human Resource Capacity and Capability to successfully support Implementation of the Public Sector Learning Framework (PSLF) and the Public Sector Learning and Development Policy	Percentage Level of Staff Engagement	2023/2024	40%	41%	42%	43%	L2.1 Strengthen Communication and Feedback Mechanisms L2.2 Implement Recognition and Rewards Programmes L2.3 Conduct a thorough job evaluation exercise, aimed at improving operational efficiency, optimizing structure, boosting morale and ensuring compensation is aligned to skills and competencies, to support the full implementation of the Agency's strategic priorities and the GoJ's Public Sector Learning Framework (PSLF). L2.4 Establish Employee Well-being and Support Programmess
		Percentage level of Staff Accessing at Least 30 Hours of Training and Development Each Year	87%	87%	87%	87%	87%	L2.5 Promote Ongoing Professional Development aligned to MIND's strategic priorities and implementation of the Public Sector Learning and Development Policy. L2.6 Strengthen the Agency's Performance Management System

Table 2: Balanced Score Card: 2024-2028 *(cont'd)*

Themes	Strategic Objectives	Performance Measures	Performance Targets					Strategic Initiatives/Programmes
			Baseline	2024-2025	2025-2026	2026-2027	2027-2028	
Resource Mobilization and Management	**F1.** Ensure Adequate and Consistent Funding for Operational and Capital Development Needs.	Percentage of Budgeted Revenue Earned	85%	85%	85%	85%	85%	
		Percentage Growth in Enrollment for Learning Products and Services over prior year.	2023/2024	2%	3%	4%	5%	F1.1 Enhance Marketing and Promotion Strategies F1.2 Strengthen Partnerships and Collaborations F1.3 Establish Customer Retention Programmes F1.4 Expand Learning Options/Delivery Modalities F1.5 Expand Product and Service Offerings F1.6 Strengthen Receivables Management System F1.7 Strengthen Pricing/Costing Framework
		Percentage Growth in Learning Products and Services delivered over prior year.	2023/2024	2%	3%	4%	5%	

3.3 Priority Actions

MIND's Priority Action is 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: Maintain adequate public sector human resources in support of government effectiveness.

Table 3: Priorty Action(s)

Priority Action	Performance Indicators	Means of Verification	Assumptions
Establish/Operationalize GoJ Learning and Development Policy Framework.	Percentage of PSLF Implementation Plan executed.	• Elements of the PSLF fully developed, approved and operationalised. • PSLF fully integrated into MIND's operations • MDAs operating in accordance with the GoJ Learning and Development Policy	• **Leadership Commitment**: Public Sector leaders are committed to integrating the PSLF into their organisation's operations and adhering to the L&D Policy requirements. • **Availability of Resources**: Adequate funding, human resources, and ICT infrastructure are in place to secure the full implementation of the PSLF • **Stakeholder Buy-in**: Stakeholders roles and responsibilities for supporting PSLF Implementation are adopted. • **Policy Support**: Continued alignment with government policies, including the Medium Term Socio-Economic Policy Framework. • **Capacity for Monitoring**: Mechanisms for tracking, auditing, and evaluating Policy implementation are adequately developed and sustained. • **Effective Change Management and Communication**: Clear, consistent and effective change management strategies and communication channels are established.

3.0 PRIORITY STRATEGIES, PLANS AND ACTIONS

3.4 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.

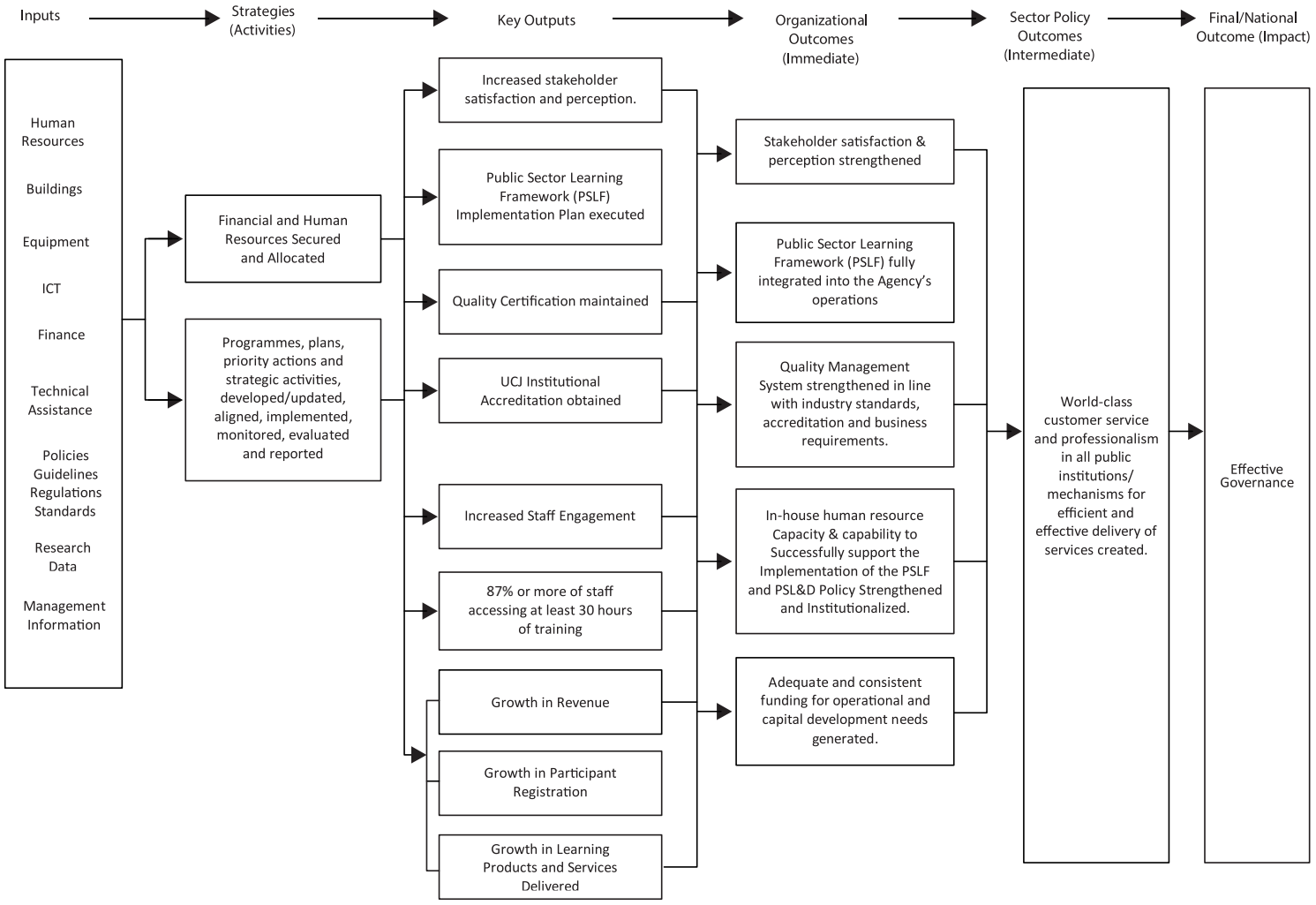


Figure 4: Results Map



3.5 Medium Term Expenditure Summary

The financial requirements for implementing the Strategic Business Plan and achieving the Agency's performance targets are summarized in Table 4. This includes expenditure estimates for the first year and budgetary projections for the next three years. Detailed financial figures and breakdowns are available in the Agency's 2024-2028 Results-Based Budget.

Table 4: Summary Expenditure – 2024-2028

Item	Year 1 Estimates of Expenditure 2024/2025 (J$)	Year 2 Projections 2025/2026 (J$)	Year 3 Projections 2026/2027 (J$)	Year 4 Projections 2027/2028 (J$)
Recurrent	**574,923,000**	**583,588,000**	**660,946,000**	**693,993,300**
Compensation of Employees	401,873,000	341,938,000	434,331,000	456,047,550
Travel Expenses and Subsistence	3,600,000	4,100,000	4,000,000	4,200,000
Utilities and Communication	26,000,000	29,500,000	30,975,000	32,523,750
Use of Goods and Services	127,651,000	149,550,000	148,640,000	156,072,000
Fixed Assets (Capital Goods)	15,799,000	58,500,000	43,000,000	45,150,000
TOTAL	**574,923,000**	**583,588,000**	**660,946,000**	**693,993,300**



4.0 PRODUCTS AND SERVICES

MIND's portfolio of products and services reflects its unwavering dedication to strengthening public sector capacity and driving transformative change across Jamaica. From comprehensive training programmes to tailored organizational development solutions, MIND's offerings are strategically designed to address the diverse and evolving needs of its stakeholders. These services not only enhance individual and organizational performance, but also align with national goals, fostering innovation, leadership, and service excellence throughout the public sector. By integrating cutting-edge methodologies with a deep understanding of stakeholder priorities, MIND continues to play a pivotal role in building a modern, efficient, and responsive public service.

4.1 Scheduled Programmes

MIND's Scheduled Programmes offer a diverse range of certificates, diplomas, associate degrees, and postgraduate diplomas, scheduled to run at specific times throughout the year. These programmes are designed to accommodate the unique needs of public officers and their organizations through flexible scheduling options, including daytime, evening, and weekend offerings.

4.2 MIND Customised
(Your Place or MIND)

MIND Customised, delivers tailored training solutions that meet the specific needs of organizations. This model allows flexibility in delivery, offering the option of hosting training sessions at "Your Place or MIND." Existing programmes can be adapted, or new solutions developed, to address human resource training needs across the Jamaican public sector and the wider Caribbean.

PRODUCTS AND SERVICES

4.3 MIND Consulting
(Organizational Development)

MIND Consulting provides expert guidance in human resource and organizational development, offering research, strategic planning, and advisory support to public and private sector organizations locally, regionally, and internationally.

4.4 MIND Reach

MIND Reach aims to empower "underserved" and "unreached" stakeholders through accessible and flexible training options. This initiative supports MIND's commitment to corporate social responsibility while contributing to the Agency's business development strategy.

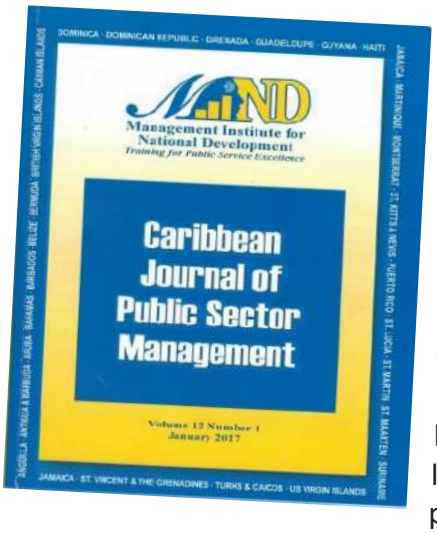


4.5 Caribbean MIND

The Caribbean MIND extends MIND's reach across the Region by offering customized learning and consultancy solutions tailored to the organizational and human resource development needs of public and allied sectors in the Caribbean.

4.6 Caribbean Journal of Public Sector Management (CJPSM)

The Caribbean Journal of Public Sector Management serves as a platform for exploring and debating public sector issues. It fosters research in public sector management and leadership, encouraging the development of indigenous Caribbean literature. The Journal provides a forum for sharing ideas and information beneficial to public, statutory, and private sector professionals, researchers, and academics.



4.7 Public Sector Leadership Development Interventions

MIND designs and delivers a suite of leadership interventions, aligned with the Public Sector Learning Framework (PSLF). These programmes aim to cultivate a transformative leadership culture within the public service, equipping officers at all levels with the skills to navigate change, foster relationships, and drive positive outcomes.

4.8 Executive Round Table Leadership Series

This series provides senior public sector executives with a confidential space to exchange ideas, discuss organizational challenges, and explore data-driven solutions. It supports ongoing professional development and fosters collaboration within a forward-thinking leadership community.






4.9 Leadership Development Conference

MIND's Annual Leadership Development Conference, hosted in partnership with local and international stakeholders, examines public sector leadership through diverse perspectives. The event fosters insights into long-term organizational growth, personal empowerment, and networking opportunities for leaders across sectors.

4.10 Policy Forum and Public Lecture

MIND's Policy Forums and Public Lecture Series, fulfill its dual mandate of training and knowledge creation. These initiatives provide opportunities for:

- Government policymakers to elucidate strategies and decisions.
- Public and private sector leaders to dialogue on national development issues.
- Public sector executives to share experiences and best practices.
- Academics to disseminate research findings to practitioners.

Since 1998, the Public Lecture Series has raised awareness on issues of national importance.



4.11 MIND 876 POD

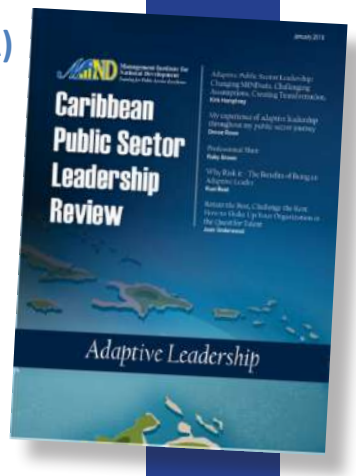
The MIND 876 POD is an innovative engagement initiative, designed to gather insights from senior public servants in a brief yet impactful format:

- **8 minutes**: Discussing the leader's experience with MIND.
- **7 minutes**: Exploring how MIND can support organizational outcomes.
- **6 minutes**: Agreeing on a shared vision for the future.

These sessions, led by MIND's CEO or the Director of Business Development and Communication, ensure targeted and effective stakeholder engagement.

4.12 Caribbean Public Sector Leadership Review (CPSLR)

The CPSLR is a leadership-focused publication for public sector practitioners, highlighting lessons learned from leaders' experiences and challenges. It provides actionable strategies to build collective leadership capacity and implement effective policy solutions, reinforcing MIND's commitment to shaping leadership discourse.




USINESS ANALYTICS 101
ANALYTICS SUMMARY
Negotations 245
2143
853
Sales depar
Department Leader
IoT Graphical

5.0 MARKETING STRATEGIES

To support its pivotal role in implementing the Public Sector Learning Framework (PSLF) and the Learning and Development Policy, MIND's marketing strategy for the strategic cycle will prioritize building awareness, trust, and engagement with stakeholders. This strategy, outlined in the Agency's Marketing and Public Relations Plans, employs targeted, stakeholder-centric initiatives to reinforce MIND's leadership in public sector transformation. Key initiatives include:

Positioning as a Thought Leader:

- Host policy forums, webinars, and roundtables to share insights on PSLF implementation and public sector excellence.
- Publish research, case studies, and success stories that highlight MIND's contributions to governance and leadership development.

Targeted Stakeholder Campaigns:

- Develop tailored campaigns for Ministries, Departments, and Agencies (MDAs) to promote the PSLF and L&D Policy.
- Focus on engaging underserved stakeholders through customized communication strategies that address their specific needs.

Digital Outreach:

- Expand MIND's digital presence through social media campaigns, email marketing, and an interactive website.
- Deliver e-learning resources, explainer videos, and live Q&A sessions to engage and educate stakeholders.

Enhanced Customer Experience:

- Strengthen feedback mechanisms, including satisfaction surveys and perception studies, to ensure offerings align with stakeholder expectations.
- Provide tailored training solutions and support services to improve client satisfaction.

Strategic Partnerships:

- Collaborate with local and international organizations to co-develop programmes and extend MIND's reach.
- Leverage partnerships to enhance visibility and amplify the agency's impact on public sector transformation.

Recognition and Incentives:

- Introduce programmes to recognize organizations and individuals advancing PSLF and L&D initiatives.
- Develop loyalty initiatives to encourage continued engagement with MIND's offerings.

Integrated Content Strategy:

- Create high-quality, targeted content such as blogs, infographics, and success stories to promote MIND's initiatives.
- Share real-world examples of public sector transformation enabled by MIND's programmes to inspire broader engagement.

By increasing visibility and fostering deeper engagement, this marketing strategy positions MIND as the central Agency driving public sector excellence. It reflects the Agency's commitment to cultivating a culture of learning and development across Jamaica's public service.



6.0 HUMAN RESOURCE CAPACITY PLAN

The successful realization of the Agency's Strategic Plan, is contingent upon having an organizational structure that is strategically designed to ensure internal coherence, efficiency, and responsiveness to the complexities of public sector service delivery. The changing landscape of the public sector has prompted a significant shift in the Agency's operations, positioning it to lead and support several key transformation and modernization initiatives. Notably, MIND is tasked with leading the implementation of the Public Sector Learning Framework (PSLF), a critical government initiative.

As the Agency takes on a growing portfolio of responsibilities, there is a pressing need to overhaul its organizational structure to align with its strategic objectives. This restructuring will ensure the Agency is adequately positioned to meet its expanded role over the course of this Strategic Business Plan cycle, supporting the effective execution of the PSLF and other transformation projects, including the capacity building to support full implementation of the GoJ Service Excellence Framework.

To achieve success, an optimal organizational construct must align roles, responsibilities, and competencies with the priorities of the PSLF. This structure will facilitate coordinated efforts in delivering impactful training and development programmes that address the evolving needs of the public sector and align with national priorities. As such, MIND will need to assemble a team with specialized skills and expertise to support these initiatives effectively.

Equally important is the need for competitive and equitable compensation to attract and retain skilled professionals who are capable of driving the PSLF and other modernization efforts. Adequate compensation will help mitigate turnover risks, minimize resource gaps, and prevent delays in project implementation, all of which are critical to achieving the ambitious goals set out in the Public Sector Learning and Development (PSL&D) Policy, and contributing to the broader public sector transformation agenda.

While a new organizational structure was not finalized in time for inclusion in this Plan, the following Human Resource Capacity Plan outlines projections aligned with the Agency's current Units and Branches. This projection serves as a foundation for the future reorganization efforts necessary to support MIND's strategic ambitions.

Table 5: Human Resource Capacity Plan

Units/Branches	Current Staff Complement	Planned			
		2024/2025	2025/2026	2026/2027	2027/2028
Office of the CEO	8	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
Total	100	107	113	115	117



7.0 MONITORING AND EVALUATION

The Strategic Business Plan incorporates a robust monitoring and evaluation (M&E) framework to effectively assess the impact of the Plan's outcomes and outputs. This framework ensures accountability, facilitates evidence-based decision-making, and enables the Agency to make timely performance adjustments to stay aligned with strategic objectives.

The M&E process will involve:

- **Performance Tracking:**
  Regular collection and analysis of data to measure progress against key performance indicators (KPIs) and strategic goals.
- **Impact Assessment:**
  Evaluation of the outcomes to determine the effectiveness of implemented initiatives in achieving desired results.
- **Continuous Improvement:**
  Feedback loops to identify gaps and opportunities, ensuring dynamic adjustments to programmes and activities where necessary.
- **Stakeholder Engagement:**
  Incorporating stakeholder feedback to validate the relevance and effectiveness of interventions.

This structured approach will enhance MIND's capacity to deliver on its mandate while ensuring alignment with the Public Sector Learning Framework and the Government of Jamaica's broader development priorities.

Table 6: Monitoring and Evaluation Plan

Agency Outcome	Baseline Data	Monitoring and Evaluation Frequency								Monitoring & Evaluation Assessment Method	
		Year 2024/2025		Year 2025/2026		Year 2026/2027		Year 2027/2028			
		Monitor	Evaluation	Monitor	Evaluation	Monitor	Evaluation	Monitor	Evaluation	Method	Data Source
Stakeholder Satisfaction and Engagement Strengthened	90% Stakeholder Satisfaction and Engagement	Monthly	Quarterly	Monthly	Quarterly	Monthly	Quarterly	Monthly	Quarterly	Review of Branch and Agency progress/ performance against operational and implementation plans	• Branch Reports • Agency Performance Reports • Internal and External Audit Reports • Accreditation and Certification Bodies Reports • Risk Management Reports • PSLF Implementation Reports • Stakeholder Satisfaction and Perception Report • Corrective Action Plans • Customer Complaint Reports/Log • Reports on All Agency Implementation Plans • Reports on Research Agenda • Notes/decisions of Management Review Committee Meetings
Public Sector Learning Framework (PSLF) fully integrated into the Agency's operations	0% of GoJ's PSLF Implementation Plan Executed	Monthly	Quarterly	Monthly	Quarterly	Monthly	Quarterly	Monthly	Quarterly		
Quality Management System (QMS) Strengthened to meet required industry standards, accreditation and business requirements	ISO 9001:2015 Recertification 2023/2024	Quarterly	Quarterly	Monthly	Quarterly	Monthly	Quarterly	Monthly	Quarterly		
	0% Institutional Accreditation Plan Implemented	Monthly	Quarterly	Monthly	Quarterly	Monthly	Quarterly	Monthly	Quarterly		
In-house Human Resource Capacity and Capability to Successfully Support the Implementation of the PSLF and PSL&D Policy Strengthened and Institutionalised	2023/2024 Staff Engagement Score	Quarterly	Bi-annually	Quarterly	Bi-annually	Quarterly	Bi-annually	Quarterly	Bi-annually		
	87% 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 generated	85% of Budgeted Revenue Earned	Monthly	Quarterly	Monthly	Quarterly	Monthly	Quarterly	Monthly	Quarterly		
	Growth in Enrolment over 2023/2024	Monthly	Quarterly	Monthly	Quarterly	Monthly	Quarterly	Monthly	Quarterly		
	Growth in Learning Products and Services delivered over 2023/2024	Monthly	Quarterly	Monthly	Quarterly	Monthly	Quarterly	Monthly	Quarterly		

8.0 PRIOR YEAR ORGANISATIONAL PERFORMANCE

This section provides a comprehensive summary of the Agency's performance during the fiscal year 2024-2025, highlighting performance against targets and progress made toward strategic objectives. It serves as a benchmark to assess the Agency's effectiveness and identify areas for continued growth and improvement.

Table 7: Agency's Scorecard 2024/2025

Themes	Strategic Objectives	Performance Measures	Performance Targets	
			Annual Target	Performance
Stakeholder Satisfaction & Approval	C1. Strengthen Stakeholder Satisfaction and Perception	Percentage Level of Stakeholder Satisfaction and Perception.	90%	95%
Programme & Operations Excellence	I1. Lead Implementation of the Government of Jamaica's (GoJ's) Public Sector Learning and Development (PSL&D) Policy	Percentage of assigned activities executed annually under the GoJ's PSLF Implementation Plan	80%	85%
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 Continued Certification	Certification Maintained	Certification Maintained
		UCJ Institutional Accreditation	Candidacy Achieved	Candidacy Achieved
	L2: Strengthen In-House Human Resource Capacity and Capability to Successfully Support the implementation of the Public Sector Learning Framework (PSLF) and the Public Sector Learning and Development Policy.	Percentage Level of Staff Engagement.	40%	48%
		Percentage of Staff Accessing at Least 30 Hours of Training and Development each year.	87%	91%
Resource Mobilization and Management	F1. Ensure Adequate and Consistent Funding for Operational and Capital Development Needs.	Percentage of Budgeted Revenue Earned.	85%	82%
		Percentage Growth in Enrolment for Learning Products and Services over prior year.	2%	49%
		Percentage Growth in Learning Products and Services delivered over prior year	2%	8%

9.0 RISK AND OPPORTUNITY MANAGEMENT

Risks that may impact the successful achievement of the Agency's strategic objectives have been identified and are addressed in the Risk Register and Risk Treatment Plan, found in **Appendices B and C**. These documents outline the Agency's approach to systematically identifying, assessing, and mitigating risks, ensuring that the achievement of strategic objectives is supported by effective risk management practices.

The Risk Register and Treatment Plan reflect MIND's commitment to enhancing performance outcomes, ensuring consistency in delivery, and building confidence among customers and stakeholders. By managing risks and seizing opportunities, the Agency is better positioned to consistently deliver on its commitments and meet stakeholder expectations.

The Agency recognizes that effective risk and opportunity management is integral to the entire lifecycle of the Strategic Business Plan, from design and planning to operationalization, monitoring, and evaluation. By embedding risk management throughout this process, MIND aims to enhance the achievement of its strategic goals and secure sustained improvements in performance outcomes.



APPENDICES

A1: Stakeholder Analysis

Stakeholder Name	Priority (1 to 4)	Relevance (1 to 4)	Power (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	– Public sector efficiency and effectiveness resulting from and enabling good governance – Citizen confidence and trust in the operations of government via its entities – Citizen engagement and satisfaction	– A legislative framework for public sector training and development – Support for Cabinet Submissions to advance MIND's ability to deliver on its mandate – Ongoing information on needs and requirements – Ongoing satisfaction and perception feedback	Manage closely
Cabinet Office	4	4	16	– 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. – 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	– Policy guidance, technical expertise, advice, funding and oversight for various project implementation and strategic linkages across the public service (e.g. PSLF) – Support for Cabinet submissions – Ongoing information on needs and requirements – Ongoing satisfaction and perception feedback	Manage closely
Office of the Services Commissions	4	4	16	– Transparency and consistency in application of delegated authority for Human Resource Management. – Support through leadership development and the succession planning strategy for public sector senior leaders.	– Policy guidance and support for MIND's strategic mandate and delegated authority. – Ongoing information on needs and requirements – Ongoing satisfaction and perception feedback	Manage closely

MAJOR IMPORTANCE

A1: Stakeholder Analysis *(cont'd)*

Stakeholder Name	Priority (1 to 4)	Relevance (1 to 4)	Power (P x R)	What Are the Stakeholders' Needs?	What Does MIND Need from its Stakeholder?	Stakeholder Strategy
Participants	4	4	16	– Access to affordable, relevant and high-quality training and leadership development programming and research. – Product and services delivered in keeping with identified service attributes	– Ongoing information on needs and requirements – Ongoing satisfaction and perception feedback	Manage closely
Parliament/ Cabinet	4	4	16	– Facilitate capacity development interventions to support Parliament/ Cabinet through its committees and other procedural operations, in effecting good governance.	– Approval of the requisite legislative framework for public sector training and development that strengthens MIND's mandate	Manage closely
Civil Service Association & Trade Unions	4	4	16	– Relevant training and development opportunities for its members.	– Ongoing support and advocacy to advance MIND's strategic role in building human resource capability across the public service. – Ongoing information on members' needs and requirements Ongoing satisfaction and perception feedback	Manage closely
Regulatory Bodies (Auditor General, Integrity Commission, MoFPS, Office of the Contractor General, etc.)	4	4	16	– Full compliance with applicable legislations and governmental/ national/ international policies, standards and guidelines – Timely submission of responses to requests for information	– Timely and effective communication of changes to applicable legislations and governmental/national/international policies, standards and guidelines – Expert advice and support in clarifying the application of applicable legislations and governmental/national/international policies, standards and guidelines	Manage closely
MIND Staff	4	4	16	– Ongoing guidance and support in effecting the Agency's strategic initiatives – Opportunities for capability development and professional advancement	– Consistent demonstration of the required level of skills, knowledge and attitude in support of the Agency's mandate and values. – Increasing levels of staff engagement	Manage closely

A1: Stakeholder Analysis *(cont'd)*

Stakeholder Name	Priority (1 to 4)	Relevance (1 to 4)	Power (P x R)	What Are the Stakeholders' Needs?	What Does MIND Need from its Stakeholder?	Stakeholder Strategy
				– A performance management culture reflective of Agency/public sector values	– Recommendations for ongoing improvement	
Ministries, Departments & Agencies (MDAs)/Client Organizations	3	4	12	– 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.	– Ongoing information on needs and requirements – Ongoing satisfaction and perception feedback – Support for MIND's products and services. – Partnership support and engagement in special projects/events and research.	Manage closely
Accrediting Bodies (NCBJ, UCJ, NCTVET, etc.)	3	4	12	– Full compliance with applicable standards – Ongoing verification of quality outcomes in keeping with Agency Quality Management System (QMS) – Management's commitment and support of the Agency's QMS – Timely submission of reports and response to requests for information	– Timely and effective communication of changes to standards – Expert advice and support in clarifying the application of standards	Manage closely
Suppliers (including Associate Faculty)	3	4	12	– Timely and clear contracting – Timely payment for goods and services provided – Agency Orientation – Timely and ongoing communication of applicable organizational priorities and changes – Ongoing evaluation and feedback on performance	– Performance in keeping with conditions of engagement contract and the Agency's ethical and operational standards and practices – Ongoing information on needs, requirements and opportunities for improvement – Ongoing satisfaction and perception feedback	Manage closely

SOME IMPORTANCE

A1: Stakeholder Analysis *(cont'd)*

Stakeholder Name	Priority (1 to 4)	Relevance (1 to 4)	Power (P x R)	What Are the Stakeholders' Needs?	What Does MIND Need from its Stakeholder?	Stakeholder Strategy
Non-Government Organizations (NGOs)	2	3	6	– Opportunities to collaborate on learning and development initiatives in support of the NGO's strategic agenda	– Ongoing information on needs and requirements – Ongoing satisfaction and perception feedback – Partnership support and engagement in special projects/events and research.	Keep satisfied
Donor Agencies	2	3	6	– Opportunities to support the development of public service capabilities in support of good governance	– Ongoing satisfaction and perception feedback – Technical and financial support	Keep satisfied
Allied Training Institutions	2	2	4	– Opportunities to collaborate on learning and development initiatives and research, utilizing shared resources in support of mutually aligned strategic agendas. – Strengthen brand identity and organizational capabilities and capacity.	– Strengthen capability and capacity to successfully deliver MIND's mandate and enhance its brand identity.	Keep satisfied
CARICOM-Based Institutions	2	3	6	– Opportunities to collaborate on learning and development initiatives and research, towards the advancement of public service delivery within CARICOM member states.	– Participation and support for special projects/initiatives and events in keeping with MIND's mandate	Keep satisfied
Jamaican Citizenry	2	3	6	– Public service excellence	– Ongoing satisfaction and perception feedback – Service attributes	Keep satisfied

MINOR IMPORTANCE

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A2: Stakeholder (Interested Parties) Scoring Matrix

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

Score	**Power** of Interested Party (Effects on decisions)		
	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

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 2024-2028 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.

B: Risk Register 2024 - 2028

Risk Identification		Risk Analysis			Risk Evaluation		Risk Treatment	
Strategic Objective	**Risk Description**	**Likelihood** **1**: highly unlikely **2**. unlikely **3**. likely **4**: highly likely	**Impact** **1**: minor **2**: moderate **3**. major **4**. catastrophic	**Priority #** Likely X Impact	**Risk Level** **1-7**: low **8-11**: medium **12-16**: high	**Decision** ✓ Do nothing ✓ Consider risk treatment options ✓ Undertake further analysis ✓ Reconsider objectives	**Options** • Avoiding • Taking or Increasing • Removing • Reducing • Sharing • 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
I3. Lead Implementation of the Government of Jamaica's (GoJ's) Public Sector Learning and Development Policy	- 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	All Directors
	- Failure to operationalize the SMS due to delays in implementation resulting in system redundancy, operational inefficiencies and reduced PSLF implementation support	3	3	9	**Medium**	Consider risk treatment options	Reduce	Director BDC

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B: Risk Register 2024 - 2028 *(cont'd)*

Risk Identification		Risk Analysis			Risk Evaluation		Risk Treatment	
Strategic Objective	**Risk Description**	**Likelihood** 1: highly unlikely 2. unlikely 3. likely 4: highly likely	**Impact** 1: minor 2: moderate 3. major 4. catastrophic	**Priority #** Likely X Impact	**Risk Level** 1-7: low 8-11: medium 12-16: high	**Decision** ✓ Do nothing ✓ Consider risk treatment options ✓ Undertake further analysis ✓ Reconsider objectives	**Options** • Avoiding • Taking or Increasing • Removing • Reducing • Sharing • Retaining	**Owner**
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
	- Increased disruption to Agency operations and programme delivery due to climate-related hazards (e.g., hurricanes, flooding, extreme heat, utility instability), resulting in infrastructure damage, ICT downtime, programme disruptions, and increased operational costs.	4	4	16	High	Consider risk treatment options	Reduce	All Directors
	- Data breaches due to weaknesses in ICT security or data protection practices resulting in compromised data and disruptions in critical systems.	4	3	12	**High**	Consider risk treatment options	Reduce	All Directors

B: Risk Register 2024 - 2028 *(cont'd)*

Risk Identification		Risk Analysis			Risk Evaluation		Risk Treatment	
Strategic Objective	**Risk Description**	**Likelihood** **1**: highly unlikely **2**. unlikely **3**. likely **4**: highly likely	**Impact** **1**: minor **2**: moderate **3**. major **4**. catastrophic	**Priority #** Likely X Impact	**Risk Level** **1-7**: low **8-11**: medium **12-16:** high	**Decision** ✓ Do nothing ✓ Consider risk treatment options ✓ Undertake further analysis ✓ Reconsider objectives	**Options** • Avoiding • Taking or Increasing • Removing • Reducing • Sharing • 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, along with limited staff engagement, resulting in an increased threat to the Agency's achievement of performance outcomes and GoJ's strategic priorities.	3	4	12	High	Consider risk treatment options	Reduce	All Directors
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:

C: Risk Treatment Plan 2024 - 2028

Instructions: Complete in accordance with **Procedure 6.1: Actions to Address Risks and Opportunities** in the **ISO 9001:2015 Procedures Manual**

Risk			Risk Treatment						
Strategic Objective	**Risk Description**	**Current Risk Level** (Low / Medium / High)	**Options** • Avoiding • Taking or Increasing • Removing • Reducing • Sharing • Retaining	**Rationale for Selection** (Include expected benefits)	**Mitigating Actions**	**Who** (Person responsible for implementation)	**When** (Timetable for implementation)	**Resource Requirements** (Include contingencies)	**Performance Measures** (How will this risk and mitigating actions be monitored)
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.	Monthly identification and analysis of stakeholder satisfaction and perception across all Branches. Capture all customer complaints across branches/units, evaluate for their root causes, plan and take corrective actions, in keeping with stablished procedures. Strengthen the Agency's stakeholder satisfaction and perception feedback mechanisms.	All Directors All Directors All Directors	Ongoing Ongoing Ongoing	ISO Procedures 9.1.2 & 10.2 Applicable forms and templates Map of Customer Touch Points Applicable ICT hardware and software	Information on customer satisfaction is recorded and shared within each Branch and with the CEO's Office. Quarterly Customer Satisfaction and Perception Report and Customer Complaint Report are tabled at each Management Review Meeting to ensure implementation of continuous improvement strategies. CEO's Office monitors results from across the Agency in keeping with agreed metrics. Quarterly Performance and Monthly Risk Management Reports.
I3. Lead Implementation of the Government of Jamaica's (GoJ's) Public Sector Learning and Development Policy	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	Institutionalization of the PSLF creates the opportunity for the Agency to effectively deliver on its mandate and support professionalization of the public service through effective leadership development interventions.	Promulgate Competency Framework (CF) and Professional Pathways (PP) Expand Existing Professional Pathways Develop Learning Pathways (LP) for all professional groups Institutionalize Learning Pathways which reflect the core and technical competencies and across professional streams within the public service.	All Directors All Directors All Directors All Directors	Ongoing Ongoing Ongoing Ongoing	PSLF Implementation Plan Public Sector Learning and Development Policy Public Sector Leadership Development Strategy and Implementation Plan	Utilize the results of the Monitoring and Evaluation Reports for the GoJ's PSLF Implementation Plan Monitor the execution of activities via the PSLF Implementation Management Committee and PSLF Oversight Committee Monthly and Quarterly Performance Reports Monthly Branch and Quarterly Agency Risk Management Reports

C: Risk Treatment Plan 2024 - 2028 *(cont'd)*

Risk			Risk Treatment						
Strategic Objective	**Risk Description**	**Current Risk Level** Low Medium High	**Options** • Avoiding • Taking or Increasing • Removing • Reducing • Sharing • Retaining	**Rationale for Selection** (Include expected benefits)	**Mitigating Actions**	**Who** (Person responsible for implementation)	**When** (Timetable for implementation)	**Resource Requirements** (Include contingencies)	**Performance Measures** (How will this risk and mitigating actions be monitored)
					Promulgate the Public Sector Learning and Development (PSL&D) Policy, requiring MDAs to institute its provisions and guidelines	All Directors	Ongoing	Supporting technical and financial resources Change Management Strategy and Plan	
					Implement the Monitoring and Evaluation (M&E) Framework for the PSL&D Policy	Manager, Strategy & Accountability	Ongoing	Required Organizational Structure	
					Commence institutionalisation of the PSLF Governance Framework/ Institutionalize the governance framework for public sector learning and development	All Directors	Ongoing		
					Institutionalize standards and guidelines governing the engagement for the provision of public sector learning and development	All Directors	Ongoing		
					Establish and Institutionalize a Framework for assuring the quality of learning and development	All Directors	Ongoing		
					Establish a Training Impact Evaluation Model across the Public Service.	All Directors	Ongoing		

Appendix C:

C: Risk Treatment Plan 2024 - 2028 *(cont'd)*

Risk			Risk Treatment						
Strategic Objective	**Risk Description**	**Current Risk Level** (Low / Medium / High)	**Options** • Avoiding • Taking or Increasing • Removing • Reducing • Sharing • Retaining	**Rationale for Selection** (Include expected benefits)	**Mitigating Actions**	**Who** (Person responsible for implementation)	**When** (Timetable for implementation)	**Resource Requirements** (Include contingencies)	**Performance Measures** (How will this risk and mitigating actions be monitored)
					Establish GoJ Orientation and Re-Orientation Programme Establish the Public Sector Leadership Development Centre Establish a standardized approach to identify competency gaps at the Whole of Government and Organizational levels Establish an integrated enterprise-wide learning management system to facilitate access, track mobility and progression, and facilitate reporting on learning and development across the service.	All Directors All Directors All Directors All Directors	Ongoing Ongoing Ongoing Ongoing		
	- Failure to fully operationalize the SMS due to delays in implementation resulting in system redundancy, operational inefficiencies and reduced PSLF implementation		Reduce	Full implementation of the SMS improves Agency wide operational efficiency and ensures leveraging and scaling as a critical enabler for PSLF implementation.	Develop and implement SMS Implementation Plan, including clear milestones and accountabilities. Conduct a functional and data readiness assessment to identify gaps in configuration, integration, and data migration requirements. Provide structured change management support for staff and MDAs to ensure successful implementation	Director BDC Director BDC Director BDC	March 31, 2026 & Ongoing January 2026 Ongoing	SMS Implementation Plan Ongoing system maintenance budget User training resources	Monthly/Quarterly SMS Implementation Progress Report Change Management Plan Training Materials

C: Risk Treatment Plan 2024 - 2028 *(cont'd)*

Risk			Risk Treatment						
Strategic Objective	**Risk Description**	**Current Risk Level** Low Medium High	**Options** • Avoiding • Taking or Increasing • Removing • Reducing • Sharing • Retaining	**Rationale for Selection** (Include expected benefits)	**Mitigating Actions**	**Who** (Person responsible for implementation)	**When** (Timetable for implementation)	**Resource Requirements** (Include contingencies)	**Performance Measures** (How will this risk and mitigating actions be monitored)
					Conduct hands-on SMS training sessions to support staff (to include tools such as job aids, FAQs and demonstration videos) Assign system administrators and super-users to champion adoption across the Agency and MDAs. Perform periodic SMS utilization reviews to ensure continuous improvement and alignment to PSLF requirements.	Director BDC Director BDC Director BDC	Ongoing Ongoing Ongoing		
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		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 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.	All Directors All Directors	Ongoing Ongoing	Qualified and experienced human resource Staff Training and Development Plan Job Descriptions Organizational Charts ISO 9001:2015 Standards ISO 9001:2015 Procedural Manual	Management Review Committee (MRC) Meetings ISO 9001:2015 Certification Maintained Corrective and Preventive Action Reports Staff Training and Development Reports Training Record Employee Performance Evaluation ISO Internal Audit Reports

C: Risk Treatment Plan 2024 - 2028 *(cont'd)*

Risk			Risk Treatment						
Strategic Objective	**Risk Description**	**Current Risk Level** (Low / Medium / High)	**Options** • Avoiding • Taking or Increasing • Removing • Reducing • Sharing • Retaining	**Rationale for Selection** (Include expected benefits)	**Mitigating Actions**	**Who** (Person responsible for implementation)	**When** (Timetable for implementation)	**Resource Requirements** (Include contingencies)	**Performance Measures** (How will this risk and mitigating actions be monitored)
	external audit certification.				Monitor the QMS to ensure that it is effectively implemented, maintained and continuously improved. Schedule and conduct periodic audits including a Full System audit to assess the effectiveness of the QMS and identify areas of non-compliance or opportunities for improvement. Conduct periodic management reviews to evaluate the overall performance of the QMS. Ongoing training and development of individuals on quality management principles, ISO 9001:2015 requirements and new industry best practices to keep everyone aligned with continuous improvement goals. Conduct periodic review and adjust quality/strategic objectives to ensure they remain relevant. Develop and implement a structured and compre-hensive plan to provide a clear, systematic approach	Monitoring and Evaluation Specialist Monitoring and Evaluation Specialist Monitoring and Evaluation Specialist Director FHRMA Executive Management Institutional Quality Officer	Ongoing Ongoing Ongoing Ongoing Ongoing 2024/2025	UCJ Institutional Accreditation, Micro Credentials and Distance Learning Standards Agency Policies and Procedures Institutional Accreditation Project Implementation Plan Supporting Organizational Structure ISO Internal Audit Programme Management Review Committee Meeting Notes/Reports	NCBJ Audit Reports Accreditation Reports Agency Performance Reports UCJ Accreditation/Certification Internal and External Audit Reports Institutional Accreditation Project Implementation Plan Quarterly Performance Reports Monthly Branch and Quarterly Agency Reports Self-Study

C: Risk Treatment Plan 2024 - 2028 *(cont'd)*

Risk			Risk Treatment						
Strategic Objective	**Risk Description**	**Current Risk Level** Low / Medium / High	**Options** • Avoiding • Taking or Increasing • Removing • Reducing • Sharing • Retaining	**Rationale for Selection** (Include expected benefits)	**Mitigating Actions**	**Who** (Person responsible for implementation)	**When** (Timetable for implementation)	**Resource Requirements** (Include contingencies)	**Performance Measures** (How will this risk and mitigating actions be monitored)
					over the strategic cycle, to achieve and maintain institutional accreditation. Develop a Comprehensive Self-Study. Review and Update Agency Policies, Procedures and Practices to ensure Compliance with UCJ's Institutional Accreditation, Distance Education and Micro-Credential Standards Strengthen the Agency's Product Quality Assurance Framework Submit Annual Accreditation Status Report	Institutional Quality Officer All Directors Director, PSCD Institutional Quality Officer	2025/2026 Ongoing Ongoing Annually		
	- Increased disruption to Agency operations and programme delivery due to climate-related hazards (e.g., hurricanes, flooding, extreme heat, drought, utility instability), resulting in infrastructure damage, ICT		Reduce	Reducing the likelihood and impact strengthens the Agency's ability to maintain business continuity, protect assets, and ensure uninterrupted delivery of training and development interventions.	Develop/Strengthen Business Continuity and Disaster Risk Management Plans to include climate-related triggers and scenarios. Conduct climate-related vulnerability assessment of the Agency's physical and digital infrastructure. Conduct protective infrastructure improvements (e.g.,	Manager, Strategy & Accountability; Directors, BDC and FHRMA Director FHRMA Director BDC Director FHRMA Director BDC	March 2026 & Ongoing January 2026 & Ongoing March 2026 & Ongoing	Updated Disaster Risk Management and Business Continuity Plans Facility inspection tools ICT assessment resources Budget allocation ICT equipment LMS enhancements	Approved Revised Business Continuity and Disaster Risk Management Plans Assessment Reports Updated Risk Registers and Risk Treatment Plans

C: Risk Treatment Plan 2024 - 2028 *(cont'd)*

Risk			Risk Treatment							
Strategic Objective	**Risk Description**	**Current Risk Level** (Low / Medium / High)	**Options** • Avoiding • Taking or Increasing • Removing • Reducing • Sharing • Retaining	**Rationale for Selection** (Include expected benefits)	**Mitigating Actions**	**Who** (Person responsible for implementation)	**When** (Timetable for implementation)	**Resource Requirements** (Include contingencies)	**Performance Measures** (How will this risk and mitigating actions be monitored)
	downtime, programme disruptions, and increased operational costs.				drainage, surge protection, equipment safeguarding) Expand digital/ asynchronous and blended delivery options to ensure continuation of training under climate disruptions. Establish communication protocols for climate-related disruptions. Conduct annual climate and environmental risk review and update risk scoring	Director PSCD Director BDC All Directors	Ongoing Ongoing Ongoing Annually		
	- Data breaches due to weaknesses in ICT security and/or data protection practices resulting in compromised data and disruptions in critical systems.		Reduce	Reducing the likelihood and impact will strengthen the Agency's ability to maintain system integrity, protect sensitive data, ensure compliance with data protection requirements, and ensure uninterrupted delivery of learning and development services.	Conduct annual cybersecurity vulnerability assessments and penetration tests Strengthen ICT security infrastructure (firewalls, intrusion detection, multi-factor authentication, encryption) Develop Data Protection Policy and ICT Acceptable Use Policy Strengthen backups and disaster recovery procedures aligned to Business Continuity requirements	Director BDC, DPO Director BDC Director BDC; DPO Director BDC	Ongoing Ongoing March 31, 2026 & Ongoing Ongoing	ICT security tools Cybersecurity assessment services Updated Policies Staff training resources LMS and system monitoring tools	ICT security reports and audit findings LMS/ICT system uptime Incident logs and response times Updated Data Protection and ICT Policies Risk Management Reports Data Breach Reports

C: Risk Treatment Plan 2024 - 2028 *(cont'd)*

Risk			Risk Treatment						
Strategic Objective	**Risk Description**	**Current Risk Level** Low Medium High	**Options** • Avoiding • Taking or Increasing • Removing • Reducing • Sharing • Retaining	**Rationale for Selection** (Include expected benefits)	**Mitigating Actions**	**Who** (Person responsible for implementation)	**When** (Timetable for implementation)	**Resource Requirements** (Include contingencies)	**Performance Measures** (How will this risk and mitigating actions be monitored)
					Conduct targeted staff training on cybersecurity awareness and data protection compliance Monitor SMS and ICT systems to detect and respond to anomalies in real time	Director BDC; DPO Director BDC	Ongoing Ongoing		
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 and GoJ's strategic priorities.		Reduce	An increase in the requisite human resource capacity and capability increases the Agency's ability to successfully achieve its performance outcomes and effectively deliver on its mandate.	Strengthen Communication and Feedback Mechanisms Implement Recognition and Rewards Programmes Conduct a thorough job evaluation exercise, aimed at improving operational efficiency, optimizing structure, boosting morale and ensuring compensation is aligned to skills and competencies, to support the full implementation of the Agency's strategic priorities and the GoJ's Public Sector Learning Framework (PSLF). Establish Employee Well-being and Support Programmes	All Directors Director FHRM&A All Directors Director FHRM&A	Ongoing Ongoing 2025/2026 Ongoing	GoJ and other applicable policy and guidelines Employee Performance Reviews Job Descriptions Qualified and experienced human resource Staff engagement surveys and analysis Agency Training and Development Plan GoJ Employee Performance Management Policy Employee Performance Reports Staff Engagement Activities	Employee Performance Evaluations Staff training and development reports Recruitment Reports Annual level of staff engagement in relation to agreed metric Staff Training Records Staff Promotions

Appendix C:

C: Risk Treatment Plan 2024 - 2028 *(cont'd)*

Risk			Risk Treatment						
Strategic Objective	**Risk Description**	**Current Risk Level** Low / Medium / High	**Options** • Avoiding • Taking or Increasing • Removing • Reducing • Sharing • Retaining	**Rationale for Selection** (Include expected benefits)	**Mitigating Actions**	**Who** (Person responsible for implementation)	**When** (Timetable for implementation)	**Resource Requirements** (Include contingencies)	**Performance Measures** (How will this risk and mitigating actions be monitored)
								Staff Social/Events Management and General Staff Meetings	
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.	Enhance Marketing and Promotion Strategies Strengthen Partnerships and Collaborations Establish Customer Retention Programmes Expand Learning Options/Delivery Modalities Expand Product and Service Offerings Strengthen Receivables Management System	Director BDC Director BDC Director BDC All Directors Directors PSCD & BDC Director FHRMA	Ongoing Ongoing Ongoing Ongoing Ongoing Ongoing	Financial Instructions to Executive Agency FAA Act & Instructions Strategic Business and Operational Plan Procurement Plan Receivables Management Plan Agency Costing Model Updated budgetary and expenditure guidelines Marketing Plan Public Relations Plan Auditor General Reports Training Performance Reports	Monthly, Quarterly and Annual Branch Reports Monthly Financial Performance reporting Quarterly procurement and contract management reports Monthly review of Accounts Receivables in keeping with Receivables Management Plan and agreed metrics Internal Audit Reports Auditor General Reports Audited financial statements Monthly, Quarterly and Annual Risk Management Reports Quarterly and Annual Performance Reports MRC Meetings Stakeholder Satisfaction and perception Reports

C: Risk Treatment Plan 2024 - 2028 *(cont'd)*

Risk			Risk Treatment							
Strategic Objective	**Risk Description**	**Current Risk Level** Low Medium High	**Options** • Avoiding • Taking or Increasing • Removing • Reducing • Sharing • Retaining	**Rationale for Selection** (Include expected benefits)	**Mitigating Actions**	**Who** (Person responsible for implementation)	**When** (Timetable for implementation)	**Resource Requirements** (Include contingencies)	**Performance Measures** (How will this risk and mitigating actions be monitored)
								Receivables Management Report Financial Statements Monthly, Quarterly and Annual Branch Reports	

Appendix C:

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"



MIND Kingston

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