



Management Institute for National Development

"Training for Human Resource Excellence"

ANNUAL PERFORMANCE REPORT

April 2007 - March 2008



**Management Institute
for National Development**
Training for Human Resource Excellence

CEO's Message



A review of MIND's Annual Report for fiscal year 2007/08 will readily reveal that the Institute has achieved another year of solid financial growth and outstanding achievements in key strategic performance areas. Indeed, MIND's successful 2007/2008 performance outcome is the result of the collective, professional efforts of a MIND Team committed to developing, embedding and sustaining efficient and effective leadership, management and quality service delivery practices, within the Jamaican and Caribbean public sector community, through a variety of human resource development interventions.

The performance of each department, coming as it does against the background of continually creating new and creative responses to effectively meet an array of complex challenges in a dynamic environment, is highly commendable.

The **Business Management Department** strengthened its strategic growth posture to achieve 89 per cent of its performance targets, while reducing the cost of the Agency's operations through initiatives such as the sustained implementation of an *Environmental Stewardship programme*.

The **Department of Learning Facilitation and Management** not only surpassed its financial targets and pass rate for examinable programmes/courses, but also exceeded participants' and clients' satisfaction with learning facilitation, the use of modern facilitation and assessment methodologies, and course coordination and administration.

The **Human Resource and Communications Department** surpassed several targets in repositioning the "MINDset" and enabling the MIND team to meet the challenges of fulfilling the Agency's mandate. The concentrated focus on staff training and development yielded improved professional standards which positively impacted performance results this reporting year.

Direction and Management was outstanding in its contribution to forging collaborations and partnerships (local, regional and international) to facilitate benchmarking, shared learning, capacity building, increase access to training and development and exchanges of best practices.

In 2007/2008, great strides have been made in realizing MIND's vision *to be the Centre of excellence in the Caribbean for strengthening Human Resource capacity to support sustainable development*. The platform, on which further growth and success will be achieved and sustained, is built not only with strong, durable material of the highest quality and standards, but raised up on the firm and steadfast character of its team to effectively overcome the challenges that are ahead.

Confidence in MIND's achievements, the collective effort of the team and the support afforded by a strong network of strategic partnerships with critical stakeholders, collectively serve to bolster my commitment as CEO to continue in my support of the entire MIND Team in the process of creating and delivering professional excellence. By so doing we will enable MIND to support, through training, the development of the human resource capacity to respond effectively to the priorities of Government, consistent with the reform and modernization of the public sector.

.....
Ruby Brown, Chief Executive Officer

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Management Analysis

Mission, Vision and Organisation

MIND's stated Mission:

We shall provide the highest quality training and consultancy to enhance the efficient and effective delivery of services to our clients

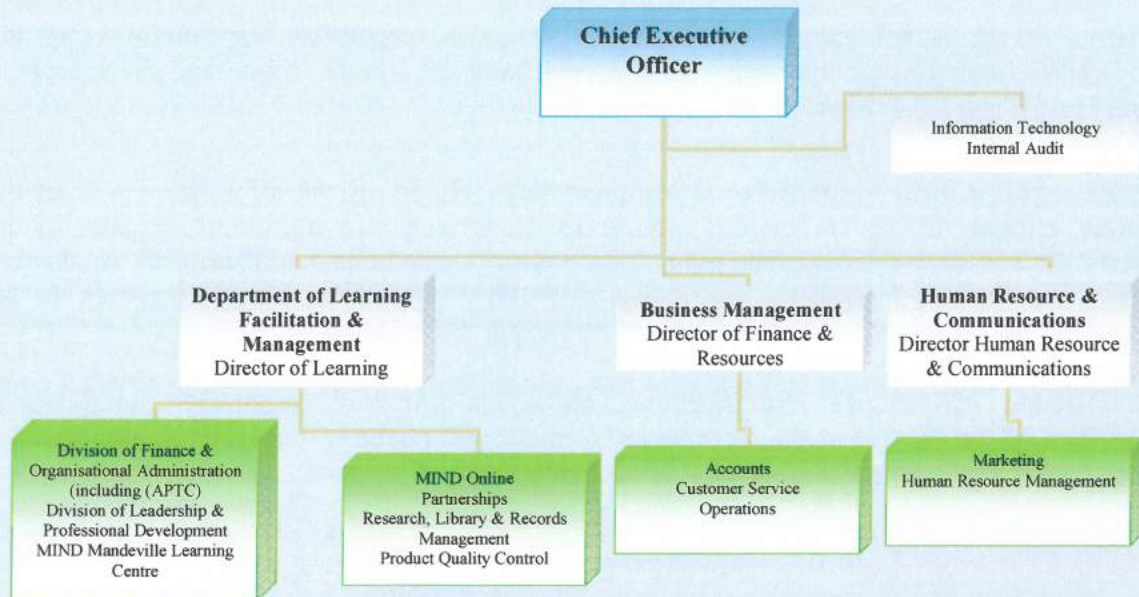
The Agency's stated Vision:

MIND will be the Centre of Excellence in the Caribbean for strengthening Human Resource capacity to support sustainable development

MIND's structure reflects the main areas of delegation to the chief executive officer (CEO), which are Human Resource and Finance along with the core activity of Learning Facilitation and Management.

The CEO directs and oversees delivery of MIND's services to ensure the most efficient utilisation of human, physical and financial resources, and achievement of public sector reform and Agency goals and targets. In keeping with MIND's mandate, the CEO leads corporate planning, establishes and monitors performance standards, and generally guides the process of transforming MIND into a customer-conscious and technology-driven organisation that is cognisant of its responsibility for the corporate "bottom line".

The CEO is supported at the executive level by directors of the Agency's three departments—Learning, Finance and Resources, Human Resource and Communications. Organisational divisions that report to these executives are presented in the chart below:





Management Analysis

Mission, Vision and Organisation

The Agency's information technology manager, reports directly to the CEO and directs the Agency's IT thrust. The CEO is also responsible for **Internal Audit**, which is managed by an internal auditor on a day-to-day basis.

The **Department of Learning Facilitation and Management**, headed by the Director of Learning, consists of four divisions that are responsible for formulating and delivering the portfolio of training that responds to identified needs with the goal of improving public sector management capacity and performance. The four divisions are:

- The Office of the Director of Learning, which includes:
 - Partnerships Manager
 - Manager MIND Online
 - Research, Library and Records Management
- The Division of Finance and Organisational Administration (DFOA) which includes
 - The Administrative Professionals' Training Centre (APTC)
- The Division of Leadership & Professional Development (DLPD)
- MIND Mandeville Learning Centre (MMLC)

The **Office of the Director of Learning** directs MIND's curriculum design and manages the training agenda and the human resource consultancy. This division provides leadership for processes such as training needs analysis; curriculum review and development; training impact evaluation; training capacity building; monitoring training trends nationally and internationally; and effecting MIND's training contribution to public sector reform.

In terms of the actual learning product, this office is responsible for administering the MIND/UWI franchise; environmental management courses; MIND Online and the Research, Library and Records Division.

The **Research, Library and Records Management (RLRM)** is the information core of the Institute. It exists to provide support services to the training and consulting activities of the Agency. RLRM also undertakes the training needs analysis and client and customer satisfaction research that support formulation and review of MIND's curriculum. It also prepares the bi-annual *Caribbean Journal of Public Sector Management* for publication.

The **Division of Finance and Accounts (DFA)** is primarily responsible for financial administration, accounting and audit training essentially for public sector management. It is also responsible for Information Technology (IT) training.

Management Analysis

Mission, Vision and Organisation

By continually upgrading and expanding curricula, DFA is equipped to significantly address the competence gap in financial management which is highly specialised in the public sector. Few training providers outside of MIND have a real understanding of the issues that this training must address. DFA's training is, therefore, important to the efficient management of government's accounting operations.

The **Administrative Professionals' Training Centre (APTC)** reports directly to the Manager DFOA and is resident at both the Hope Campus and at MIND Mandeville. It is presented and marketed as a separate entity because it offers a non-core service in the training of administrative professionals and ancillary staff in a range of office skills. Its target market is essentially non-management personnel.

The **Division of Leadership and Professional Development (DLPD)** is the division through which MIND provides general, organisational, administrative and human resource management training for executive, senior, middle and aspiring managers. The need for management and leadership training, particularly to support national goals, is readily apparent. DLPD, therefore, contributes to government's task by helping to build management and leadership capacity and competencies.

The **MIND Mandeville Learning Centre (MMLC)** provides outreach training primarily for public servants who are located in central and western Jamaica. Government's ongoing reform programme and increasing demands of the public for a more efficient civil service islandwide, provides training opportunities for MIND Mandeville. The courses offered at MIND Mandeville are generally consistent with those formulated and delivered at the Hope Campus.

Effective delivery of MIND's services is dependent on efficient management of human, physical and financial resources in combination with sophisticated and creative marketing and research. This is the task of the Business Management and Human Resource and Communications Departments of the Institute.

The **Business Management Department** incorporates the Accounting, Operations and Customer Services Divisions. Within the executive agency organisational structure, **Accounting** has been given prominence because of the delegated responsibility under which MIND is expected to effectively manage its financial resources.

The **Operations** division is responsible for the provision of support services, to ensure customer and staff comfort, the smooth and efficient delivery and execution of the Institute's programmes. This also includes the management of contracts for catering, maintenance and security services, as well as the procurement, inventory, and asset management processes.



Management Analysis

Mission, Vision and Organisation

The **Customer Service** function is at the heart of MIND's business management programme and integrates all training-related activities, from initial interest to post-attendance tracking. It maintains all related data with the aid of a modern student management system — Participants Administration and Management @ MIND (PAMM).

The **Human Resource and Communications Department** incorporates the Human Resource and Marketing Divisions. **Human Resource Management (HRM)** has the task of ensuring that the Agency's human resources are equipped to contribute effectively to the goals of the organisation through ongoing training and development. HRM is also responsible for ensuring the maintenance of a stable industrial relations climate that supports achievement of the Agency's goals and mandate. Human Resource policies and procedures, pay scales and the structure of the organisation are continually reevaluated by this division.

Marketing provides critical support for MIND's core and non-core activities. Its responsibilities include corporate, product and internal promotions. Marketing, therefore, is very much concerned with business development and client services and thus has responsibility for the production of training directories and promotional literature.

A **Management Advisory Board** provides advice to the Chief Executive Officer on the strategic and business planning responsibilities of the Agency. The Board, which meets quarterly and is composed of non executive directors and members of MIND's Executive Management Team, has no executive responsibilities. The Cabinet Secretary is the current chairman of the Board

The MIND Team is supplemented from a large pool of **adjunct faculty**. Adjunct facilitators include senior public sector practitioners, local and overseas university lecturers and consultants.

Management Analysis

Overview

Introduction

Fiscal year 2007/08 marks the ninth year that the Management Institute for National Development (MIND) has reported financial and programme performance through the formal medium of the annual report, a requirement of the Executive Agency Act 2002. This report enables the Ministry of Finance and the Public Service, Cabinet Office, Auditor General, other public sector stakeholders and the Jamaican public, to assess the Agency's impact and effectiveness.

This report is divided into the following sections:

The *Performance Section*'s narrative and graphic presentations assess the progress of the Agency and its Divisions in achieving the performance targets presented in the 2007/08 Budget and 2006/09 Corporate Plan in relation to the key strategic objectives.

The *Financial Section* demonstrates MIND's prudent administration of the funds received in carrying out the Agency's mission, including compliance with relevant financial management, legislation and guidelines. It includes the financial indicators and actual performance in relation to budget.

The *Highlights* feature major performance achievements, new initiatives and activities undertaken during 2007/08.

The *Management and Performance Challenges*, the final section of the report, presents the major management issues identified during 2007/08 and the Agency's progress and plans to meet these challenges.

Performance Section

Performance indicators that are key to the accomplishment of the Agency's strategic objectives, and which are presented in the 2007/2010 Corporate Plan, were selected for inclusion in the Operating Plan for the 2007/08 fiscal year. While a range of performance targets was used to monitor these indicators in realising the strategic objectives at the Agency, divisional and individual levels, performance in relation to individual targets will not be reflected in this report as they are incorporated into the Agency's Annual Performance Appraisal process.

Of the 19 Agency Performance Targets being reported on, 15 (79%) were met and/or surpassed, while the remaining four (21%) were partially achieved. This resulted in an overall Agency performance of 93.5 per cent.

Management Analysis

Overview

A total of 186 sets of performance indicators were assigned across the Agency's 11 divisions and were monitored by 217 performance targets. Table 1 indicates divisional performance achievement in relation to these targets:

Table 1

Divisional Performance in Relation to Targets 2007/08	
Divisions	Performance Achieved in Relation to Targets
	%
Management & Direction <ul style="list-style-type: none"> • Information Technology • Internal Audit 	100 93
Office of the Director of Learning <ul style="list-style-type: none"> • Partnerships & MIND Online • Research, Library and Records Management 	77 100
Division of Leadership and Professional Development	89
Division of Finance and Accounts	90
MIND Mandeville Learning Centre	89
Administrative Professionals' Training Centre	69
Accounts	88
Customer Service	86
Operations	95
Human Resource	84
Marketing	49

Performance achievement for all 217 performance targets, were monitored in relation to the Agency's key strategic objectives. Below is a breakdown by the strategic objectives of the Agency's 2007/08 performance achievements and significant developments:

Strategic Objective I

Increase learner participation, engagement and achievement

A total of 59 performance targets were reported under this strategic objective for 2007/08, of which 46 (78%) were achieved or surpassed and 13 partially met. All Agency performance targets were exceeded. This included the target of 95 per cent job competence and performance to be met by management and administrative staff and 85 per cent client satisfaction with the performance of staff trained at MIND.

Management Analysis

Overview

The impact of surpassing the target for incorporating modern facilitation and assessment methodologies no doubt contributed to overall client satisfaction with training. Of the 36 clients who were polled in the Agency's Annual Client Satisfaction Survey, 98 per cent were satisfied with the performance of staff trained at MIND.

Of the 4,456 participants registered for courses during the year, 86 per cent successfully completed their programmes/courses. The percentage pass rate in examinable programmes/course was 85 per cent, exceeding the target of 75 per cent set for 2007/08.

In keeping with the target of completing academic research papers, two were completed during the year: (1) *Non-formal Environmental Education* completed by the Division of Finance and Accounts and (2) *Quality Assurance in Tertiary Education* prepared jointly by the Division of Leadership and Professional Development and the Office of the Director of Learning.

Of note, also, is the customization that was done during the year to the Student Management System, Participation Administration Management at MIND (PAM@M) to allow participants online access to:

- examination results;
- unofficial transcripts; and
- progress reports.

Strategic Objective II

Expand options and access to training and development

Establishing new and expanding existing collaborative arrangements and partnerships was one of the strategies pursued during the year towards realizing this strategic objective. This is intended to facilitate benchmarking, shared learning, capacity building, increased access to training and development and exchanges of best practices, with institutions such as, the National School of Government in the United Kingdom, University of Technology, Dalhousie University Canada, Caribbean Knowledge Learning Network, Planning Institute of Jamaica (PIOJ) and the Commonwealth Association of Public Administration and Management (CAPAM).

Training performance targets for *the number of courses delivered* and the *number of participants* were both surpassed (see table 2) and contributed to revenues from courses/programmes exceeding budgeted target by seven per cent.

Table 2

Training Performance	Annual Targets	Actual Performance
Number of Courses Delivered	211	237
Number of Participants	3,826	4,456

Management Analysis

Overview

Although not fully achieving the target of eight major learning events, two were successfully hosted during the year:

- Accounting Conference — *Strengthening Public Sector Financial Management: The Emerging Role of Accountants.*

Two hundred and forty four delegates, (with 94% representing the public sector) were in attendance. Delegates' general rating of the Conference was *excellent* or *good*.

- Public Lecture — *“The Caribbean Court of Justice: Who Stands to Gain?”*

Honourable Mr. Justice Duke E.E. Pollard of the Caribbean Court of Justice, in his clear articulation on the subject, helped to improve public awareness of the Court and its implications for regional economic integration. Undoubtedly, the feedback received and enthusiasm observed after his presentation suggested that participants benefited tremendously.

Strategic Objective III

Strengthen the quality of service delivery

Of the 42 performance targets pursued for this strategic objective, the Agency fully achieved and/or surpassed 29 (69%), met 12 (29%) partially and made no significant progress on one (2%).

The Agency surpassed both its targets of 85 per cent *clients' overall satisfaction with service delivery* and 85 per cent *participants' satisfaction with service delivery* by nine per cent

Although the Agency has not met its staff job satisfaction target for the third consecutive year, interventions undertaken throughout the year resulted in a reversal of the trend of declining staff job satisfaction levels. Job satisfaction levels this year increased by eight per cent over the previous reporting year, but fell below the target of 75 per cent by five per cent

The annual staff satisfaction survey identified as an area of greatest strength for the Agency, the high percentage (96%) of employees who understood the organisational and departmental objectives, and were familiar with its vision, mission and values (92%). As in previous years, staff again highlighted compensation as the area with which they are the least satisfied (28%).

Management Analysis

Overview

A part of the systems for ongoing customer evaluation of MIND's training services for strengthening the quality of service delivery is the conduct of Training Impact Evaluations three months after a course/programme has been delivered. These seek to:

- measure the effect or outcome of the training delivered by the Agency; and
- garner information necessary to redesign and/or improve the content and facilitation of training programmes.

During the year, Training Impact Evaluations were conducted for 16 per cent of the courses delivered. This represented four per cent more than targeted. Key findings from these evaluations include:

- that the courses were relevant to the job and gave high ratings in this area;
- interpersonal skills, customer service and communication, were among the areas identified as having shown improvement, following participants' training; and
- courses represented good investments for the participating organisation.

Also significant was the 93 per cent *participants' satisfaction with Customer Service*. Not only did this result in the target (90%) being surpassed, but it also represents the highest level of satisfaction recorded for Customer Service to date.

Strategic Objective IV

Develop, review and upgrade learning products and services in response to government and business priorities and needs

Progress was made on all the performance targets assigned to this strategic objective. These included:

- i. level of clients' satisfaction with training (98%);
- ii. competency-based Needs Analysis to inform programme review and development (100%);
- iii. courses reviewed and updated (60%);
- iv. percentage of courses/programmes for which environmental considerations have been incorporated (40%); and
- v. percentage of courses/programmes for which ethics and values have been incorporated (45%).

Strategic Objective V

Maintain sound financial management

The Agency surpassed its revenue target with earnings of \$108.9 million and kept its overall expenditure at \$164.8 million, within a budget of \$191.9 million.

Management Analysis

Overview

Strategic Objective VI

Entrench a system of documenting and referencing Agency policies and operational procedures

Although the Agency did not realise its target of 60 per cent reduction in the number of non-conformances reported for 2007/08 when compared to 2006/07, it did make significant strides towards achieving its strategic objective of *entrenching a system of documenting and referencing Agency policies and operational procedures*.

The performance target of not exceeding a *maximum of two non conformances to policies and procedures* was met by eight (73%) of the 11 divisions to which it was assigned. Additionally, the target to promulgate 15 new/revised operational procedures was met with contributions from all three of the Agency's departments.

Strategic Objective VII

Establish and sustain an environmental management programme towards:

- *reducing operational costs; and*
- *reducing the Agency's negative impact on the natural environment.*

During the reporting period the Agency surpassed its target to achieve 75% per cent implementation of its Environmental Stewardship programme, achieving 87 per cent implementation. When compared with the previous reporting year this resulted in:

- 19 per cent reduction in energy usage per kilowatt-hours per course hour; and
- 21 per cent reduction in water consumption per litre per participant.

Additionally:

- the recycling programme was expanded to include glass and cooking waste;
- motion sensor lights were installed in participants' bathrooms;
- introduction of a composting programme;
- 100 per cent compliance with Green Procurement Guidelines; and
- learning events were organised for staff to:
 - promote good occupational health and safety; and
 - provide training in the management and handling of hazardous material and waste.

Strategic Objective VIII

Expand strategies to upgrade public sector employees

The performance targets assigned to this strategic objective were intended to establish core curricula for advancement within the public sector for:

- executives
- managers
- supervisors
- procurement officers
- accountants/auditors

Management Analysis

Overview

During this reporting period the Agency focused on achieving 100 per cent of a competency-based framework within which programmes/courses are to be developed and delivered. That target was met. It included:

- undertaking a Competency-Based Training Needs Analysis; and
- identifying key competencies to facilitate the development of curricula for leadership development within the public sector.

Strategic Objective IX

Provide innovative and responsive learning environments

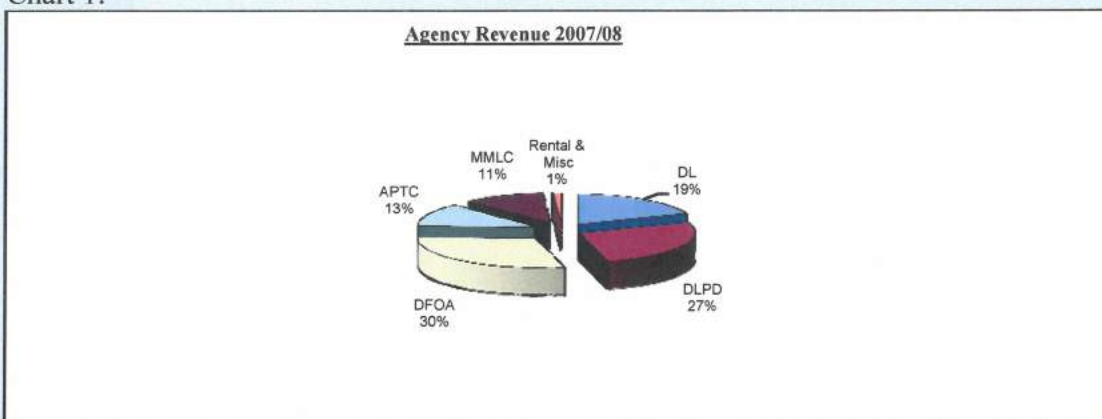
Two Agency performance targets were assigned to this strategic objective. The Agency surpassed its 85 per cent *clients'/participants' satisfaction with facilities* by six per cent and partially achieved (64%) the target of 85 per cent *staff satisfaction with facilities* — an increase of five per cent over the previous year.

Financial Section

Revenue

The Agency met its revenue target of \$101.8 million earning revenue of \$108.9 million. Course revenue attributed to 99 per cent of the total revenue earned. Programmed courses, though contributing 72 per cent to the total revenue, were seven per cent above target and 10 per cent above the previous year. Customised revenue contributed 27 per cent of total revenue, which was eight per cent above target and 60 per cent above the previous year. Chart 1 shows the breakdown of revenue across the Agency.

Chart 1.



Management Analysis

Overview

The following revenue performances were noted for the training divisions:

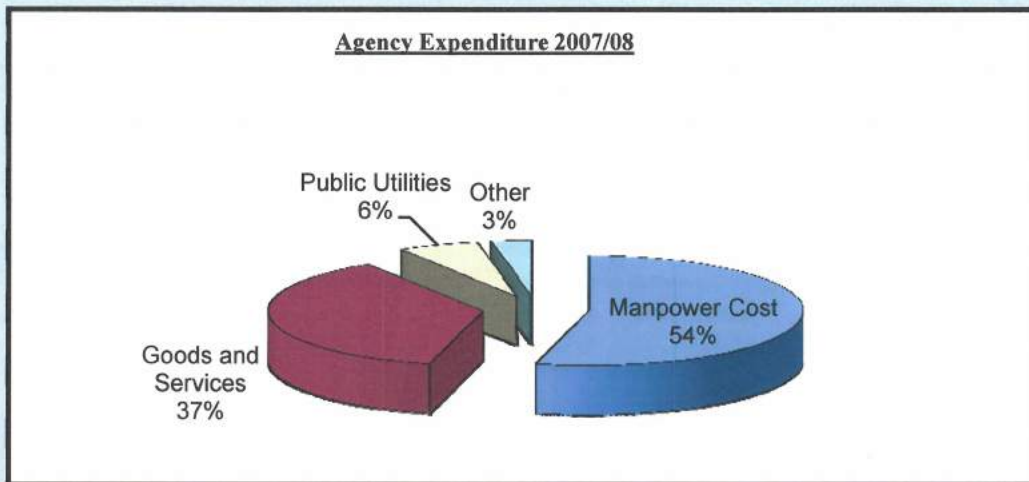
- **Division of Leadership and Professional Development (DLPD)** exceeded programmed revenue by 28 per cent and under ran customised revenue by 30 per cent
- **Division of Finance and Accounts (DFA)** exceeded both programmed and customised revenue by 24 per cent and 17 per cent respectively.
- **Administrative Professionals' Training Centre (APTC)** exceeded both programmed and customised revenue by 32 per cent and seven per cent respectively
- **Office of the Director of Learning** under ran programmed revenue by 29 per cent and exceeded customised revenue by 70 per cent.
- **MIND Mandeville Learning Centre's** programmed revenue under ran budget by 25 per cent while customised revenue exceeded budget by 18 per cent.

Expenditure

The Agency's overall expenditure of \$164.8 million ran below the budgeted \$191.9 million by 14 per cent. This represents an improvement over the previous reporting period where we had narrowly kept expenditure within budget.

Recurrent expenditure accounted for 98 per cent of the total expenditure and capital expenditure accounted for the remaining two per cent. Chart 2 shows the breakdown of total expenditure across the Agency.

Chart 2



The Agency currently covers 66 per cent of its expenditure from revenue. As a model B Agency, MIND is expected to fund 30 to 70 per cent of our expenditure.

Management Analysis

Overview

Highlights

The following are the Agency's *major achievements and new initiatives* for 2007/08 and for which details are provided in the *Highlights* section of this report.

- Targets surpassed for clients' satisfaction with training, customer service, and business services.
- Consistent above-target performance demonstrated throughout the year for percentage pass rate in examinable programmes/courses
- Two academic research papers completed
- New partnerships established with international and local bodies and public and private sector organisations
- Presentations at international and regional conferences
- Adoption of the Competency-Based Approach
- Annual graduation exercise

Management and Performance Challenges

The management and performance challenges the Agency considers most important in terms of realising the strategic objectives and performance goals in this report are listed below.

- Insufficient marketing and promotional activities to expand demand for training and to publicise the work of the Agency both locally and throughout the Caribbean Region
- Positioning the client relationship management function as a major element of MIND's overall business development thrust
- Stimulating greater demand for *MIND Online* and *The Caribbean MIND*

These issues are discussed in the *Management and Performance Challenges* section of this report, along with management's progress and plans for meeting these challenges.

Performance Section

Agency Performance versus Targets 2007/08

Strategic Objectives	Targets	Performance Achieved
Increase learner participation, engagement and achievement	95% job competence and performance met by faculty	98%
	85% clients' satisfaction with the performance of staff trained at MIND	98%
	95% job competence and performance met by management and administrative staff	100%
	Four Training Impact Evaluations	100%
Expand options and access to training and development	Three new partnerships and collaborations established and strengthened	5
	Training performance –	237
	▪ 211 courses delivered	11,361
	▪ 16,102 course hours	4,456
	▪ 3,826 participants	2
Strengthen the quality of service delivery	Achieve 85% client satisfaction with service delivery	94%
	Achieve 75% staff job satisfaction	70%
	Achieve 85% participant satisfaction with service delivery	94%
Develop, review and upgrade learning products and services in response to government and business priorities and needs	Achieve 85% client satisfaction with training	98%
Maintain sound financial management	Financial targets to be met:	
	▪ Income - \$101.8 M	\$108.9M
	▪ Expenditure - \$191.9 M	\$164.8 M

Performance Section

Agency Performance versus Targets 2007/08

Strategic Objectives	Targets	Performance Achieved
Entrench a system of documenting and referencing Agency policies and operational procedures	Achieve 60% decrease in the number of non conformances	25% decrease
Establish and sustain an environmental management programme towards: <ul style="list-style-type: none"> ▪ reducing operational costs ▪ reducing the Agency's negative impact on the natural environment 	Environmental stewardship programme <ul style="list-style-type: none"> ▪ Implemented – 75% 	87%
Expand strategies to upgrade public sector employees	100% Competency Framework	Achieved
Provide innovative and responsive learning environments	Achieve 85% client/participant satisfaction with facilities: Achieve 85% staff satisfaction with facilities:	Achieved (91%) Partially achieved (64%)

Performance Section

Divisional Performance versus Targets 2007/08

LEARNING FACILITATION AND MANAGEMENT

Office of the Director of Learning – Partnerships & MIND Online		
Strategic Objectives	Targets	Performance Achieved
Increase learner participation, engagement and achievement	Incorporation of modern: -90% learning facilitation Methodologies	71%
	-90% assessment methodologies	71%
	90% participants' satisfaction with learning facilitation achieved.	
	- Face to Face	96%
	- Online	68%
	90% successful completion courses/programmes	88%
	75% pass rate in examinable programme/courses.	78%
	One research paper completed	1
	50% CBET approach incorporated into programmes/courses	50%
Expand options and access to training and development	Minimum of two new partnerships and collaborations established	5
	Minimum of two courses/programmes added through partnerships/collaborations	1
	Three new web-based training courses/programmes developed and launched as programmed, customized or in partnership/collaboration	Not achieved

Performance Section

Divisional Performance versus Targets 2007/08

LEARNING FACILITATION AND MANAGEMENT

Office of the Director of Learning – Partnerships & MIND Online		
Strategic Objectives	Targets	Performance Achieved
Strengthen the quality of service delivery	90% of examination results submitted to Customer Service Division on schedule.	33%
	100% contracted adjunct faculty registered in skills bank	100%
	35% increase in course/programme material stored on MINDnet.	16%
	Participants' satisfaction with course coordination and administration: - 85% face-to-face - 85% online	100% 100%
Develop, review and upgrade learning products and services in response to government and business priorities and needs	Incorporation into percentage of training programmes/course considerations for: - 20% - ethics and values	17%
	- 40% - environmental considerations	83%
	Programmed courses : - Two courses developed - 35% courses reviewed and updated	Not achieved 67%)

Performance Section

Divisional Performance versus Targets 2007/08

LEARNING FACILITATION AND MANAGEMENT

Office of the Director of Learning – Partnerships & MIND Online		
Strategic Objectives	Targets	Performance Achieved
Maintain sound financial management	Financial targets met: - 100% income - 100% expenditure	87% 71%
Entrench a system of documenting and referencing Agency policies and operational procedures	Maximum of two non-conformances to policies and procedures Minimum of one new and amended divisional operational policies and procedures recommended for adoption	2 6
Establish and sustain an environmental management programme towards: ○ reducing operational costs ○ reducing the Agency's negative impact on the natural environment	5% reduction in the use of paper	Not achieved
Provide innovative and responsive learning environment	85% participants' satisfaction with training room arrangement	96%

Performance Section

Divisional Performance versus Targets 2007/08

LEARNING FACILITATION AND MANAGEMENT

Research Library and Records Management Unit		
Strategic Objectives	Targets	Performance Achieved
Increase learner participation, engagement and achievement	Prepare two <i>Caribbean Journal of Public Sector Management</i> on schedule	2
	Training Impact Evaluations conducted on 12% of programmes/courses delivered	16%
Strengthen the quality of service delivery	Client satisfaction survey conducted	1
	85% participants' satisfaction with library services	92%
	Participants' satisfaction evaluated for 75% of programme/courses	98%
Develop, review and upgrade learning products and services in response to government and business priorities and needs	Conduct one training needs analysis	Achieved
Entrench a system of documenting and referencing Agency policies and operational procedures	Maximum of two non-conformances to policies and procedures	0
	Recommended for adoption a minimum of one new and amended divisional operational policies and procedures	1
Establish and sustain an environmental management programme towards: <ul style="list-style-type: none"> o reducing operational costs o reducing the Agency's negative impact on the natural environment 	Execute 100% of divisional responsibilities assigned under the Agency's environmental stewardship programme	No specific responsibilities were assigned
Expand strategies to upgrade public sector employees	Conduct one (1) training needs analysis	1

Performance Section

Divisional Performance versus Targets 2007/08

LEARNING FACILITATION AND MANAGEMENT

Division of Leadership and Professional Development (DLPD)		
Strategic Objectives	Targets	Performance Achieved
Increase learner participation, engagement and achievement	100% faculty training and development plan	100%
	90% of faculty incorporating modern: - Learning facilitation methodologies & - Assessment methodologies into programme/course delivery and assessment	97%
	90% participants' satisfaction with learning facilitation achieved	96%
	90% participants successfully completing courses/programmes	91%
	75% average pass rate in examinable programme/courses	90%
	Individual faculty participates in a minimum of eight customized assignments	40
	One research paper completed	1
	50% of programmes/courses to incorporate CBET approach	60%
Expand options and access to training and development	Offer minimum of one new degree programme.	1

Performance Section

Divisional Performance versus Targets 2007/08

LEARNING FACILITATION AND MANAGEMENT

Division of Leadership and Professional Development (DLPD)		
Strategic Objectives	Targets	Performance Achieved
Strengthen the quality of service delivery	90% of examination results submitted to customer service on schedule.	90%
	100% of contracted adjunct faculty registered in Adjunct Faculty Skills Bank	100%
	35% of course/programme material stored on MINDnet.	65%
	85% participants' satisfaction with course coordination and administration	93%
Develop, review and upgrade learning products and services in response to government and business priorities and needs	Incorporation into percentage of training programmes/course considerations for:	
	- 20% - ethics and values	80%
	- 40% - environmental considerations.	51%
	Programmed courses: - Two developed	1
	35% reviewed and updated	37%
Maintain sound financial management	Meet financial targets for:	
	• 100% revenue -	103%
	• 100% expenditure -	76%

Performance Section

Divisional Performance versus Targets 2007/08

LEARNING FACILITATION AND MANAGEMENT

Division of Leadership and Professional Development (DLPD)		
Strategic Objectives	Targets	Performance Achieved
Entrench a system of documenting and referencing Agency policies and operational procedures	Decrease non-conformances to policies and procedures to maximum of two (2)	3
	Recommend a minimum of one (1) new and amended divisional operational policy and procedure for adoption.	1
Establish and sustain an environmental management programme towards: <ul style="list-style-type: none"> - reducing operational costs - reducing the Agency's negative impact on the natural environment 	5% reduction in the use of paper.	Not achieved
Expand strategies to upgrade public sector employees	A minimum of three orientation programmes established for executives, managers and supervisors	Not achieved
Provide innovative and responsive learning environment	Achieve 85% participant satisfaction with training room arrangement.	93%

Performance Section

Divisional Performance versus Targets 2007/08

LEARNING FACILITATION AND MANAGEMENT

Division of Finance and Accounts (DFA)		
Strategic Objectives	Targets	Performance Achieved
Increase learner participation, engagement and achievement	100% faculty training and development plan developed	100%
	90% of faculty incorporating modern:	
	- learning facilitation methodologies &	96%
	- assessment methodologies into programme/course delivery and assessment	96%
	90% participant satisfaction with learning facilitation achieved	95%
	90% of participants successfully completing courses/programmes	86%
	75% average pass rate in examinable programme/courses	88%
	Individual faculty to participate in a minimum of eight customised assignments	27
Expand options and access to training and development	Complete a minimum of one research paper	1
	50% of programmes/courses to incorporate CBET approach	41%
	One special learning event to be held	1

Performance Section

Divisional Performance versus Targets 2007/08

LEARNING FACILITATION AND MANAGEMENT

Division of Finance and Accounts (DFA)		
Strategic Objectives	Targets	Performance Achieved
Strengthen the quality of service delivery	Submit 90% of examination results to customer service on schedule.	83%
	Register 100% of contracted adjunct faculty in Adjunct Faculty Skills Bank	98%
	35% course/programme material stored on MINDNet	63%
	85% participant satisfaction with course coordination and administration	92%
Develop, review and upgrade learning products and services in response to government and business priorities and needs	Incorporation into percentage of training programmes/courses considerations for:	
	- 20% - ethics and values	19%
	- 40% - environmental management	23%
	Develop a minimum of one programmed course	1
	Review & update 35% of programmed courses	41%
Maintain sound financial management	Meet financial targets for:	
	<ul style="list-style-type: none"> • 100% revenue • 100% expenditure 	122% 72%

Performance Section

Divisional Performance versus Targets 2007/08

LEARNING FACILITATION AND MANAGEMENT

Division of Finance and Accounts (DFA)		
Strategic Objectives	Targets	Performance Achieved
Entrench a system of documenting and referencing Agency policies and operational procedures	Decrease non-conformances to policies and procedures to a maximum of two (2)	4
	Recommend a minimum of one (1) new and amended divisional operational policy and procedure for adoption.	1
Establish and sustain an environmental management programme towards: <ul style="list-style-type: none"> - reducing operational costs - reducing the Agency's negative impact on the natural environment 	5% reduction in the use of paper.	Not achieved
Expand strategies to upgrade public sector employees	Develop key competencies for procurement officers	Suspended as target was addressed and achieved by the Research, Library and Records Management Unit
	Develop core curricula for procurement officers	Deferred as key competencies would not have been appropriately identified in time to facilitate the achievement of target
Provide innovative and responsive learning environment	Achieve 85% participant satisfaction with training room arrangement.	92%

Performance Section

Divisional Performance versus Targets 2007/08

LEARNING FACILITATION AND MANAGEMENT

MIND Mandeville Learning Centre (MMLC)		
Strategic Objectives	Targets	Performance Achieved
Increase learner participation, engagement and achievement	Develop 100% of faculty training and development plan	100%
	90% of faculty incorporating modern:	
	- learning facilitation methodologies &	97%
	- assessment methodologies into programme/course delivery and assessment	97%
	Achieve 90% participant satisfaction with learning facilitation.	95%
	90% of participants successfully completing courses/programmes	93%
	Achieve 75% average pass rate in examinable programme/courses	93%
	Individual faculty to participate in a minimum of eight customised assignments	11
Strengthen the quality of service delivery	Incorporate 50% CBET approach into programmes/courses	22%
	90% of examination results submitted to customer service on schedule.	93%
	Register 100% of contracted adjunct faculty in Adjunct Faculty Skills Bank	100%
	85% participant satisfaction with course coordination and administration	96%

Performance Section

Divisional Performance versus Targets 2007/08

LEARNING FACILITATION AND MANAGEMENT

MIND Mandeville Learning Centre (MMLC)		
Strategic Objectives	Targets	Performance Achieved
Maintain sound financial management	Financial targets for: <ul style="list-style-type: none"> • 100% revenue • 100% expenditure 	80% 87%
Entrench a system of documenting and referencing Agency policies and operational procedures	Decrease non-conformances to policies and procedures to a maximum of two	0
	Recommend a minimum of one (1) new and amended divisional operational policy and procedure for adoption.	1
Establish and sustain an environmental management programme towards: <ul style="list-style-type: none"> - reducing operational costs - reducing the Agency's negative impact on the natural environment 	5% reduction in the use of paper.	Not achieved
Provide innovative and responsive learning environment	Achieve 85% participant satisfaction with training room arrangement.	92%

Performance Section

Divisional Performance versus Targets 2007/08

LEARNING FACILITATION AND MANAGEMENT

Administrative Professionals' Training Centre (APTC)		
Strategic Objectives	Targets	Performance Achieved
Increase learner participation, engagement and achievement	Development of 100% of Faculty Training and Development Plan	100%
	90% of faculty incorporating modern:	
	- learning facilitation methodologies &	98%
	- assessment methodologies into programme/course delivery and assessment	98%
	90% participant satisfaction with learning facilitation achieved.	95%
	90% of participants successfully completing courses/programmes	72%
	Achieve 75% pass rate in examinable programme/courses	76%
	Individual faculty to participate in a minimum of eight customised assignments each (16 in total)	10
Expand options and access to training and development	Complete a minimum of one research paper	1
	Incorporate 50% CBET approach into programmes/course	15%
	Special Learning Event	Not achieved
	Achieve TVET Certification for additional courses	Not Achieved

Performance Section

Divisional Performance versus Targets 2007/08

LEARNING FACILITATION AND MANAGEMENT

Administrative Professionals' Training Centre (APTC)		
Strategic Objectives	Targets	Performance Achieved
Strengthen the quality of service delivery	90% of examination results submitted to customer service on schedule.	71%
	Register 100% of contracted adjunct faculty in Adjunct Faculty Skills Bank	100%
	Store 35% of course/programme material on MINDnet.	58%
	Achieve 85% participant satisfaction with course coordination and administration	95%
Develop, review and upgrade learning products and services in response to government and business priorities and needs	Incorporation into percentage of training programmes/courses considerations for:	
	- 20% - ethics and values	27%
	- 40% - environmental management	23%
	Programmed courses:	
	- 35% reviewed and updated	15%
Maintain sound financial management	Meet financial targets for:	
	<ul style="list-style-type: none"> • revenue 100% • expenditure 100% 	130% 95%

Performance Section

Divisional Performance versus Targets 2007/08

LEARNING FACILITATION AND MANAGEMENT

Administrative Professionals' Training Centre (APTC)		
Strategic Objectives	Targets	Performance Achieved
Entrench a system of documenting and referencing Agency policies and operational procedures	Decrease non-conformances to policies and procedures to a maximum of two Recommended a minimum of one new and amended divisional operational policy and procedure for adoption.	2 Not achieved
Establish and sustain an environmental management programme towards: <ul style="list-style-type: none"> - reducing operational costs - reducing the Agency's impact on the natural environment 	5% reduction in the use of paper.	Not achieved
Expand strategies to upgrade public sector employees	Develop orientation programmes consistent with target groups: Administrative & Clerical	Not achieved
Provide innovative and responsive learning environment	Achieve 85% participant satisfaction with training room arrangement.	89%

Performance Section

Divisional Performance versus Targets 2007/08

BUSINESS MANAGEMENT

Accounts		
Strategic Objectives	Targets	Performance Achieved
Increase learner participation, engagement and achievement	25% of annual receivables aged over 90 days	30%
Strengthen the quality of service delivery	85% clients' satisfaction with accounting services	92%
	Minimum of 10 monthly revenue and expenditure reports submitted on schedule	11
Maintain sound financial management	Prepare and submit minimum of 10 monthly financial statements on schedule	11
Entrench a system of documenting and referencing Agency policies and operational procedures	Maximum of two non-conformances to policies and procedures	1
	Minimum of one new and amended policy and procedure recommended for adoption	2
Establish and sustain an environmental management programme towards: <ul style="list-style-type: none"> ○ reducing operational costs ○ reducing the Agency's negative impact on the natural environment 	5% reduction in the use of paper	Not achieved

Performance Section

Divisional Performance versus Targets 2007/08

BUSINESS MANAGEMENT

Customer Service		
Strategic Objectives	Targets	Performance Achieved
Strengthen the quality of service delivery	Achieve 95% client satisfaction with customer service	94%
	Achieve 95% participant satisfaction with customer service	93%
	Dispatch 90% of Certificates of Participation on schedule	87%
	Dispatch 85% of Certificates of Achievement on schedule	59%
	Submit a minimum of twenty (20) monthly customer service reports on schedule <ul style="list-style-type: none"> ▪ course performance ▪ examination 	11
Entrench a system of documenting and referencing Agency policies and operational procedures	Meet 85% of requests for participants' and clients' data on schedule	74%
	Decrease non-conformances to policies and procedures reported to a maximum of two (2)	0
Establish and sustain an environmental management programme towards: <ul style="list-style-type: none"> ○ reducing operational costs ○ reducing the Agency's negative impact on the natural environment 	Recommend a minimum of one (1) new and/or amended policy and procedure for adoption	2
	5% reduction in the use of paper	Not achieved

Performance Section

Divisional Performance versus Targets 2007/08

BUSINESS MANAGEMENT

Operations		
Strategic Objectives	Targets	Performance Achieved
Strengthen the quality of service delivery	Achieve 85% of participant satisfaction with facilities	91%
	Achieve 85% client satisfaction with facilities	85%
	Achieve 85% staff satisfaction with accommodation maintenance	64%
Maintain sound financial management	100% Adherence to <i>Government of Jamaica Public Sector Procurement Guidelines</i>	100%
	Four quarterly contract awards report	4
	12 monthly procurement reports	12
	Four quarterly supplies inventory reports	4
	Four quarterly fixed asset inventory report	4
Entrench a system of documenting and referencing Agency policies and operational procedures	Decrease non-conformances to policies and procedures to a maximum of two (2)	0
	Recommend a minimum of one (1) new and amended policy and procedure for adoption	1
Establish and sustain an environmental management programme towards: <ul style="list-style-type: none"> ○ reducing operational costs ○ reducing the Agency's negative impact on the natural environment 	75% of the Agency's environmental stewardship programme implemented through:	88%
	5% energy conservation	19%
	5% reduction in water consumption per litre	21%
	5% reduction in the use of paper	Not achieved
	One reuse and recycling programme implemented.	1

Performance Section

Divisional Performance versus Targets 2007/08

HUMAN RESOURCE AND COMMUNICATIONS

Human Resource		
Strategic Objectives	Targets	Performance Achieved
Increase learner participation, engagement and achievement	Percentage of Staff Training and Development Plan implemented : - management 400 - faculty 500 - administrative & clerical 300 - ancillary 150	823 319 470 120
	Minimum of one Training of Trainers learning event conducted	1
	Minimum of three local/international conferences/seminars at which faculty participated	8
	Minimum of three management and leadership development inventions organized for management team	13
Strengthen the quality of service delivery	One staff job satisfaction survey conducted	1
Develop, review and upgrade learning products and services in response to government and business priorities and needs	Training and development activities organized to build capacity in CBET	1
Maintain sound financial management	100% adherence to Government of Jamaica's Public Sector Procurement Guidelines	100%
Entrench a system of documenting and referencing Agency policies and operational procedures	Maximum of two non-conformances to policies and procedures reported	0
	Minimum of two new and amended policies and procedures recommended for adoption	Not achieved
Establish and sustain an environmental management programme towards: o reducing operational costs o reducing the Agency's negative impact on the natural environment	Organise one learning event to promote good environmental stewardship	1
	Incorporate environmental issues into 80% of events organised	100%
	80% reduction in the use of paper	Not achieved

Performance Section

Divisional Performance versus Targets 2006/07

HUMAN RESOURCE AND COMMUNICATIONS

Marketing		
Strategic Objectives	Targets	Performance Achieved
Increase learner participation, engagement and achievement	Two Directories of Learning Products produced on schedule	Not achieved
	Corporate and product marketing include promotions directed at public and private sector organizations and individuals	85%
Expand options and access to training and development	Database updated for NGOs and CBOs	100%
	Minimum of six monthly Friday Policy Forums promoted	Not achieved
	Open Day to showcase MIND's activities and services	Not achieved
	One public lecture organized & promoted	1
	85% of promotional plan developed and executed for : -Course institutionalized -Caribbean MIND -Your Place or MIND	Not achieved
	Programme developed & implemented to encourage staff recording of training leads.	Not achieved

Performance Section

Divisional Performance versus Targets 2006/07

HUMAN RESOURCE AND COMMUNICATIONS

Marketing		
Strategic Objectives	Targets	Performance Achieved
Strengthen the quality of service delivery	Ten monthly Mystery Shopper reports	2
	Updated <i>Customer Charter and Participants' Handbook</i>	Not achieved
Maintain sound financial management	100% adherence to Government of Jamaica Public Sector Procurement Guidelines	100%
Entrench a system of documenting and referencing Agency policies and operational procedures	Maximum of two non-conformances to policies and procedures	0
	Minimum of two new and amended policies and procedure recommended for adoption	Not achieved
Establish and sustain an environmental management programme towards: <ul style="list-style-type: none"> ○ reducing operational costs ○ reducing the Agency's negative impact on the natural environment 	100% of events organised, incorporates environmental issues	100%
	100% of publications produced using plain bond paper or paper with recycled content and vegetable or soy-based ink	100%
	80% of procurement is of environmentally friendly material	100%
	5% reduction in the use of paper	Not achieved

Highlights

Major Achievements

Presentations at International and Regional Conferences

For the first time in its history, MIND was invited to make presentations at two international conferences. MIND's Chief Executive Officer (CEO) was asked by the Commonwealth Association for Public Administration and Management (CAPAM) to speak at the Conference for Leaders in Training and Development in Commonwealth Public Services, in Accra, Ghana in November 2007. Her presentation was made in the plenary session, addressing the theme, 'The Competencies required for a Successful Public Service in the 21st Century'. The presentation addressed *The Case of MIND*, as it adopts a Competency-Based Education and Training (CBET) approach, to ensure that all our training programmes are aligned to the strategic objectives of government, and is facilitating the development of skills that are transferable within the Caribbean region.

The CEO was also invited to participate in the panel discussion at the International Women's Conference, on February 28, 2008, which was hosted by the National School of Government in the United Kingdom (UK). The panel discussion had as its theme, *Helping Women Claim and Sustain Ambition*. This session aimed to highlight examples of changes to organisational practices which have benefited women, and had representatives from two UK-based private sector organisations seen as exemplar in this area, and a representative from the Department for International Development (DfID), a UK government department with an excellent reputation for leading in equality practices. MIND's CEO was thus invited to bring the international dimension to the discussion.

MIND also presented at the *Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE)* hosted by the University Council of Jamaica (UCJ). A research paper jointly completed by MIND's manager for the Division of Leadership and Professional Development and the Director of Learning, providing an analysis of the Institute's quality assurance systems, consistent with international standards and the requirements of Jamaica's national accrediting bodies, was presented at the conference.

Adoption of the Competency-based Approach

The Institute continues to make great strides in utilising a competency-based approach for the development and delivery of our learning products and services, and general management of our operations. We recognise that this is critical in ensuring that the Institute's programmes are aligned to the strategic objectives of all departments and agencies of government. To this end, we have been undertaking a variety of activities in support of the competency-based approach, with the objective of fully institutionalising this approach over time. These include the following competency-based activities:

- ❖ Recruitment and Selection of Staff
- ❖ Employee Performance Management
- ❖ Curriculum Development and Delivery
- ❖ Training and Development of Learning Facilitators
- ❖ Training Needs Analysis

Highlights

Major Achievements

MIND has enjoyed much success in the adoption of the competency-based approach to developing the leadership and talent we need for the 21st century public service, even as we deal with the associated challenges and embrace the opportunities. These include but are not limited to the following.

Successes

- A number of the Institute's staff (in key positions) have already internalised the concept of CBET. This is helping to engender a competency-based culture
- Major Institute documents, such as job descriptions, performance review and curricula adopt the CBET format. Acceptance of this format is widespread across the Agency
- Clients are increasingly requesting training to be developed and delivered using the CBET approach.

Challenges

- CBET is a relatively new concept to the Agency and requires continuous reinforcement through training, discussions, observations of good practices, attendance at conferences, writing of research papers, etc.
- Some learning facilitators, who for years have been utilizing traditional facilitation methodologies, are finding it difficult to change. For example, there is still a tendency to administer several traditional examinations as a means of assessing participants' learning. As it relates to assigning work-based projects, facilitators are often reluctant to do so due to the uncertainty as to whether the work is truly reflective of the participants' own thinking and effort.
- Lack of appropriate resources to move to a 'true' competency-based training institution. For example, to facilitate effective simulations, etc.

Opportunities

- Public and private sector clients are increasingly recognising, that manual skills ('handicraft') are increasingly giving way to 'mind craft' or intellectual skills in learning. The same holds true also, in the process of producing goods and services generally.
- There are local institutions that are advanced in the CBET approach whose strategies can be examined and adopted where applicable, to strengthen and build MIND's competency-based culture.

Highlights

Major Achievements

Annual Graduation Exercise

The Annual Graduation Exercise is one of the Institute's premier events and is seen as the culmination stage for those participants who have successfully completed diplomas, associate of science degrees and the University of West Indies (UWI) certificate programmes, which MIND delivers on franchise.

This year's event was held on December 08, 2007; on the lawns of our Hope Campus and had the largest graduating class since MIND became an executive agency of government. Approximately 230 participants successfully completed programmes that were delivered over the period September 2006 to October 2007.

Professor Trevor Munroe, from the Department of Government, UWI, addressed the graduating class, highlighting the importance of human resource development in the public sector and its contribution to meeting government's priorities and the reform agenda.

Graduates shared this memorable occasion with their families, friends, learning facilitators, public sector officials, and were treated with an entertainment package and cocktails.

Academic Research

Consistent with the Institute's thrust towards building human resource capacity, to support efficient and effective public sector leadership, MIND recognises the need to have current and sound understanding of key issues and challenges within the public sector (locally and internationally), contemporary trends in management and leadership and best practices in learning facilitation. Towards this end, we have incorporated into our corporate plan, a key performance indicator that requires the Institute's faculty to engage in academic research.

This seeks to achieve a number of objectives, including professional faculty development/knowledge enhancement in relevant content areas and the provision of critical information to guide the Institute's programme offerings. The research findings are also intended to inform government's policy making process.

Two academic research papers were completed during the year 2007/08, bringing the total number of research papers prepared in two years to three. The year 2007/08 produced the following research papers:

- i. *Non-formal Environmental Education* – This paper was completed by the Division of Finance and Organisational Administration (DFOA). It sought to identify how MIND is assisting in the provision of non-formal training in environmental education to communities and organizations within the Hope Watershed region with a view to facilitating sustainable development.

Highlights

Major Achievements

- ii. The paper, *Quality Assurance in Tertiary Education*, was jointly completed by the Division of Leadership and Professional Development (DLPD) and the Office of the Director Learning. It examined the role and systems of quality assurance in higher education and training generally. Additionally, it provided an analysis of MIND's quality assurance systems, consistent with international standards and the requirements of Jamaica's national accrediting bodies.

This research paper was presented at the University Council of Jamaica's (UCJ) annual Caribbean Area Network for Quality Assurance in Tertiary Education (CANQATE) conference in October 2007 and slated for publication in the Agency's May 2008 issue of the Caribbean Journal of Public Sector Management.

Pass Rate on Examinable Courses/Programmes

The Agency is proud of the steady increase in the performance of participants on examinable courses. The Institute, in its efforts to increase learner participation, engagement and achievement, measures the percentage pass rate in examinable programmes/courses monthly against a performance target of 75 per cent, in keeping with that set for academic institutions. To facilitate this process the Institute also monitors and measures the incorporation of modern learning facilitation and assessment methodologies in programme/course development and deliver, through continuous evaluations of learning facilitators by training managers and participants. The following outcomes in relation to participants' pass rate on examinable courses/programmes are, therefore, very encouraging:

<i>Percentage Pass Rate on Examinable Courses/Programmes</i>			
Annual Target	Actual Performance		
	2007/08	2006/07	2006/05
75%	85%	83%	78%

Highlights

New Initiatives

Strategic Review and Leadership Development

MIND is, undisputedly, the only public sector management and leadership institute in the English-speaking Caribbean. The Institute should, therefore, be of great importance at the national and regional levels. At the national level, it is anticipated that government officials will better utilise its services as it is seen as an organisation that is highly flexible, responsive in meeting a complex set of competing demands, and is improving learning outcomes for public servants, towards the transformation of the public sector and the creation of a performance culture responsive to citizens' needs.

With over 30 years experience in developing and facilitating management and leadership learning interventions and human resource consultancy services, MIND also has significant relevance at the regional level. The Caribbean region is at different stages of modernizing its public sector and needs to develop in tandem, their human resource capacity. Consequently, the full utilisation of MIND at the regional level to this end would reduce the resources spent on international consultants/technical assistance and allow for redirection of resources to other areas of regional capacity building. Already, MIND has an increasingly high reputation in the Caribbean, evidenced from the repeat training requests it has had in countries such as Montserrat, and the ongoing demand for training interventions in the region.

With the formation of the CSME, it is anticipated that greater demands will be made on training and development at the regional level. As an Executive Agency of the Government of Jamaica, MIND has also been offering its training and human resource development consultancy services to the private sector. MIND, therefore, is well positioned to contribute to the strengthening of human resource capacity to support regional economic integration via the *Caribbean MIND*, its customised training solution for Caribbean public sector organisations, and *MIND Online* — its Internet based training solution.

It is against this backdrop that the Institute has, as one of its main initiatives for 2008/09, to conduct a high-level review of its existing strategy and business model and to develop its leadership capacity to ensure that the organisation is equipped to meet the increasingly diverse needs and often competing demands of the public service both at the national and regional levels. Additionally, leadership development is accorded priority under the Government of Jamaica's Public Sector Modernisation Programme. MIND, as the Government's management training agency, has the primary responsibility to train public sector personnel to assist in creating congruence between Government's policy direction and the performance of public sector managers. Consequently, facilitating leadership development programmes that are aligned to the strategic objectives of all departments and agencies of government is critical to advancing MIND's mandate. Strengthening its capacity to provide a coordinated and integrated approach to leadership development, consistent with the new developments in the field and the reform and modernisation of the public sector nationally and regionally is, therefore, a necessity for MIND.

Highlights

New Initiatives

The expected results from this high level strategic review and leadership development project would include among other things:

- an improved organisational model that is sustainable with low fixed costs;
- a more flexible and responsive organisation in meeting a complex set of competing demands;
- an enhanced reputation in Jamaica and the Caribbean as the management and leadership institute of first choice;
- better alignment to, and increased impact on the priorities of Government;
- enhanced competencies in utilising new ways of designing, developing and delivering/coordinating leadership development interventions at the highest level; and
- increased use of good practices in leadership throughout the Institute.

MIND plans to commission the UK's National School of Government (NSG) as the expert/consultant to undertake this project, in keeping with the Government of Jamaica's procurement guidelines for sole sourcing.

MIND believes that the NSG's organisational experience, knowledge and expertise in relation to the specific challenges faced by MIND is without parallel, and would make them the ideal institution to undertake this assignment. NSG's Centre for Strategic Leadership has also earned the reputation as being the place for innovative leadership development that challenges, motivates and shapes outstanding leaders with the ability to pass on skills, ideas and inspire the people around them.

NSG has also been working internationally, facilitating benchmarking, shared learning and exchanges with institutions such as the:

- Australian Public Service Commission
- Bahrain Institute of Public Administration (BIPA)
- Canada School of Public Service (CSPS)
- Commonwealth Association of Public Administration and Management (CAPAM)
- Dubai School of Government
- Ethiopian Civil Service College
- Kenya Institute of Public Administration

MIND also believes that this high level engagement between both institutions would provide the platform for a stronger and more strategic institutional relationship going forward. The relationship for which discussions have already commenced, would involve open door access to the NSG for benchmarking purposes and for sharing knowledge. It would also include institutional links to its library, Virtual School and Sunningdale Institute. MIND recognises, also, that in linking with the NSG by way of this project, would also make available to it, an operational model that would allow the Institute to access the resources of the NSG, its Associates, Sunningdale Institute, fellows and their strategic partners, ultimately allowing MIND to also become one of the School's institutional partners. This indeed would greatly facilitate MIND's institutional strengthening.

Management and Performance Challenges

It came to the fore during the 2006/07 fiscal year, that the following challenges were inhibiting the Agency in its ability to achieve more effective performance outcomes:

- Insufficient marketing and promotional activities and more effective strategies to expand demand for training and to publicise the work of the Agency, both locally and throughout the Caribbean region;
- Positioning the client relationship management function as a major element of MIND's overall business development thrust; and
- Stimulating greater demand for *MIND Online* and *The Caribbean MIND*

The Agency thus embarked on a process to address these challenges in the 2007/08 fiscal year, recognising the urgent and critical need to reposition the management of MIND's marketing and client relationship functions more strategically. This need came against the background of a thorough review and analysis of MIND's strategic management approach and programmes weighed against the projected and achieved performance outcomes of the Marketing Division specifically and the Agency generally.

This review and analysis revealed that there was need to reposition MIND more effectively in the market by undertaking a paradigm shift that would see the MIND team adopting a more business development and strategic relationship management approach underpinned by a process towards *Establishing a better frame of MIND*. Acknowledging that this paradigm shift could only be effectively achieved through teamwork, the MIND team was enjoined to become active participants in a process of review and analysis, towards engineering positive change.

A series of introductory presentations and workshops were held with managerial and divisional groups to discuss the review and analysis and examine the proposals following the completion of a Business Development Plan which included:

- The Corporate Plan [Abridged]
- Swot Analysis
- Repositioning MIND: Beyond Marketing . . . Business Development
- Strengthening Strategic Objectives
- Strengthening Department/Divisional Performance
- Strengthening Marketing/Communication: The Plan
- Organizational Strengthening: Through Training, Motivation and Professional Support

Following this activity, each group was asked to present a written SWOT analysis of their division/unit and individual tasks and discuss the outcome, which was later compiled into a composite summary. This summary of the SWOT later formed part of the discussions towards establishing a firm foundation of understanding and commitment to the process of the *way forward* for positive growth and development of MIND, at the MIND team Retreat in April 2008.

The MIND team is undoubtedly confident and ready to become part of the process that will be responding appropriately, timely and effectively, to the challenges, in order to maintain, expand and sustain the MIND mission and vision.

Appendices

Appendix I

MIND TEAM

Appendix II

FINANCIAL STATEMENTS

Appendix I

MIND TEAM

Executive Management

Brown	Ruby	<i>Chief Executive Officer</i>
de Mel	Samanthi	<i>Director Finance & Resources</i>
Hall	Norman	<i>Director Human Resource and Communications</i>
Solomon-Wallder	Jacqueline	<i>Director of Learning</i>

Management

Banton	Jessica	<i>Human Resource Administrator</i>
Brown	Denise	<i>Partnerships Manager (Temporary)</i>
Brown	Tameca	<i>Acting Regional Manager</i>
Henry	Shawnette	<i>Marketing and Logistics Officer</i>
Livermore-East	Suzette	<i>Procurement and Asset Management Officer</i>
McEwan	Shawn	<i>Promotions Development Specialist</i>
McLeod	Nova	<i>Customer Service Manager</i>
Porteous	Warren	<i>Information Technology Manager</i>
Salmon-Powell	Zoya	<i>Operations Administrator</i>
Simms	Diana	<i>Internal Auditor</i>
Smith	Ann-Marie	<i>Manager DLPD</i>
Swaby	Jacqueline	<i>Accountant</i>
Tracey	John	<i>Manager DFOA</i>

Administrative

Benjamin	Christine	<i>Product Quality Coordinator</i>
Bonner	Brenaie	<i>Administrative Assistant</i>
Brown	Winsome	<i>Learning Administration Assistant</i>
Christie-Morgan	Elaine	<i>Executive Assistant (CEO)</i>
Dyer	Dyer	<i>Reprographics Assistant</i>
Fender	Ivy	<i>Senior Learning Administration Assistant</i>
Hall	Kodianne	<i>Senior Customer Service Representative (Acting)</i>
Jones	Mariah	<i>Library Assistant</i>
Livermore	Keilia	<i>Human Resource Assistant</i>
Marshall	Alderine	<i>Human Resource Assistant (Acting)</i>
McGowan-Carty	Simone	<i>Administrative Assistant</i>
Mighty	Orville	<i>Acting Learning Coordinator</i>
Mitchell	Pauline	<i>Learning Coordinator</i>
Nelson	Kirk	<i>Information Technology Administrator</i>
Newman	Aspasia	<i>Accounting Assistant/ Library Assistant</i>
Newsome	Andre-Keish	<i>Accounting Assistant</i>

Appendix I

MIND TEAM

Administrative (con't)

Redwood-Bailey	Nadine	<i>Learning Administration Assistant</i>
Reid-Plummer	Marguerite	<i>Cust. Service Rep/Reception Assistant</i>
Rhoden	Fericka	<i>Customer Service Representative</i>
Ricketts	Evette	<i>Accounting Assistant</i>
Ridge	Audrey	<i>Research & Library Assistant</i>
Simpson	Dwight	<i>Delivery & Facilities Assistant</i>
Smith	Donna	<i>Learning Administration Assistant</i>
Spalding	Stacey-Ann	<i>Customer Service Representative</i>
Stewart	Nadia	<i>Learning Administration Assistant</i>
Swaby	Zeretha	<i>Learning Coordinator</i>
Thompson	Jonathan	<i>Facilities & Maintenance Coordinator</i>
Walcott	Debie	<i>Customer Service Representative</i>
Walker	Henry	<i>Accounting Assistant</i>
Young	Melody	<i>Marketing Assistant</i>

Ancillary

Bucknor	Sophia	<i>Office Attendant</i>
Dobson	Melvin	<i>Grounds/Maintenance Attendant</i>
Gayle	Michelle	<i>Office Attendant</i>
Gordon	Shevane	<i>Grounds/Maintenance Attendant</i>
Hyman	Andrea	<i>Office Attendant</i>
Martin	Julian	<i>Office Attendant</i>
Moulton	Sebena	<i>Office Attendant</i>
Reid	Thomas	<i>Grounds/Maintenance Attendant</i>

Faculty (Resident)

Leadership and Professional Development

Gordon-Miller	Natasha	<i>Senior Learning Facilitator</i>
Pascoe	Lloyd	<i>Senior Learning Facilitator</i>
Sinclair	Georgia	<i>Senior Learning Facilitator</i>

Finance and Organisational Administration

Forbes	Jean	<i>Senior Learning Facilitator</i>
Gardner	Errol	<i>Learning Facilitator</i>
Jackson Forrester	Naomi	<i>Acting Senior Learning Facilitator</i>
Nwude	Uchenna Godson	<i>Senior Learning Facilitator</i>
Simpson	Reckonel	<i>Senior Learning Facilitator</i>

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MIND TEAM

Faculty (Adjunct)

Human Resource Management

Bourne	Alexander
Brown	Oliver
Brown	Ernie
Buchanan	Angella
Buchanan	Dassievado
Carroll	Ainsworth
Chigozili	Onyije
Clarke	Carline
Evans	Ryan
Fisher	Alain
Frazer	Dwight
Givans	Linette
Gordon	Peter
Gordon Hall	Sanchia
Greene	Cloreth
James Linton	Trudy Ann
Lacan	Pius
Lambert	Ruth
Lawson	Claudette
McCalla	Rohan
McKnight	Charmaine
Mighty	Andrew
Morris	Lesmaline
O'Meally	Sandra
Palmer	Keisha
Roache	Darcia
Robinson	Barrington
Satchell	Nicola
Smickle	Steve
Smickle	Iva
Stewart	Clyde
Sutherland	Harvey
Thane	Heather
Timberlake	Steven
Walters	Lois
Willis	Carleta

General and Organisational Management

Barnes	Nichole
Beckford	Daun
Boswell Munroe	Erica
Brown	Ernie
Buchanan	Angella
Budham	Reginald
Campbell	Enthrose
Crooks	Hortense
Cruickshank	Ivan
Dunn	Hopeton
Edwards	Berome
Emanuel	Elizabeth
Fenton	Marcelle
Goodlett	Norma
Hanley	Pauline
Harris	Phillip
Iva Smickle	Daun
James	Danny
Lawson	Claudette
McCarthy	Elaine
McKnight	Charmaine
Miller	Anthony
Mugisa	Donna
Muir	Michelle
Needham	Merrick
Oxamendi-Vicet	Ela ine
Parker	Marlene
Plummer	Denzil
Pryce	Dewayne
Reid Pitt	Loretta
Sinclair	Georgia
Smickle	Steve
Smickle	Steve
Stewart	Clyde
Thane	Heather
Vassall	Vivienne
Wallace	Elaine
Walters	Lincoln
Williams	Courtney

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MIND TEAM

General and Organisational Management (con't)

Wright	Jean Lee
Young	Emerson

Marketing

Barnwell	David
Graham	Barrington
Jackson	Kenry
Watson	Garth

Customer Service

McGregor	Paul
Vassall	Vivienne

Public Sector Management

Bartley	Jeanette
Blackwood	Rena
Blake	Damion
Blake	Samuel
Bogues	Greta
Bogues	Greta
Bramwell	Joy Ann
Budham	Reginald
Campbell	Sheldon
Campbell	Yonique
Charles	Marjorie
Clarke	Antario
Cruickshank	Ivan
Cruickshank	Aayon
Daley	Gavin
Delmarr	Hillary
Duncan	Neville
Edwards	Berome
Edwards	Berome
Edwards	Berome
Emanuel	Elizabeth
Evans	Ryan
Fairclough	Peta-Gay
Fisher	Alain
Glasgow	Sandra
Goodlett	Norma
Gutzmore	Cecil

Public Sector Management (con't)

Harry	Richard
Hylton	Lance
Irving	Rachael
Johnson	Cecil
Jones	Maria
Jones	Edwin
Lawrence	Jasmine
Lee Wright	Jean
Lewis	Balford
Lewis	Cheryl
Lewis	Balford
Lue	Melanie
Mahabare	Millicent
McDonald	Patrick
Miller	Keith
Morrison	Benita
Mugisa	Donna
Scott	Alistair
Nelson Perry	Carol
Palmer	Keisha
Robinson	Barrington
Rodland	Maria
Rowe	Sharraine
Sanguinetti-Phillips	Gina
Schoburgh	Eris
Simpson	Natalee
Small	Orande
Stanford	Sisporansa
Taylor	Lenworth
Thomas	Terry
Thomas	Marc
Tindigurukayo	Jimmy
Wallace	Lisa-Kaye
Walters	Lincoln
Warmington	Nicole
Williams	Kamilah
Wilson	Kim
Wright	Keisha

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MIND TEAM

Administrative Management (con't)

Barnes	Nichole
Bennett	Ricardo
Brown	Ernie
Coulthrist	Patrick
Creary	Everald
Creed Nelson	Michelle
Crooks	Hortense
Dayes	Dawn
Fraser	Sadie
Frazer	Dwight
Grandison	Sybil
Johnston	Lois
Lacan	Diane
McCalla	Rohan
Miller	Anthony
Morgan	Hillary
Nash	Jean
Reid	Josset
Richards	Nicola
Smickle	Steve
Smickle	Iva
Sutherland	Miranda
Thane	Heather
Tingling	Charmaine
Wilmot	Ingrid
Wisdom	Tracey Ann

Enviromental Stewardship and Sustainable Development

Clayton	Anthony
Davis Mattis	Laleta
Douglas	Novelette
Emanuel	Elizabeth
Gentles	Marolyn
Morgan	Anthony
Myles	Michael
Oliphant	Rainee

Finance and Accounts

Banjo	Bob
Barnes	Nichole

Finance and Accounts (con't)

Bennett	Mark
Blake	Hope
Brown	Ernie
Campbell	Suzette
Chigozili	Onyije
Cobourne	Paula
Cobourne	Paula
Cornwall	Grace Ann
Coulthrist	Patrick
Cover	Claudette
Emanuel	Elizabeth
Frazer	Dwight
Frazer	Dwight
Gayle Geddes	Annicia
Givans	Linette
Givans	Christopher
Gordon	Peter
Greene	Cloreth
Harry	Richard
Holder	Marcel
Hutchinson	Maxine
Irving	Dean
Mahabare	Millicent
McCalla	Rohan
McKnight	Charmaine
McLeod	Nova
Ming	Omar
Mitchell	Patrice
Morgan	Hillary
Murray	Easton
Reid	Nicola
Roberts	Frederick
Rookwood	Grace
Sinclair	Georgia
Smickle	Iva
Walters	Lincoln
Wilks	Eton

Project Management

Banjo	Bob
Douglas	Novlette
Dyche	Michael



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MIND TEAM

Project Management (con't)

East	Paul
Edwards	Berome
McHargh	Richard
Smickle	Iva
Thompson	Patrick

Personal Development

Miller	Anthony
--------	---------

Computer Applications

Atkinson	Winston
Pryce	Dewayne
Thompson	Patrick
Timberlake	Steven

Records & Information Management

Creed Nelson	Michelle
McCalla	Rohan

Governance through Consultation

Francis	Ralston
Pessoa Anderson	Halcyee

Customs Regulation and Documentation

Eccleston	Linda
Howe	Florence
Mitchell	Cebert
Staple Chambers	Deloree
Vassall	Vivienne
Wilson	Kurt

Management Advisory Board

Dr. Carlton Davis OJ, CD (Chairman)
Ohene Blake
Oneika Miller
Elizabeth Emanuel

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FINANCIAL STATEMENTS

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Financial Statements



AUDITOR GENERAL'S DEPARTMENT
40 KNUTSFORD BOULEVARD
P.O. BOX 455
KINGSTON 5
JAMAICA
Email: audgen@auditorgeneral.gov.jm

INDEPENDENT AUDITOR'S REPORT

To the Chief Executive Officer
Management Institute for National Development

Report on the Financial Statements

I have audited the accompanying Financial Statements of the Management Institute for National Development, set out on pages 1 to 11, which comprise the Statement of Financial Position as at March 31, 2008, Statement of Financial Performance, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these Financial Statements in accordance with International Public Sector Accounting Standards. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on these Financial Statements based on my audit. I conducted my audit in accordance with the auditing standards issued by the International Organization of Supreme Audit Institutions (INTOSAI). Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the Financial Statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the Financial Statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the Financial Statements, whether due to fraud or error. In making those risk

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Financial Statements

assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances.

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of the accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion the Financial Statements give a true and fair view of the financial position of the Management Institute for National Development as at March 31, 2008, and of its financial performance, and its cash flows for the year then ended in accordance with International Public Sector Accounting Standards.

Report on Additional Requirements of the Executive Agencies' Act

I have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purpose of the audit. In my opinion, proper accounting records have been maintained and the Financial Statements are in agreement therewith and give the information required in the manner so required.


.....
Auditor General

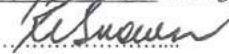
2015/05/13.....
Date

Appendix II

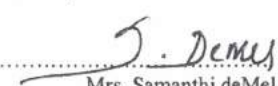
Financial Statements

1			
MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT			
Statement of Financial Position			
Year ended March 31, 2008			
	Note	2008 \$	2007 \$
Non-current assets			
Property, plant and equipment	4	13,927,710	8,776,171
		<u>13,927,710</u>	<u>8,776,171</u>
Current assets			
Trade and other receivables	5	35,616,215	28,075,357
Prepayments		267,807	-
Cash and cash equivalents	6	27,365,172	12,919,696
		<u>63,249,194</u>	<u>40,995,053</u>
Current liabilities			
Payables and accruals	7	5,571,696	6,971,412
Employee benefits	8	6,201,515	5,560,923
GOJ 50% Contribution	9	27,798,109	24,059,855
Unearned Revenue		19,445,780	-
		<u>59,017,100</u>	<u>36,592,190</u>
Net current assets		<u>4,232,094</u>	<u>4,402,863</u>
Total assets		<u>18,159,804</u>	<u>13,179,034</u>
Equity			
Capital (GOJ Investment)	11	15,833,262	15,833,262
General reserve		(808,895)	(6,301,464)
Donated Assets Reserve	12	3,135,437	3,647,236
Total equity and reserve		<u>18,159,804</u>	<u>13,179,034</u>

Approved for issue on behalf of the Management Institute for National Development on 4/5/2008 and signed on its behalf by:



 Ruby Brown, Ph.D.
 Chief Executive Officer



 Mrs. Samantha deMel
 Senior Manager, Corporate Services

The accompanying notes on pages 5 – 11 form an integral part of the financial statements



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Financial Statements

MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT				2
Statement of Financial Performance				
Year ended March 31, 2008				
	Note	2008	2007	
		\$	\$	
INCOME				
Training Course Fees		21,570,600	28,953,891	
Miscellaneous Revenue		760,596	1,914,648	
Training Support - Facilities Rental		612,070	327,500	
Divisional Revenue		48,366,903	56,701,274	
Total income		71,310,169	87,897,313	
EXPENDITURE				
Staff costs	13	93,316,146	76,946,318	
Goods and services		37,365,724	44,257,942	
Premises related services	14	14,417,822	13,322,718	
Depreciation		1,975,613	3,383,377	
Bad Debts Provision		2,031,452	42,711,421	
Total operating expenses		149,106,757	180,621,776	
Operating deficit		(77,796,588)	(92,724,463)	
Profit on disposal of fixed assets		-	-	
Foreign Exchange Gain/(Loss)		8,481	42,125	
Interest income		4,446	2,100	
GOJ 50% of Gross Revenue		-	(43,948,657)	
Donated asset amortization		511,799	511,799	
Net deficit before GOJ Financing		(77,271,862)	(136,117,096)	
GOJ financing from Consolidated Fund		88,257,000	78,804,000	
Net (deficit)/surplus after GOJ financing		10,985,138	(57,313,096)	
50% Net surplus to Consolidated Fund	9	(5,492,569)	-	
Net (deficit)/surplus		5,492,569	(57,313,096)	

The accompanying notes on pages 5 – 11 form an integral part of the financial statements

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MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT

Statement of Changes in Equity

Year ended March 31, 2008

	Capital (GOJ Investment)	Donated Assets Reserve	General Reserve	Total
	\$	\$	\$	\$
April 1, 2006	15,833,262	4,159,035	51,011,632	71,003,929
Adjustments	-	-	-	-
Release from Reserves	-	(511,799)	-	(511,799)
Deficit for the year	-	-	(57,313,096)	(57,313,096)
March 31, 2007	15,833,262	3,647,236	(6,301,464)	13,179,034
Release from Reserves	-	(511,799)	-	(511,799)
Surplus for the year	-	-	5,492,569	5,492,569
March 31, 2008	<u>15,833,262</u>	<u>3,135,437</u>	<u>(808,895)</u>	<u>18,159,804</u>

The accompanying notes on pages 5 – 11 form an integral part of the financial statements

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MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT		
Statement of Cash Flows		
Year ended March 31, 2008		
	<u>2008</u>	<u>2007</u>
	\$	\$
Cash flows from operating activities:		
Deficit for the year before GOJ financing	(77,271,862)	(136,117,096)
Recurrent financing from Consolidated Fund	88,257,000	78,804,000
(Deficit)/Surplus for the year after GOJ financing	10,985,138	(57,313,096)
50% net surplus to Consolidated Fund	(5,492,569)	-
Net surplus/(deficit)	5,492,569	(57,313,096)
Adjustments:		
Depreciation	1,975,613	3,383,377
Gain/(loss) on disposal	-	-
(Increase)/decrease in receivables	(7,808,665)	34,625,397
Increase/(decrease) in current liabilities	22,424,910	24,496,671
Transfer from Donated Assets Reserve	(511,799)	(511,799)
Net cash used in operating activities	21,572,628	4,680,550
Cash flows from investing activities:		
Capital expenditure	(7,127,152)	(1,471,523)
Proceeds from sale of fixed assets	-	-
Net cash used in investing activities	(7,127,152)	(1,471,523)
Decrease in cash and cash equivalents	14,445,476	3,209,027
Cash and cash equivalents at beginning of year	12,919,696	9,710,669
Cash and cash equivalents at end of year	27,365,172	12,919,696

The accompanying notes on pages 5 – 11 form an integral part of the financial statements

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Financial Statements

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MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT

Notes to the Financial Statements

Year ended March 31, 2008

1. Identification

The Management Institute for National Development (MIND) was established as an Executive Agency of the Government of Jamaica on April 1, 1999. The core activities of the Agency are training, consultancy and research that support the training and consultancy services. Non core activities include facilities rental.

2. Statement of compliance

- i. These financial statements have been prepared in accordance with the requirements of the International Public Sector Accounting Standards (IPSAS). IPSASs are developed by the International Public Sector Accounting Standards Board (IPSASB), an independent board of the International Federation of Accountants (IFAC).
- ii. The preparation of the financial statements to conform with IPSAS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, contingent assets and contingent liabilities at the balance sheet date and the revenue and expenses during the reporting period. Actual results could differ from those estimates. The estimates and the underlying assumptions are reviewed on an ongoing basis and any adjustments that may be necessary would be reflected in the year in which actual results are known.

3. Significant accounting policies

i. Basis of preparation

The financial statements have been prepared under the historical cost convention and are presented in Jamaica dollars (\$), which is the reporting currency of the Agency.

ii. Cash and cash equivalents

Cash and cash equivalents are carried on the balance sheet at cost. For the purpose of the cash flow statement, cash and cash equivalents comprise cash at bank, in hand, and deposits.

iii. Receivables

Trade receivables are carried at original invoice amounts less provision made for impairment losses. A provision for impairment is established when there is evidence that the entity will not be able to collect all amounts due according to the original terms of receivables.

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MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT

Notes to the Financial Statements

Year ended March 31, 2008

iv. Accounts payable and accrued charges

Accounts payables are carried at cost for the supply of goods and services and accruals are based on fair estimates of liabilities at the end of the financial year. The amounts are payable within one year.

v. Property, plant and equipment

Property, plant and equipment are stated at historical cost less accumulated depreciation and impairment reviews.

Subsequent costs are included in the asset's carrying amount or are recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Agency and the cost of the item can be measured reliably. All other repairs and maintenance costs are charged to other operating expenses during the financial period in which they are incurred.

Depreciation on assets is calculated on the straight-line basis at annual rates that will write off the carrying value of each asset over the period of its expected useful life. Annual depreciation rates or period over which depreciation is charged are as follows:

Leasehold Property Improvement	20 years
Furniture, fixtures and Fittings	10 years
Computers	5 years
Office Equipment	10 years
Motor Vehicles	5 years

Property, plant and equipment are reviewed periodically for impairment. Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount.

v. Amortization of donated assets reserve

The reserve is written off on a straight line basis over the life of the assets.

vi. Provisions

Provisions are recognised when the entity has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to

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Financial Statements

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MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT

Notes to the Financial Statements

Year ended March 31, 2008

settle the obligation, and a reliable estimate of the amount of the obligation can be made.

vi. Financial Instruments

A financial instrument is any contract that gives rise to both a financial asset of one entity and a financial liability or equity instrument of another entity. The Agency's financial instruments at March 31, 2006 were receivables and payables.

vii. Revenue recognition

Revenue is fees earned and is measured at the fair value of the consideration received or receivable and represents amount recoverable for services provided in the normal course of business. Deferred revenue is a liability as at the balance sheet date related to training fees for which revenue has not yet been earned.

Subvention is recognized when it is received.

Interest revenue is recognised in the income for all interest bearing instruments on an accrual basis.

4. Property, Plant and Equipment

	Leasehold Improvements	Motor Vehicles	Computers	Office Equipment	Furniture, Fixtures & Fittings	TOTAL
	\$	\$	\$	\$	\$	\$
Cost						
April 1, 2007	6,314,117	243,763	10,685,415	5,616,163	4,706,260	27,565,718
Additions	4,013,967	-	709,616	2,339,660	63,909	7,127,152
Disposals	-	-	-	-	-	-
March 31, 2008	10,328,084	243,763	11,395,031	7,955,823	4,770,169	34,692,870
Accumulated Depreciation						
April 1, 2007	1,540,205	66,292	10,666,953	3,037,315	3,478,782	18,789,547
Current charges	471,187	32,618	304,545	694,713	472,550	1,975,613
Disposal	-	-	-	-	-	-
March 31, 2008	2,011,392	98,910	10,971,498	3,732,028	3,951,332	20,765,160
NBV - March 31, 2008	8,316,692	144,853	423,532	4,223,795	818,837	13,927,710
NBV - March 31, 2007	4,773,912	177,471	18,462	2,578,848	1,227,478	8,776,171



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MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT
 Notes to the Financial Statements
 Year ended March 31, 2008

5. Trade and other receivables

	2008	2007
	\$	\$
Accounts Receivables - Corporate	46,658,058	40,106,536
Accounts Receivables – Self Sponsored	<u>33,701,029</u>	<u>30,680,242</u>
	80,359,087	70,786,778
Provision for Doubtful Debts	<u>(44,742,872)</u>	<u>(42,711,421)</u>
	<u>35,616,215</u>	<u>28,075,357</u>

6. Cash and cash equivalents

	2008	2007
	\$	\$
General Expenditure	4,705,292	(167,171)
Appropriation-In-Aid	21,738,163	13,186,377
Payroll	796,549	(168,569)
Foreign Exchange	115,830	44,856
MIND Development Fund	4,338	4,338
MIND Development Fund	-	14,865
Petty Cash	<u>5,000</u>	<u>5,000</u>
	<u>27,365,172</u>	<u>12,919,696</u>

7. Payables and Accruals

	2008	2007
	\$	\$
Trade Payables	3,795,234	5,294,711
Accruals	553,241	303,241
Payroll Payables	<u>1,223,221</u>	<u>1,373,460</u>
	<u>5,571,696</u>	<u>6,971,412</u>

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MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT

Notes to the Financial Statements

Year ended March 31, 2008

8. Employee Benefits

	2008	2007
	\$	\$
Gratuity	1,377,946	1,739,824
Vacation leave accrual	1,667,239	1,321,099
Performance incentive provision	<u>3,156,330</u>	<u>2,500,000</u>
	<u>6,201,515</u>	<u>5,560,923</u>

9. GOJ 50% Contribution

This represents the 50% of surplus (2007 – 50% of gross revenue earned) by the Agency to be paid into the Consolidated Fund in accordance with the Financial Instructions to Executive Agencies and advance for budgetary support.

	\$
Balance as at 1st April 2007	24,059,855
Amounts recognized during the year	5,492,569
Payments during the year	<u>(1,754,315)</u>
Balance as at 31st March 2008	<u>27,798,109</u>

10. Financial Risk Management

The Agency's activities expose it to a variety of financial risks: market risks (including currency risk and price risk), credit risk, liquidity risk, interest rate risk and operational risk. The Agency's overall risk management policies are established to identify and analyse risk exposure and to set appropriate risk limits and controls and to monitor risk. The risk management framework is based on guidelines set by management and seeks to minimize potential adverse effects on the Agency's financial performance.

a. Price risk

Price risk is the risk that the value of financial instruments will fluctuate as a result of changes in market prices. Accounts receivable and payable would be affected by this risk.

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MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT

Notes to the Financial Statements

Year ended March 31, 2008

Financial Risk Management (Cont'd)

b. Currency risk

Currency risk is the risk that the value of a financial instrument will fluctuate because of changes in foreign exchange rates. The Agency's currency risk arises from its foreign currency bank account.

	2008	2007
	\$	\$
Foreign exchange bank account	<u>115,830</u>	<u>44,856</u>
	<u>115,830</u>	<u>44,856</u>

c. Interest rate risk

Interest rate risk is the risk that the interest earned on interest bearing bank account balances will fluctuate due to changes in market interest rate. The Agency's interest rate risk arises from deposits as follows:

	2008	2007
	\$	\$
Cash resources (excluding cash in hand)	<u>27,365,172</u>	<u>12,919,696</u>
	<u>27,365,172</u>	<u>12,919,696</u>

c. Liquidity risk

Liquidity risk is the risk that an Agency will encounter difficulty in raising funds to meet its commitments associated with financial instruments. The risk is managed by maintaining sufficient cash and cash equivalents balances.

d. Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Agency has the following cash resources:

	2008	2007
	\$	\$
Cash and cash equivalents	27,365,172	12,919,696
Accounts receivable and advances	<u>35,616,215</u>	<u>28,075,357</u>
	<u>62,981,387</u>	<u>40,995,053</u>

Appendix II

Financial Statements

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MANAGEMENT INSTITUTE FOR NATIONAL DEVELOPMENT

Notes to the Financial Statements

Year ended March 31, 2008

11. GOJ Capital Investment

The initial capital investment from Government of Jamaica is represented by the value of the fixed assets when the Agency was granted Executive Agency status at April 1, 1999. This has now been converted to equity.

12. Donated assets reserve

This represents the residual value of the assets donated to the Agency by the Government of Jamaica and other multinationals.

13. Staff costs

	2008	2007
	\$	\$
Gross Salary & Other Allowances	87,114,631	71,385,395
Employee benefits	<u>6,201,515</u>	<u>5,560,923</u>
	<u>93,316,146</u>	<u>76,946,318</u>

Staff emoluments

a. Employees in receipt of emoluments of \$1 million and over per annum as at the financial year ended March 31, 2008 are:

NUMBER OF EMPLOYEES	SALARY RANGE \$'000
8	1.00 – 1.25
5	1.25 – 1.50
7	1.50 – 1.75
1	1.75 – 2.00
2	2.00 – 2.25
Nil	2.25 – 2.50
3	2.50 – 2.75
Nil	2.75 – 3.00
Nil	3.00 – 3.25
1	3.25 – 3.50
<u>Total</u>	<u>27</u>

14. Premises Related Expenditure

	2008	2007
	\$	\$
Rental	1,518,228	2,333,272
Public utilities	9,228,542	8,908,707
Repairs and maintenance	<u>3,671,052</u>	<u>2,080,739</u>
	<u>14,417,822</u>	<u>13,322,718</u>

Appendix II

Financial Statements



STATEMENT OF INTERNAL CONTROLS 2007/2008

The Management Institute for National Development's Internal Controls represents all the policies and procedures that will ensure the Agency's timely and accurate production of financial reports that reflect its ongoing activities. It makes certain that the assets of the organization are safeguarded and there is reliability and integrity of financial information, as internal controls ensure that management has accurate, timely and complete information including accounting records, in order to facilitate their planning, monitoring and effective reporting of business operations. This framework of internal control also includes all the purchasing, payroll and payables functions.

MIND's Senior Management team accepts responsibility for the Agency's system of internal controls. The Team therefore ensures that an adequate system is maintained, in addition to communicating the expectations and duties of staff and assuring that all areas of the internal controls are addressed. Consequently, the Senior Management team has sought to ensure the ongoing adequacy, robustness and effectiveness of its internal controls, with the institutionalization of measures not limited to the following:

- The design and implementation of controls that enhance Agency operations;
- Development and updating of the Agency's policies and procedures;
- Effective segregation of duties and levels of authorization to ensure sound financial decisions;
- Ongoing risk assessment to ensure that priority is given to the areas of highest risk;
- Appointment of an Internal Audit Function that monitors the adequacy and effectiveness of the Agency's governance, risk management and internal control system;
- Implementation of the recommendations made by Internal and External Auditors and Audit Committee; and
- Senior Management's continuous assessment of the Agency's internal system of control.

SENIOR EXECUTIVE & ADVISORY BOARD COMPENSATION

Position of Senior Executive	Year	Salary (\$)	Gratuity of Performance Incentive (\$)	Travelling Allowance or Value of Assigned Motor Vehicle (\$)	Pension or Other Retirement Benefits (\$)	Other Allowances (\$)	Non-Cash Benefits (\$)	Total (\$)
Chief Executive Officer	2007/2008	3,405,150.00	824,262.50	568,812.00				4,798,224.50
Director Human Resource & Comm.	2007/2008	2,505,321.00	-	568,812.00				3,074,133
Director of Learning	2007/2008	2,500,249.50	-	568,812.00				3,069,061.50
Director of Finance & Resources	2007/2008	2,644,150.60	383,556.73	568,812.00				3,596,519.33

Notes

1. No compensation was paid to members of the Advisory Board.



ANNUAL PERFORMANCE REPORT



Management Institute for National Development

2007

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2008