



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

Annual Report [April 2010 - March 2011]

Vision

To be the pre-eminent and preferred public service leadership development and management training institution in Jamaica, serving the Caribbean

Mission

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

Jamaica Land we Love.



NATIONAL PLEDGE

Before God and all mankind, I pledge the love and loyalty of my heart, the wisdom and courage of my mind, the strength and vigour of my body in the service of my fellow citizens; I promise to stand up for Justice, Brotherhood and Peace, to work diligently and creatively, to think generously and honestly, so that Jamaica may, under God, increase in beauty, fellowship and prosperity, and play her part in advancing the welfare of the whole human race.

NATIONAL ANTHEM

Eternal Father bless our land,
Guard us with Thy Mighty Hand,
Keep us free from evil powers,
Be our light through countless hours.
To our Leaders, Great Defender,
Grant true wisdom from above.
Justice, Truth be ours forever,
Jamaica, Land we love.
Jamaica, Jamaica, Jamaica land we love.
Teach us true respect for all,
Stir response to duty's call, strengthen us the weak
to cherish,
Give us vision lest we perish.
Knowledge send us Heavenly Father,
Grant true wisdom from above.
Justice, Truth be ours forever,
Jamaica, land we love.
Jamaica, Jamaica, Jamaica land we love.

NATIONAL VISION STATEMENT

Jamaica, the place of choice to live, work,
raise families, and do business



MIND Values

The core values that guide the actions, transactions and behaviours of the MIND Team

Customer-Focus

We strive to understand and meet the needs of our customers first, and at all times to appreciate their value, their business and their importance to the success of MIND

Honesty & Integrity

We pledge to be upright, truthful, upstanding and above board in our behaviour and interactions, and to be ethical in our conduct and dealings

Reliability & Trustworthiness

We will ensure that the quality of our work, standards and performance will be high, steady, consistent and dependable

Professionalism

We embrace the highest set of standards, strive to be experts in our respective areas of training and development, maintaining relevance and competence through consultations, continuous learning, practise and in tune with the changing needs of the public service

Teamwork & Cooperation

As professionals, we work independently but support each other, and work together as a team, where each one helps the other to advance and progress the Mission of MIND

Results-Oriented

We are driven by performance and solid results, by our own and the results and impacts of the clients and customers we serve

Vision Statement

To be the pre-eminent and preferred public service leadership development and management training institution in Jamaica, serving the Caribbean

Mission Statement

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



— Profile —

Throughout its ten-year history as an Executive Agency of Government, The Management Institute for National Development (MIND) has achieved *benchmark* status for excellence, as a public sector Training Institution, growing in local, regional and International recognition and acclaim among key stakeholders – Government Ministries, Agencies and Parastatals and other groups. In addition to which, MIND has also succeeded in winning the respect and partnership support of a number of leading Development and Donor Organisations and Public Service Training Institutions from around the world.

MIND, is registered with the *University Council of Jamaica (UCJ)* as a tertiary level institution. MIND operates from two Campus locations in Jamaica - MIND Kingston Campus and MIND Mandeville Campus - and via the internet. MIND also provides customized training and consultancy, in locations across Jamaica and the wider Caribbean.

MIND offers an exclusive focus on *training and development, supporting services and outreach*, that are strategically developed and delivered to respond effectively to enhancing the professionalism and performance quality of public service professionals, towards transforming the public sector.

Over **145 MIND Programmes/Courses** are offered at the *Certificate, Diploma, Associate of Science Degree, Undergraduate Degree via MIND/UWI and Post Graduate Diploma* levels, and are scheduled to run at specified times throughout the year. All of MIND's *scheduled Programmes/Courses* are also available in a *customised* format, based on client request, along with a rich cache of opportunities for the development and delivery of other customized training and development interventions, to effectively respond to Client needs. MIND's distance learning opportunities, via *MIND On-Line*, currently offers an *Associate of Science Degree in Management Studies*, which utilizes a *blended learning* approach.

Strategic *partnership and collaboration* with local, regional and International Training Institutions, and Donor Agencies, has strengthened MIND's capacity to provide a coordinated and integrated approach to deliver first class management and leadership development training to public service and allied stakeholder professionals.

MIND's *Social Outreach* programmes are dynamic and diverse. From *Conferences, Public Lectures, Quarterly Forums, Caribbean Journal of Public Sector Management publication* - to stimulate public awareness of issues of national, regional and global importance and provide a forum for the exchange of information and ideas that results in improved quality of thought and behaviours; to *Research, Consultancies, Facilities Rental*; to sponsoring *Special Awards, active membership and Leadership* in relevant Organisations and Associations, Community Development, Strategic Partnerships and Collaborations - all aligned with the **vision** for MIND *to be the Government of Jamaica's pre-eminent and preferred public service leadership development and management training institute in Jamaica, serving the Caribbean.*; and the MIND **mission** *to provide public servants with quality leadership development options, management training, support and outreach services that sustain a culture of enterprise, efficiency and organisational responsiveness to the publics they serve.*

The Management Institute for National Development (MIND) is committed to providing the knowledge base required for globally competent and ethical public service professionals to advance the fulfillment of their organisation's mandate, in the interest of creating and sustaining national and regional growth and development and evolve into becoming world-class exemplars of good governance in the global community.

MIND Stakeholders

MIND has many stakeholders with varying interests, influences and expectations.

► MIND Community

- Administrative Staff and Faculty (Resident and Associate)
- Participants/Learning Partners

► Public Sector

- Office of the Prime Minister
- Office of the Cabinet
- Office of the Services Commission
- Ministries, Departments and Agencies of Government (MDAS)
- Parliament
- Jamaica Civil Service Association
- Parastatals

► Other Sectors

- Private Sector
- Non-Governmental Organisations (NGO)
- Civic

► Strategic Partners

- Education, Training and Development Institutions
- Development and Funding Organisations
- Suppliers of Goods and Services

► Caribbean Reach

- Public Sector and allied Stakeholders

► Citizens

- Local
- Regional
- World

MIND Reach

► MIND Kingston Campus

235A Old Hope Road,
Kingston 6, Jamaica
Tel: (876) 927-1761 | Fax: (876) 977-4311
E-mail: marketing@mind.edu.jm

► MIND Mandeville Campus

5 Perth Road, Mandeville
Manchester, Jamaica
Tel: (876) 962-2183
Fax: (876) 962-1008
E-mail: marketing@mind.edu.jm

► MIND Website: www.mind.edu.jm

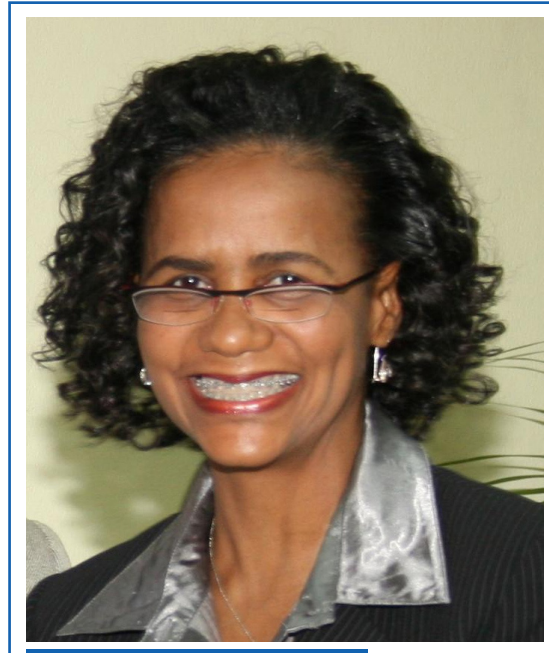


**Management Institute for
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Training for Public Service Excellence

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■ Ruby Brown
Chief Executive Officer

Reflection, renewal, repositioning, developing, delivering and impacting are characteristic features of the evolving Management Institute for National Development (MIND). MIND is therefore pleased to present the Agency's Annual Report for the period April 2010-March 2011.

In its bid to develop and evolve into a high performing, efficient and highly effective *Institution of Excellence*, MIND has remained steadfast in the process of seizing opportunities and strategically navigating its challenges to enable the Agency, Public Sector, its partnering organizations and individual customers, to achieve the type of success which will support the realization of **Vision 2030, "Jamaica, the place of choice to live, work, raise families and do business"**.

MIND in partnership with strategic stakeholders, has over the past year, strengthened its commitment to develop, deliver and promote, quality learning, professional engagements and service responses, towards more efficient, effective and high quality service. It is through achieving these results that MIND will be able to strategically contribute to driving forward *"the agenda for modernising government, for improving the quality, coherence and responsiveness of public services, and for promoting a strong and professionally well-managed public sector, capable of facilitating the achievement of our national goal"*.

This past year was extraordinary with its incredible challenges and changes. As MIND continued on its strategic path, as articulated in the **Agency's Five (5) Year Strategic Plan (2009 -2014)**, the journey has been marked by challenges that inhibited some of our performance goals while opening up new opportunities for growth and positive change. Nonetheless, throughout the year, our team with a dynamic and diverse range of skills and competencies, has remained focused, diligent, disciplined and committed, to grapple with the challenges, and adopt the requisite professional flexibility and agility, to effectively respond to the opportunities and changes.

This report presents the mixed results of our efforts in the development of critical strategic areas, supported by our **"pillars of excellence"** construct:

- *Customer Satisfaction & Approval*
- *Program & Operations Excellence*
- *Transformative Learning and Professionalisation*
- *Resource Mobilization and Management*

The above listed pillars are underpinned by the following **"core values"**:

- *Honesty and Integrity*
- *Customer-focus*
- *Professionalism*
- *Reliability and Trustworthiness*
- *Results-oriented*
- *Teamwork and Cooperation*

Collectively, these tenets enable the MIND team to effectively coordinate and focus its strategies, as well as, direct its efforts and resources toward the fulfilment of the Agency's *vision* and *mission*.

As CEO, charged with the responsibility to lead, guide and facilitate the process for the engendering of public service excellence through training and development, I am proud of what we have achieved in the year under review, and even more excited about the growth opportunities that lie ahead.

While the Agency had many successes for the period under review, there were also some areas where performance was less than projected and desired. We are, however, aware that what is required is an exhibition of the kind of leadership and management that can see beyond the challenges and chart the way forward for the development of an effective and efficient public sector.

I thank the MIND team, who has remained intently focused on anticipating and responding effectively to our stakeholders' needs; and all our stakeholders who have empowered the MIND with the capacity to navigate a challenging environment, with the skills, knowledge, abilities and competencies, to unlock potential and deliver excellence. I thank you also for your continuing interest, engagement, involvement and commitment of will and resources to the process of fulfilling our mandate in the best interest of our people and nation, for its only in so doing that we can indeed realize the *Power of the MIND*.

MIND: STRATEGIC FOUNDATION, DIRECTION AND FOCUS



■ Cabinet Secretary, Ambassador Douglas Saunders (left) awarding distinguished, long standing public servant and MIND employee Mr. John Tracy (right) on his retirement at the 17th Annual MIND Public Lecture

With the transformation process well advanced, the words re-evaluate, re-newal, re-engineering, re-invent, re-align have taken root . . . As we seek to re-shape the reality of Jamaica toward the vision of 'Jamaica, the place of choice to live, work, raise families and do business', let us commit to higher levels of professionalism and service. . . Each of us, in re-positioning to support national development, should seize every opportunity created for personal development through education and training.

“*In the process, MIND has achieved benchmark status for excellence as a public sector Training and Development Institution, growing in local, regional and international recognition and acclaim among key stakeholders – Government Ministries, Agencies, Parastatals, and other allied groups.*”

Strategic Foundation

The Management Institute for National Development (MIND) was established in 1994 with a mandate and structure to amalgamate four independently operated public service training entities:

- *Administrative Staff College*
- *Finance and Accounts College of Training*
- *Secretarial Training College*
- *Mandeville Outreach Training Centre*

In 1999 the Government of Jamaica's Public Sector Modernisation thrust, led to a Cabinet decision to transform MIND into an Executive Agency (EA) of Government. Besides being an efficiency measure, the decision was aimed at raising the level and capacity of the civil service to implement and fast track the Public Sector Modernization Programme. The Agency became one of four pioneer Executive Agencies of the Government of Jamaica.

Strategic Direction

The role of MIND is crucial to the transformation of the public service in Jamaica and impacting the wider Caribbean. As an Executive Agency, MIND is tasked to *implement the Government of Jamaica's Human Resource training policy for the public service and to advise government where necessary of strategic changes and requirements for effective public sector training.* By so doing, MIND supports the fulfilment of the Mandate of the Public Sector Modernisation Division (PSMD) of the Cabinet Office - *“to drive forward the implementation by all departments and other agencies of the Government of Jamaica*

of the agenda for modernising government, for improving the quality, coherence and responsiveness of public services, and for promoting a strong and professionally well-managed public sector, capable of enabling and facilitating the achievement of the major national goal.”

Throughout its history as an Executive Agency of Government, MIND has expanded its role and reach, bringing its broad capabilities as a premier provider of professional development and training to stakeholders beyond the public sector, to other sectors in Jamaica and the wider Caribbean community. In the process, MIND has achieved benchmark status for excellence as a public sector Training and Development Institution, growing in local, regional and international recognition and acclaim among key stakeholders - Government Ministries, Agencies, Parastatals, and other allied groups.

In addition, MIND has an extensive record of establishing partnering relationships with public, private, non-governmental, development and donor organisations and training institutions in the global community, in order to develop and deliver its services effectively and efficiently.

MIND takes pride in its growing reputation as a dynamic, innovative and results-oriented institution, focused on the provision of relevant, competency-based training and development, consultative and outreach solutions, designed to build human resource capacity and help the public sector and other organisations to increase efficiency, effectiveness, and exceed service expectation.

MIND is currently operating in a dynamic, highly charged and competitive global environment, characterised by emerging markets, new customers and technologies, increasing local, regional and global competition, increasing diversity in customer needs and wants and a rapidly changing political and socio-cultural environment that impacts the Agency's performance and stakeholder interactions. This implies that MIND's *programmes, systems, learning and delivery facilities* must be flexible and constantly aligned to the varied and changing stakeholder needs, values and industry trends. Equally, there is need for the MIND team to continuously upgrade their competencies to position themselves at the top of their profession, to lead by example, and inspire the necessary change in public sector human resource capacity.

The exigencies of our current realities, such as *fiscal restraints, the urgent need to create greater relevance and value, to provide quality leadership development and management training, to serve as a critical link in the process of enabling government to respond to the demands and dynamics of a modern and efficient public service,* require that the Agency's strategic repositioning thrust be ongoing. Nothing less therefore, than the most critical thinking, focused analysis, planning, implementation and controls, to build and maintain beneficial exchanges with stakeholders, for the purpose of achieving successful outcomes is required.

“ We critically assessed several scenarios of both opportunities and challenges and considered the realities, trends and their short and long term implications; and in particular, we deliberated on the expectations of our stakeholders, and how best to satisfy their needs”

Strategic Focus

MIND undertook a rigorous process of review and analysis of our capacity and capabilities beginning in 2008. The process included, *continuous examination, monitoring and evaluation of all aspects of the Agency's operations -i.e- all the areas in which the organisation is strong and confident, and those areas where we need to tighten and strengthen; the critical assessment of several scenarios of both opportunities and challenges; the environmental realities with consideration of the trends and forecast and their short and long term implications; and in particular, the needs and expectations of our stakeholders, and how best to satisfy such needs and manage expectations.*

Strategic Plan

The development of the Agency's current Strategic Plan was led by a cross functional MIND team, in consultation with our key stakeholders, and in alignment with the relevant high level government policy statements inclusive of **Vision 2030: Jamaica National Development Plan, Medium Term Action Plan (MTFP), Millennium Development Goals (MDG) and the governing Party Manifesto.**

This planning process allowed MIND to better define its corporate and thematic goals focused on stakeholder needs and expectations; integrate these in department's strategies; and to highlight individual and team roles, their accountabilities, performance metrics, and desired intra-departmental relationships for maximum use of the organisation's resources and synergy.

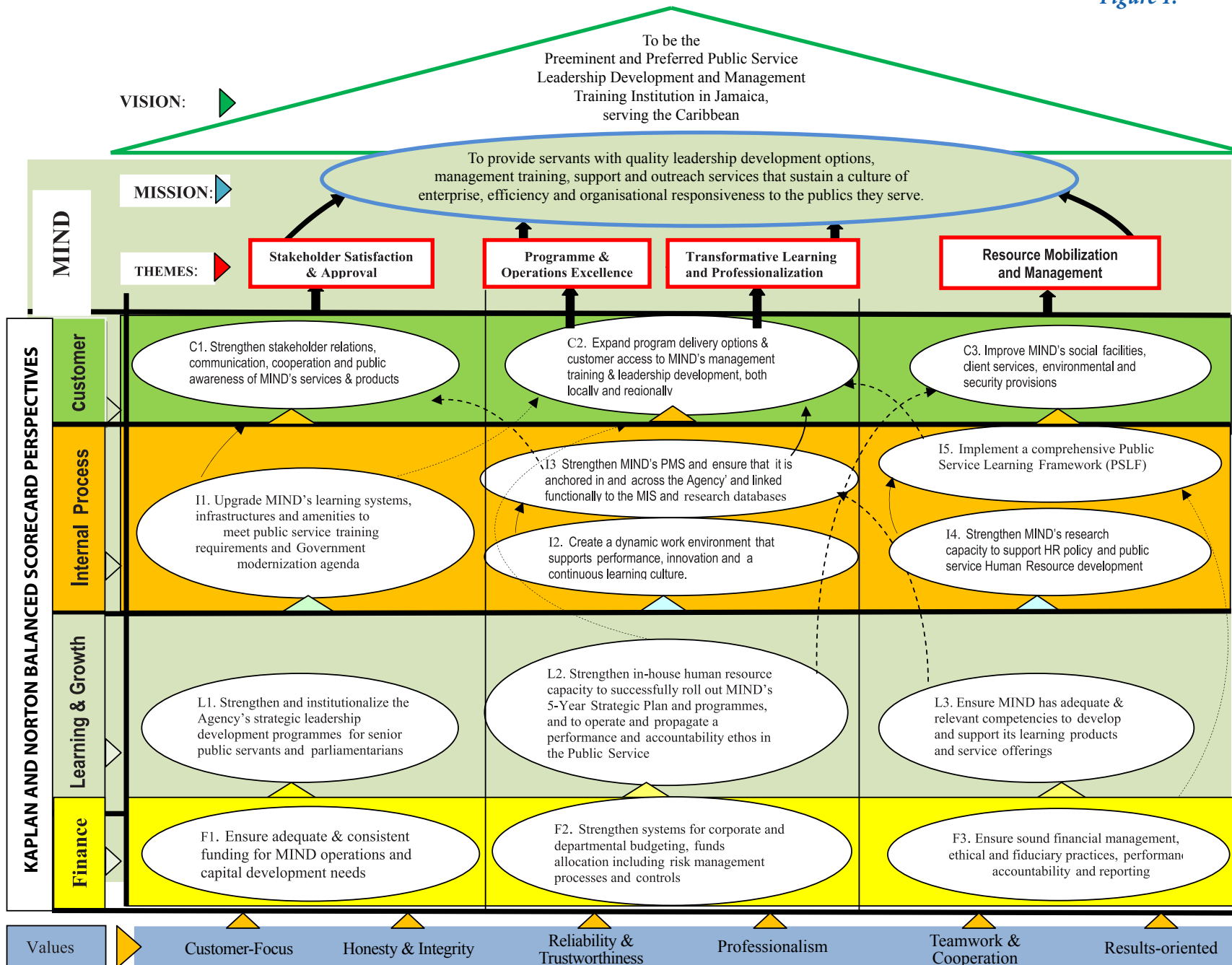
The success of MIND's Strategic Plan recognizes the importance of engaging, communicating and satisfying the legitimate expectations of stakeholders, and the need for the Institute to have the professional support of a strong cadre of capable and motivated professionals - both permanent and contracted.

The Strategic Plan incorporates the **Kaplan and Norton Balanced Scorecard Methodology**, as its principal management tool, to improve MIND's focus and align its strategic objectives with government's priorities. It is important to note that while the **Balanced Scorecard Methodology** identifies Departments and Directors as overseeing specific themes and objectives, all units and individual team members are expected to contribute to the successful execution of all strategic objectives. The successful performance outcome of the Agency therefore, depends on a strong fusion of integrated and interconnected management of all areas of operation as depicted in Figure 1 - MIND: Strategy Map.

Additionally, MIND's Strategy House, one key element of our Strategic Plan, is captured in Figure 2. The "House" depicts the underpinning themes and values, the overarching vision and mission, the strategic objectives and inter-linkages of the Agency's current strategic framework.

Our four "pillars of excellence" or areas of thematic focus are also highlighted along with the aligned strategic objectives in Table 1.

Figure 1.



MIND: STRATEGIC THEMES

“Four thematic outcomes (Themes) have been identified as the “pillars of excellence” that will help MIND to coordinate and focus its strategies, and consequently, direct all efforts and resources towards the achievement of its mission.”

The work of the Agency is guided by the four strategic themes and its aligned strategic objectives outlined in Table 1 below.

Table 1.

THEMES	MIND Strategic Objectives
THEME 1: Stakeholder Satisfaction and Approval	C1. Strengthen stakeholder relations, communication, cooperation & public awareness of MIND’s services and products C2. Expand program delivery options & customer access to MIND’s management training & leadership development, both locally and regionally C3. Improve MIND’s social facilities, client services, environmental and security provisions
THEME 2: Programmes and Operations Excellence	I1. Upgrade MIND’s learning systems, infrastructures and amenities to meet public service training requirements and Government modernization agenda I2. Create a dynamic work environment that supports a performance and continuous learning culture and promotes and reinforces the Agency’s values. I3. Strengthen MIND’s performance management systems and ensure that they are anchored in and across the Agency’s departments and linked to its MIS and research databases I4. Strengthen MIND’s research capacity and capability to support policy and programme development for public service Human Resource Development I5. Implement a comprehensive Public Service Learning Framework (PSLF)
THEME 3: Transformative Learning and Professionalization	L1. Strengthen and institutionalize the Agency’s strategic leadership development programmes to cater to the needs of senior public servants and parliamentarians L2. Strengthen in-house human resource capacity to successfully roll out MIND’s 5-Year Strategic Plan and programmes, and to operate and propagate a performance and accountability ethos in the Public Service L3. Ensure MIND has adequate & relevant competencies to develop and support its learning products and service offerings
THEME 4: Resource Mobilization and Management	F1. Ensure adequate and consistent funding for MIND’s operations and capital development needs F2. Strengthen systems for corporate and departmental budgeting, funds allocation including risk management processes and controls F3. Ensure sound financial management, ethical and fiduciary practices, performance accountability and reporting

“ Since stakeholder satisfaction is at the heart of the emerging new MIND, then the MIND success demands a synergy of strategic alignment with all performance areas”

Cognizant of the strategic role and demands on the public service, and the urgent need to fast-track the on-going *public sector modernisation programme*, so as to bring government services in line with the high expectations of citizens, for *value, quality and relevance*, MIND adjusted its business model, and repositioned its human resources to address the new challenges of the public service and the expectations of its stakeholders.

MIND is also cognizant of the fact that for its strategic objectives to be followed through to their logical progression, its *organisational structure, as one of the critical strategic pillars*, must be engineered by the most astute review and analysis, guided by the greatest clarity of thought, vision and wisdom, and from the solid platform of cohesive and coherent alignment with the *Strategic Plan*.

MIND's focus therefore, was to simultaneously:

- Align its Strategic Plan with Government priorities
- Define its corporate and thematic goals focused on stakeholder needs and expectations, and integrate these in its departments' strategies - highlighting the roles, accountabilities, performance metrics, and the requisite integration of the individual, Unit and Department Teams - to effect optimum use of the organisation's resource and synergy

- Focus on the development of a sound organisational structure and a cadre of highly proficient, capable and motivated staff, equipped with the requisite skills, competencies and professional attitudes and approaches
- Know that the success of the Strategic Plan can only be realised if its underlying focus is placed on engaging with and satisfying stakeholder needs
- Articulate MIND's strategic role in building capacity through leadership development and management training

The Strategic Structure

In the context of visioning a new strategic construct to support a more dynamic and effective positioning for MIND, the concept of *satisfying stakeholder needs, creating stakeholder value and delivering that satisfaction economically*, is not only necessary, but a vital imperative. Since *stakeholder satisfaction* is at the heart of the emerging new MIND, then the MIND success demands a synergy of **strategic alignment with all performance** areas, and a steadfast, focused approach to engineering cohesive and coherent implementation of strategies.

In deliberating on the construct of the organisational structure, a number of questions were asked -

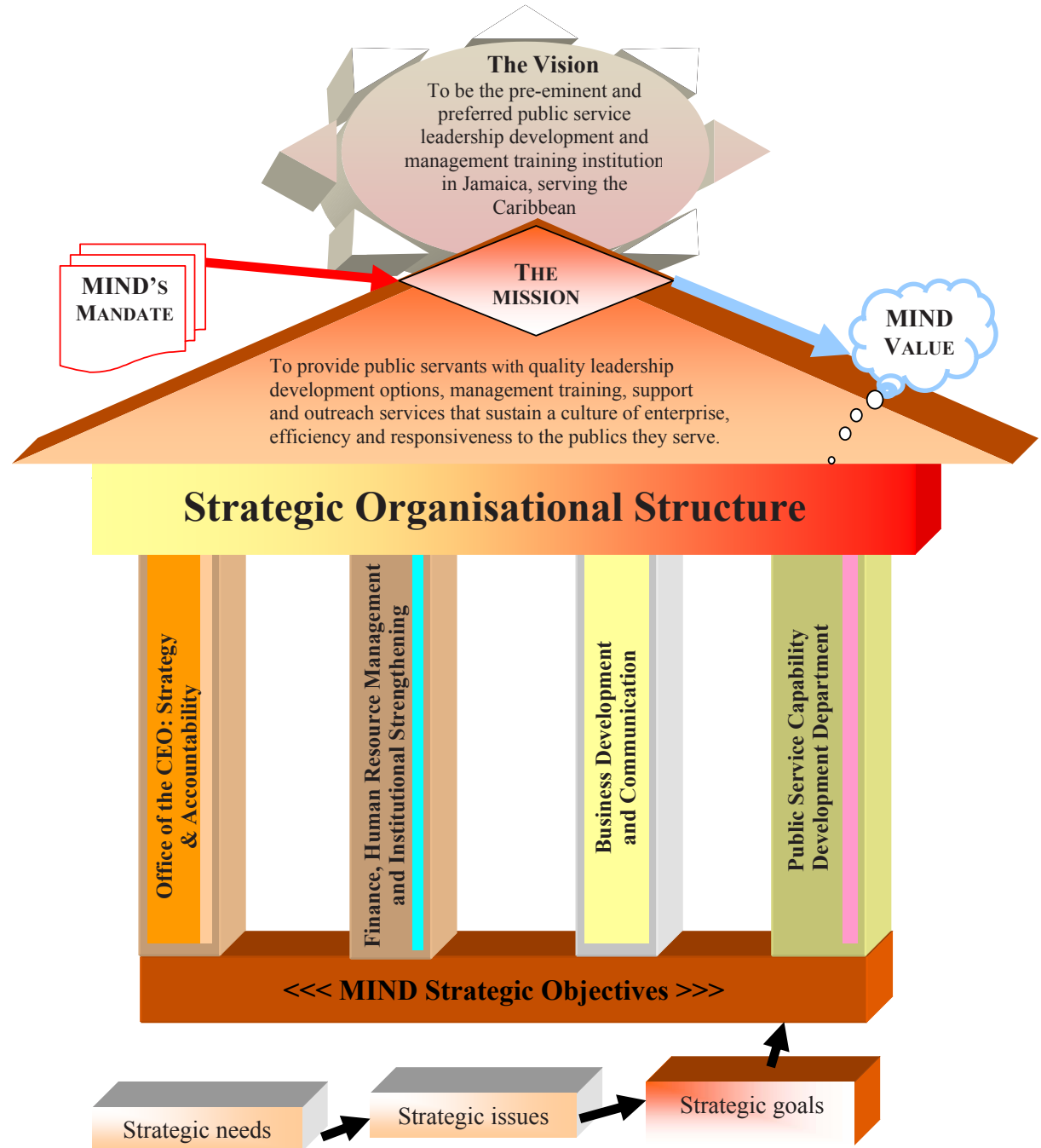
- *How do we reorganise to be strategic given our mandate, vision & mission?*
- *What are our strategic points of leadership?*
- **What are our:**
 - *Strategic Linkages?*
 - *Growth Areas?*
 - *Capacity Building needs?*
 - *Areas for Institutional Strengthening?*
 - *Resource requirements?*

The responses to these questions are reflected in the submission for approval of MIND's New *Organisational Structure and Staffing*. Therefore, the emerging new MIND will see an organisation, led by a select group of professionals with the requisite expertise who are totally focused on, motivated by, and dedicated to *anticipating, responding and satisfying stakeholder needs*.

The Agency's structure is highlighted in the Strategy House in Table 2, which provides a brief summary of the role of each department.

Figure 2.

“ In the context of visioning a new strategic construct to support a more dynamic and effective positioning for MIND, the concept of satisfying stakeholder needs, creating stakeholder value and satisfaction economically, is not only necessary, but a vital imperative”



As an Executive Agency of Government, the overarching responsibility for the leadership and management of the strategic development, implementation, monitoring and evaluation of the plans, strategies and policies of MIND is vested in the Chief Executive Officer (CEO), with direct report to the Cabinet Secretary. The Agency's supporting leadership and management structure is comprised of a dynamic and integrated network of three (3) departments, each with their respective units and a specific portfolio of responsibilities, led by a Director supported by a Senior Manager, Unit Managers, Specialists, Administrator, Officers and Associates, respectively and/or as may be required.

Table 2.

<i>Office of the CEO : Strategy and Accountability</i>	<i>Finance, Human Resource Management and Institutional Strengthening</i>	<i>Business Development and Communication</i>	<i>Public Service Capability Development</i>
<p>The Office of the CEO provides direction and leadership to all areas of the Agency to ensure the most efficient utilization of resources towards the achievement of strategic goals. The Office embodies functions related to strategic planning, monitoring and evaluation, partnerships and collaborations, internal audit and outreach. These functions galvanize the work of the Agency's departments and units in pursuit of achieving the best possible performance outcomes.</p>	<p>The new construct of Finance, Human Resource Management and Institutional Strengthening, is intended largely to enhance and transform MIND's staff capacity and instil a continuous learning, research and innovation culture that will significantly impact the quality of staff attracted, developed and retained at MIND. It also recognizes that MIND's successful strategic repositioning requires that it develops and maintains a strong financial position, sustain credible and respected fiscal relationships with all our publics, and hence the financial management function must be so configured. Additionally, strategic corporate services management must also underpin the quality of MIND's customer service responsiveness and be positioned strategically, to tangibly communicate and demonstrate MIND's strategic repositioning mode. The department thus includes three units namely: Finance and Accounts, Human Resource Management and Corporate Services.</p>	<p>The Business Development and Communication department deepens and extends the understanding and appreciation of strategic marketing beyond the "old sense" of promoting, advertising and selling, to a higher level "new sense" of marketing aimed at satisfying customers and clients needs, that is, creating customer value and satisfaction and delivering that satisfaction economically. Units such as Registry and Records Management, Information and Communication Technology, Creative Development and Production, Client Relations and Marketing and Research and Information Management make up this Department.</p>	<p>The Public Service Capability Development department is responsible to direct, guide and oversee the conceptualisation, development, quality assurance, delivery, evaluation and continuous review of the Agency's learning and development products and services, toward improvements in public service capacity, performance and impact. The Department ensures that such products and services are offered in a variety of formats, modalities and locations to include the various regions of Jamaica and the wider Caribbean. In this regard, the work of the Department is realised through the vehicles of the following operational units: Product Planning and Development, Scheduled Programme Delivery and Administration, Customised Programme Delivery and Administration, Distance Learning Delivery and Administration and Product Quality Assurance.</p>



■ MIND Valedictorian Sandrene Bent (*right*) from the Inland Revenue Department being awarded by the Minister of Finance and the Public Service Hon. Audley Shaw (*left*), as top performing graduand for the MIND Post Graduate Diploma in Human Resource Management.

The imperatives of the new environment impacting the public sector nationally and regionally, the training and development industry, with all the challenges of globalisation and the ever changing customer needs and expectations, have forced upon MIND, the urgent need for closer attention and deeper consideration to be applied to the development, delivery, review, costing and impact of our learning products and services. This new environment demands that we continuously redefine ourselves to ensure that our learning products and services remain relevant and are meeting the needs of our stakeholders. In short, the enlightened MIND understanding and appreciation for building Public Service Capacity, impels a greater focus on and stronger linkages between the development and delivery of learning products and services that anticipate, respond and lead public sector human resource development.

Given that the work of the Public Service Capability Development Department essentially determines the Agency's continued relevance, viability, sustainability and justifies the investment by Government in the Agency to support the requisite public service outcomes, its supporting construct requires its own unique and specialised skill-sets, professional attitudes and approaches, which dictates a team blend of **Product Planning and Development; Scheduled Programme Delivery and Administration; Customised Programme Delivery and Administration; Distance Learning Delivery and Administration and Product Quality Assurance**, towards enabling and empowering individuals and organizations to achieve

the best performance results and impact. The Public Service Capability Development Department was thus charged to lead the following Agency strategic objectives:

- *Expand programme delivery options and customer access to MIND's management training and leadership development, both locally and regionally;*
- *Upgrade MIND's learning systems, infrastructure and amenities to meet public service training requirements and Government's modernisation agenda.*

This resulted in new programme development and delivery, the delivery of training in non-traditional locations, development and delivery of training through new partnerships forged or existing partnerships leveraged, inter alia. A number of these initiatives/strategies are highlighted below:

Implement a Comprehensive Public Service Learning Framework (PSLF)

MIND continued work on the Public Sector Learning Framework, which it envisages, will place emphasis on understanding the broader Human Resource and Development (HRD) context and imperatives within the sector. Such a Framework will also provide a co-ordinated approach to systematically map pathways towards building the required competencies and developing the necessary skill sets, to transform the public sector. Consequently, the process must be comprehensive and inclusive, attended by much research rigor and stakeholder consultations.

Special Learning Interventions and Projects

Creation of an Ethical Infrastructure in Government

In 2005, MIND working in collaboration with the Office of the Cabinet, developed and begun delivery of the "Creation of an Ethical Infrastructure in Government Course". The intervention seeks to provide a framework for guiding ethical principles and practices for Public Officers. MIND in partnership with the Office of the Cabinet has successfully trained one hundred and seventy three (173) public officers since 2005.

The 2010/11 Fiscal Year marked a significant milestone in the life of this initiative, as one public body, the Companies Office (COJ) of Jamaica had all of its one hundred and seven (107) staff members participate in this training intervention. The COJ is the first public sector organisation to have invested in and enabled the development of its entire team of professionals in this critical area of learning and development.



Judith Ramlogan, CEO of Companies Office of Jamaica (left) with Ruby Brown, MIND's CEO at the course opening for the "Creation of an Ethical Infrastructure" forging partnerships with Companies Office of Jamaica.

Priority Training Programme

MIND began delivery of the Priority Training Programme during the 2009/10 reporting period. The overall objective of this training intervention under PRODEV II was to strengthen the public sector's capacity to support the implementation of the **Government's Medium Term Action Plan (MTAP)**.

Other key objectives included:

- Improve the public service's performance in the quality of services provided to the public
- Improve the quality and performance capability of public sector ministries, departments and agencies (MDAs).

To date ten (10) training interventions have been delivered, with the following delivered in the current reporting year.

- **Procurement of Consulting Services**
- **Private Participation in Public Infrastructure**
- **Performance Monitoring & Evaluation Systems, Tools & Benchmarking Risk Management & Analysis**

Organisational Strengthening and Institutional Capacity Building - Jamaica Social Investment Fund

MIND working in collaboration with the Jamaica Social Investment Fund (JSIF), developed and delivered training to participants in twelve (12) Community Based Organisations, in eight (8) parishes,

across all three (3) counties, in support of Organisational Strengthening and Institutional Capacity Building. The communities are:

- **Bellas Gate (St. Catherine)**
- **Burke Road (Kingston & St. Andrew)**
- **Hill Top (St. Catherine)**
- **Paul Mountain (St. Catherine)**
- **Ginger Hall (St. Thomas)**
- **Bunkers Hill (Clarendon)**
- **Cacoon (Hanover)**
- **Haddington (Hanover)**
- **Hounslow/Bigwoods (St. Elizabeth)**
- **Gibraltar (St. Ann)**
- **Old Works (St. Catherine)**
- **Rocky Hill (Westmoreland)**

Two hundred and ninety five (295) representatives of these Community Based Organisations across Jamaica were trained to facilitate the prudent management of community resources that had been acquired with the support of JSIF. Two hundred and thirty three (233) participants successfully completed the series of training Interventions.

Human Resource Management for the Public Sector

The 2010/2011 reporting period marked the completion of training for two thousand five hundred and four (2,504) senior public sector professionals in **Human Resource Management for the Public Sector**. This intervention was the outcome of a partnership between MIND and the Ministry of Finance and the Public Service, as realised in part the

fulfilment of the Government of Jamaica's obligations under MOU III, which provided for "improved industrial relations practice within the public sector, greater recognition of all the statutes, laws, and conventions of the International Labour Organisation (ILO), which promotes within the public sector a culture of respect and mutual acceptance of the roles of workers, management, and government". It is anticipated that the training will result in continued improvements in the administration of Human Resource Management across Government and the development of a Framework for the practice of good Industrial Relations in the Public Sector.

Training in Procurement Policy and Practice

In support of Government's thrust for greater accountability and transparency in procurement practices across the Public Sector, MIND working collaboratively with its partners developed and/or delivered the following training interventions:

- **Introduction to International Best Practices in Public Procurement**
This intervention sought to build awareness of the international procurement environment and provide tools for public officers to effectively navigate same. The course was delivered in partnership with the *Ministry of Finance and the Public Service and the International Procurement Institute*. Through this intervention, forty eight (48) persons were trained. Given the growing need and the level of interest generated and expressed, MIND will continue to deliver this course in the 2011/12 Fiscal Year.

- **Introduction to Government of Jamaica Procurement Policies and Procedures**

This most timely training course, was jointly developed and delivered in partnership with the *Ministry of Finance and the Public Service with the revised Government of Jamaica (GoJ) Procurement Policies and Procedures Handbook*. Training under this intervention began in November 2010, resulting in two hundred and forty nine (249) participants trained at the end of March 2011.

Professional Certificate in Industrial Relations

This course was jointly developed and delivered in partnership with the *Jamaica Civil Service Association (JCSA)*. It is intended to support the development of a core of *Industrial Relations (IR) Professionals*, drawn from the public sector, with the relevant background experience and expertise to, advance more enlightened and effective Industrial Relations practices within the sector through a dynamic exchange of learning and development.

The Professional Certificate in Industrial Relations is being delivered by leading *Industrial Relations practitioners*, as well as practitioners from allied professions, including - Legal, Human Resource Management, Academia, inter alia. Two cohorts of approximately 48 participants successfully completed the programme during the period under review.

Management Analysis for the Jamaican Public Sector

This programme was the successful outcome of a MIND and Graduate School out of Washington D.C. in the United States of America partnership.

The *Management Analysis Programme* is a critical pillar of the Government of Jamaica's modernization thrust. It is this cadre of trained professionals who are expected to lead the design and re-organisation of Government systems, processes and procedures to create greater efficiency and impact. Some of the critical objectives of the training programme are:

- To equip key personnel in the Jamaican Public Sector with the theory and application of organisational modernisation, management and leadership, in support of the Modernisation Agenda and Government's priorities
- To build a local inventory of organisational modernisation experts who can facilitate the development of twinning arrangements, permitting experts from sister arms of Government to share their expertise in order to help realise the Government of Jamaica's modernisation goals
- To facilitate the modernisation of the local public sector through the provision of critical management analysis skills
- To expose participants to best and next practice models, that may be adapted to the local context and enhance current efforts at modernisation

- To equip participants with the tools that will enable them to translate national development policy into goals, objectives and strategies and allocate resources and establish performance criteria to ensure objectives and targets are met
- To provide an arena for participants to contend with the new paradigms of management and current local and international issues and how these will impact the operations of the public sector.

A significant feature of this learning and development intervention is the opportunity it provided participants to engage in professional attachments to select public sector organizations, and be placed, in an "understudy" capacity, serving as an active participant in the programme of work, under the leadership and guidance of an established Management Analyst.

All twenty seven (27) participants in this programme, benefited from a Government of Jamaica scholarship which covered the full tuition cost.

Customer Service Monitoring and Evaluation System (CSMES)

The development of a standardised curriculum for training in *Customer Service Monitoring and Evaluation System* was born out of an agreement between the *Office of the Cabinet* and MIND. The course is among a number of strategies intended to guide the successful implementation of the *Customer Service Monitoring and Evaluation System (CSMES)* across Government. This training intervention is being delivered by MIND to select representatives of public sector organizations, at a *Level 3* designation (i.e. *Entities which are engaged in the implementation of the CSMES*). It is therefore expected to support the implementation of the *Customer Service Monitoring and Evaluation System*, by building the requisite skills and competencies throughout public sector entities, to measure and analyse their service delivery, using an *evidence-based methodology*, and *monitor and evaluate* their performance against specific core performance indicators in prescribed areas of performance.

More specifically, participants upon completion of the CSMES training, will among other things:

- Implement the CSMES utilising identified tools, strategies and techniques
- Initiate strategies and actions geared at overall improvement in service delivery



■ Mr. Winston Lawson, Commissioner of the Tax Payer Appeals Department of the Tax Administration Jamaica (left) with Dr. Wesley Hughes, Financial Secretary at the Ministry of Finance and the Public Service (center) and Ruby Brown, MIND CEO (right) at the opening ceremony for the “Tax Audit and Revenue Administration” Post Graduate Diploma Programme.

Courses/Programmes and Participant Enrolment

Notwithstanding the fiscal climate, there was an overall 3.4% increase in participants' enrolment in the two hundred and twenty four (224) programmes/courses delivered at the Certificate, Diploma, Associates of Science Degree and Post Graduate Diploma levels during the fiscal year April 2010 - March 2011, over the previous year (April 2009 - March 2010). These programmes/courses spanned twelve (12) categories of specialisation namely, *Administrative Management, Customer Service, Customs Regulations, Finance and Accounts, Human Resource Management, Information Technology, Management and Leadership, Public Sector Management, Records and Supplies Management, Research and Policy Development Project Management and Personal Development.*

Table 3 indicates a total enrolment of four thousand six hundred and sixty four (4,664) participants for fiscal year April 2010 - March 2011 compared to four thousand five hundred and four (4,504) participants enrolled for fiscal year April 2009- March 2010. Participants' enrolment is also captured in Table 4 and shown in relation to our *all-year-round schedule programme/course offerings and customized training* interventions for the period under review.

Participant Enrolment by Programme/Course Categories 2009-2010 & 2010-2011		
	Fiscal Year 2009-2010	Fiscal Year 2010-2011
Finance and Accounts	909	1094
Customer Service	122	155
Customs Regulation and Documentation	33	58
Human Resource Management	1732	803
Management and Leadership	413	1210
Personal Development	153	321
Public Sector Management	155	343
Records and Supplies Management	114	192
Administrative Management	399	298
Research and Policy Development	195	0
Project Management	279	165
Information Technology	0	25
Total	4504	4664

Table 3.

Participants Enrolled in Scheduled and Customised Programmes/Courses 2010 – 2011							
Course Categories	Scheduled Programmes	Customised Programmes	Totals	Course Categories	Scheduled Programmes	Customised Programmes	Totals
Administrative Management Certificate in Administrative Management Minute Writing Secretarial Qualifying Examinations	286	12	298	Management and Leadership Post Graduate Diploma – General Management Programme Associates Degree Management Studies Management Techniques Transformational Leadership Professional Certification in Industrial Relations Building and Sustaining a Winning Image Organizational Strengthening and Institutional Capacity Building for Community Based Organizations Creating an Ethical Infrastructure Developing Deliverable Evidence Based Policy Discover the Leader in You Effective Management and Leadership Skills Introduction to International Best Practices in Public Procurement Making Effective Sexual Harassment Policy Management Analysis Private Participation in Public Infrastructure Strengthening the Leadership Ethos Within the Public Sector Corporate and Strategic Planning Supervision of School Finance Supervisory Management	176	1034	1210
Customs Regulations Customs Regulation and Documentation	58	0	58	Personal Development Advance Report Writing Public Speaking and Presentation Skills State Protocol & Related Etiquette Writing Skills for Managers Team Building The Art of Public Speaking Training of Trainers	11	310	321
Customer Service Customer Service Excellence Customer Service Monitoring and Evaluation System National Customer Service Train-the-Trainer Workshop	0	155	155	Project Management Fundamentals of Project Management Project Design Implementation and Management Project Management and Monitoring	118	47	165
Finance and Accounting Association of Accounting Technicians (AAT) Associates Degree - Accounting Finance for Non-financial Managers Auditing Techniques Management of Debt Collections Government Accounting Budget for Government Organization Corporate Governance Workshop FAA Act Regulations and Instructions Post Graduate Diploma – Tax Audit and Revenue Administration	729	365	1094	Public Sector Management Bachelor of Science Degree – Public Sector Management (MIND/UWI) Health Sector Development Programme Governance Through Consultation Effective Corporate Governance for Public Sector Entities Ethics in Government International Treaties and Agreements New Business Facilitation Preparing Cabinet Submissions Government of Jamaica Procurement Policies and Procedures Post Graduate Diploma – Public Sector Senior Manager Development Programme	343	0	343
Human Resource Management Post Graduate Degree – Human Resource Management Effective Counselling Techniques Mediation Skills Investigative Interviewing Training Impact Evaluation Training Needs Analysis Performance Management and Appraisal System Human Research Management for the Public Sector	130	673	803	Records and Supplies Management Records and Information Management Records Management Records Management and Customer Service Supplies Management	145	47	192
Information Technology Information Technology Microsoft Access Microsoft Excel Microsoft Office Applications Microsoft PowerPoint Microsoft Publisher	4	21	25				
TOTAL					2000	2664	4664

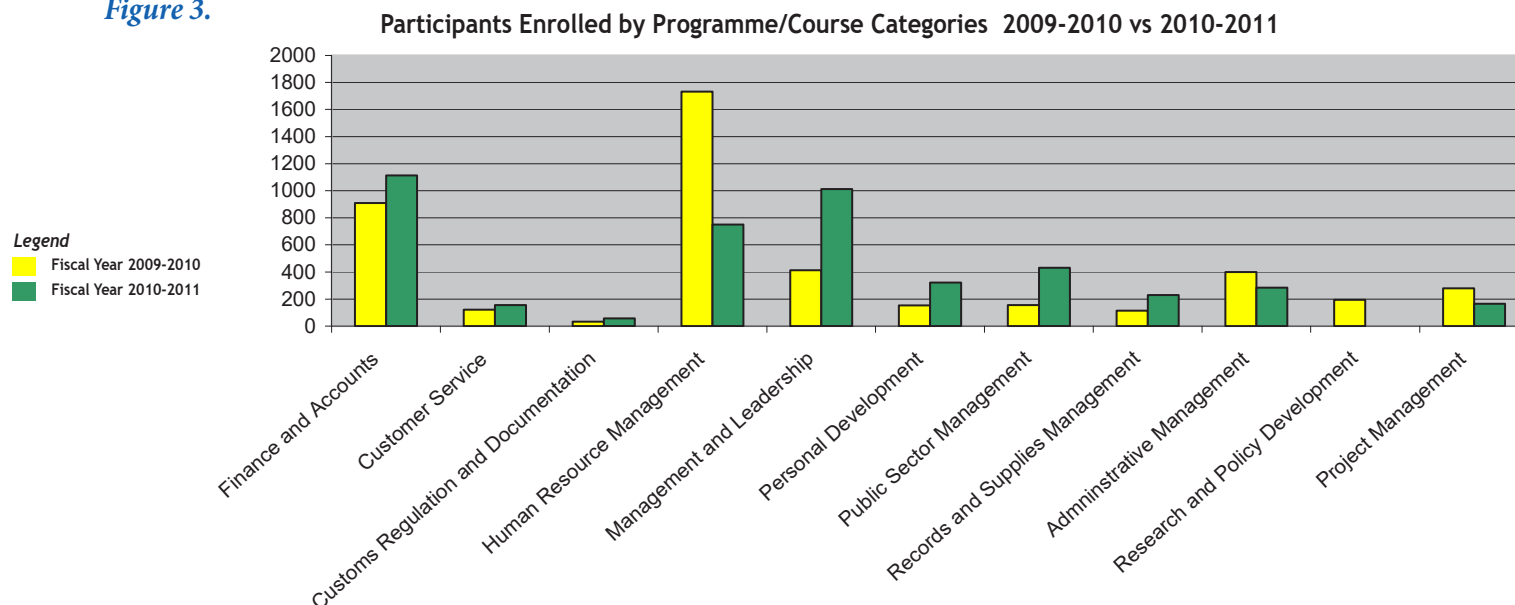
Table 4.

Both Table 3 and Figure 3 below, however, indicate a noticeable decline (53.6%) in participant enrolment during the year for Human Resource Management training and a 192.9% increase for Management and Leadership related training, over the 2009-2010 financial years. This was partly due to the completion of the **Human Resource Management for the Public Sector** programme which commenced in Fiscal year 2008-2009, as a joint partnership between MIND and the Ministry of Finance and the Public Service in keeping with the Government of Jamaica's obligations under MOU III.

The upward trajectory for **Management and Leadership Development** on the other hand, is in keeping with the Agency's thrust to fully deliver on its *mandate to provide effective leadership development programmes and management training appropriate to all levels, and in line with the demands of a modern and competitive public service*. Consequently, the following management and leadership topics were among those addressed for the first time this fiscal year:

- *Building and Sustaining a Winning Image*
- *Strengthening the Leadership Ethos Within the Public Sector*
- *Crisis Management and Resilience Building in Jamaica: The Role of the Public Service, the Private Sector and Civil Society in facilitating more sustainable and effective Solutions*
- *Vision 2030 National Development Plan : Pipe Dream or Viable Vision'*

Figure 3.

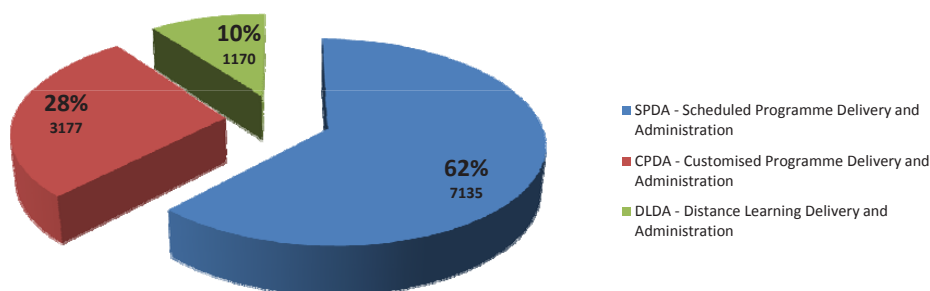


Training Hours

The Two hundred and twenty four (224) programmes/courses delivered throughout 2010-2011, resulted in eleven thousand, four hundred and eighty two (11,482) hours of training delivery. Of the total training hours, 62% or 7,135 hours were for Scheduled Programme/Course delivery, while Customized and Online training delivery accounted for 28% and 10% of the training hours respectively (See Figure 4).

Figure 4.

Training Hours
April 2010 – March 2011



Participants Demographics

Female enrolment accounted for seventy five percent (75%) of overall participants' on MIND's programmes and courses. This pattern is consistent across previous years and programme/course categories with the exception of Information Technology where males represented 60% of the participants. (See Table 5)

Participants' enrolment also reflects MIND's continued focused response to effectively address the human resource development needs of the public sector, with extensions of interest and relevance to the private and other sectors. Evident therefore in participants' enrolment for MIND's courses/programmes in 2010-2011, is the Public Service accounting for 81% of the participants trained and the remaining 19% shared between the private and other sectors.

Table 5.

	Gender Enrolment Comparison by Course Category 2009-2010 compared to 2010-2011			
	MALE Fiscal Year 2009-2010	MALE Fiscal Year 2010-2011	FEMALE Fiscal Year 2009-2010	FEMALE Fiscal Year 2010-2011
Finance and Accounts	245	270	664	824
Customer Service	6	37	116	118
Customs Regulation and Documentation	20	27	13	31
Human Resource Management	464	161	1268	642
Management and Leadership	118	285	295	925
Personal Development	31	130	122	191
Public Sector Management	62	124	93	219
Records and Supplies Management	45	58	69	134
Administrative Management	0	1	399	297
Research and Policy Development	78	0	117	0
Project Management	138	76	141	89
Information Technology	0	15	0	10
Total	1207	1184	3297	3480

Training Assessment

Assessment is one aspect of our learning product which we consistently seek to improve so as to ensure that the measurement for demonstrated learning is rigorous, relevant, fair, transparent and reflect established quality standards. Consequently, a number of improvements were made to the general administration of our training assessment at MIND during 2010-2011.

Most noticeable is the establishment of a Product Quality Assurance Unit led by a Manager, Product Quality Assurance, supported by a Product Quality Assurance Officer - Accreditation and a Product Quality Assurance Officer - Assessment. The work of the Unit defines in large part the integrity of MIND's learning products and, by extension, the integrity of MIND's certification, and the strength of our impact on the public sector and the wider Jamaican society. The Institute's product quality assurance system is the sum total of the arrangements made with the objective of ensuring that learning and development products and services meet internationally established and accepted quality standards.

Given MIND's embrace of the Competency Based Education and Training (CBET) Philosophy, with its emphasis on outcomes based learning and development, and hands on and experiential learning, the Agency has been placing greater emphasis on the use of coursework and projects as tools of training and assessment of learning. In support of our efforts in this regard, one hundred and sixty (160) of the five hundred and fifteen (515) assessments administered for the period under review, were coursework/project type assessment as shown in Table 6 and Figure 5.

Assessments Reviewed by Examination Committee (2010/2011)

MONTH	FINAL EXAM	MID-SEMESTER	COURSEWORK ASSIGNMENT	TOTAL ASSESSMENT
April 2010	15	6	19	40
May 2010	19	1	13	33
June 2010	37	5	10	52
July 2010	25	5	25	55
August 2010	23	4	9	36
September 2010	28	1	11	40
October 2010	20	1	3	24
November 2010	37	0	0	37
December 2010	37	4	7	48
January 2011	27	6	17	50
February 2011	20	2	20	42
March 2011	28	4	26	58
TOTAL	316	39	160	515

Table 6.

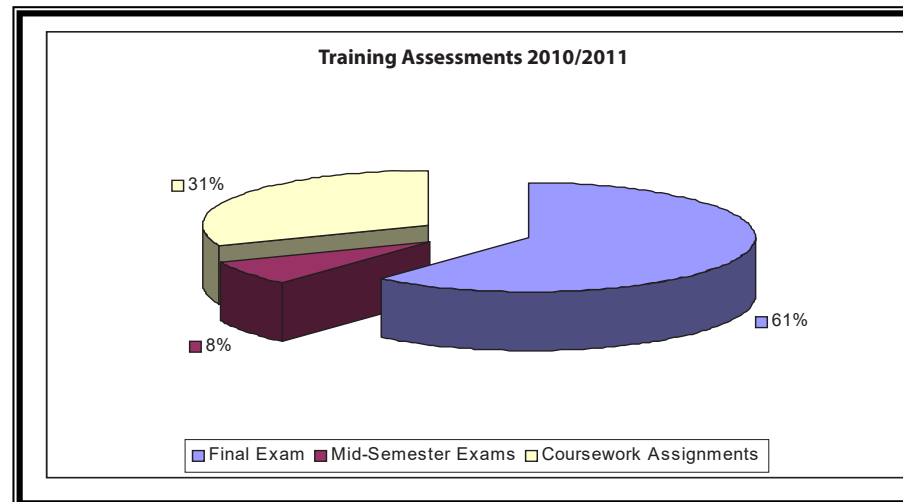


Figure 5.

“The quality of the partnerships we forge, will determine the outcome of our desire to protect and promote the highest standards of professionalism in the public service”

The current training and development landscape is becoming increasingly complex even as it grapples with issues of diminishing resources and funding support. This, however, has given rise to a growing practice to pool talent and resources to engender the best overall training and development outcomes. MIND has been seizing the opportunities this present as it continues to forge strategic partnerships and collaborations with local, regional and international institutions and development organisations and which have served to strengthen and extend its capacity to provide a coordinated and integrated approach to deliver management training and leadership development to public service professionals.

MIND is cognizant that the quality of the partnerships forged, will determine the outcome of our desire to protect and promote the highest standards of professionalism in the public service; and our commitment to ensuring that the citizenry are provided with the most efficient and effective quality of public service to enable them to share equitably in economic and social benefits. MIND is therefore pleased to report on the partnerships and collaborations forged and/or leveraged to result in the development and delivery of several critical training interventions, to build the requisite skills and competencies throughout the Public Sector.

Among the specific partnerships and resulting initiatives for the period are:

- Jamaica Civil Service Association (JCSA) - Development and delivery of a *Professional Certificate in Industrial Relations*
- Ministry of Finance and the Public Service – Development and delivery of the *Introduction to Government of Jamaica Procurement Policies and Procedures* and the development of a Training Framework for Internal Auditors as a Level 2 Audit Techniques Course.
- Association of Certified Chartered Accountants (ACCA) - Delivery of *Corporate Governance for Public Sector Employees Workshop*.
- International Law Institute – Development and delivery of the *Procurement of Consulting Services* and *Private Participation in Public Infrastructure* training courses
- National Institute of Governmental Purchasing - Development and delivery of training in *Contract Administration*
- UK School of Government – Development and delivery of the *Developing Deliverable Evidence-Based Policy* training course.
- The Graduate School, USA – Development and delivery of the *Management Analysis for the Jamaican Public Sector Programme*
- Tax Administration Jamaica – Review and delivery of the *Postgraduate Diploma in Tax Audit and Revenue Administration*
- Commonwealth Secretariat
- Graduate Institute of Leadership and Professional Development – Development and delivery of “Be Your Own CEO” a leadership development intervention.

As part of the ongoing partnership and collaboration thrust, MIND entered into a number of formal Memorandum of Understanding (MOUs) and is advanced in pursuing others with key stakeholders as follows:

MEMORANDUM OF UNDERSTANDING (MOU)

National School of Government (NSG), UK

The general aim of this MOU is to foster long-term partnership arrangements and synergy between MIND and NSG, which will result in the *design, development and implementation* of initiatives that facilitate *Capacity Development and Institutional Strengthening* towards good governance throughout the public sector.

International Procurement Institute (INPRI), USA

The purpose of this MOU is to establish a long-term relationship between MIND and INPRI that will enable both parties to collaborate in the *design, development and delivery* of training and development in Procurement in support of the GOJ strategic focus.

ACCA Caribbean

This agreement sought to provide a platform against which MIND and the ACCA Caribbean would collaborate on the conceptualisation and staging of a Workshop on Corporate Governance for the local public sector and local ACCA members.

Centre for Creative Leadership, (CCL) USA

The aim of this MOU is to foster long-term partnership arrangements and synergy between MIND and CCL which will result in the *design, development, delivery and implementation* of initiatives that facilitates MIND's and the wider public sector's internal *capacity development, institutional strengthening and sustainability through leadership development*.

Graduate School, USA

The aim of this MOU is to foster long-term partnership arrangements and synergy between MIND and the Graduate School, which will result in collaboration to *design, develop and deliver Programmes, Courses, Workshops and Seminars*.

Office of the Cabinet, Jamaica

The aim of this MOU is to foster long-term partnership arrangements and synergy between MIND and the Cabinet Support and Policy Division (CSPD) and the Public Sector Modernisation Division (PSMD), Cabinet Office (GoJ), which will result in the *design, development and implementation* of a comprehensive *scheduled training programme*, delivered through MIND, that addresses long term *capacity building needs* in the area of *Policy Analysis*; to facilitate *Professional Certification of Policy professionals* across the public sector; and the development of a *Learning Pathway for Policy Professionals* within the public sector.

MIND: ESTABLISHING A LEADERSHIP ETHOS



■ MIND Team Member, Tameca Brown (center) engaging in an exercise with Center for Creative Leadership (CCL) facilitators during a Leadership Development Session for MIND Staff.

As a result of the dynamic nature of change in the global business environment, the need for strong leadership across all sectors has never been more apparent. Organisations are demanding leaders who can generate trust, empower and inspire others, find innovative answers to problems and challenges and produce results. Increasingly, throughout the public sector, as with other sectors, individual leaders and organisations face challenges that are international in scope and dauntingly complex in scale. Helping them lead effectively in this climate requires a global mindset and a commitment to innovation.

Research on public sector leadership development points to the correlation between leadership development and organisational effectiveness. MIND, the only public sector training and development institute in the Caribbean that has a clear mandate and focus on public service leadership development, has in collaboration with our partners or independently, designed and delivered a number of leadership development interventions addressing various aspects of the practice of leadership within the public sector.

MIND's leadership development focus, spans a range of programmes as well as consultations that enables the effective transfer of learning into practice. Consequently, MIND organised and participated in numerous events and projects that brought together leaders from the public and other sectors, as well as engaged with a dynamic blend of partners with a diverse range of knowledge, experience, expertise and resources, from the local, regional and international communities.

“Organizations are demanding leaders who can generate trust, empower and inspire others, find innovative answers to problems and challenges and produce results”

Among the specific leadership development initiatives via *Programmes, Workshops, Symposium and Conferences*, in which MIND was engaged during the period, are:

Symposium: Leadership Development: Helping Shape Future Directions - What works? What is next?

The aims of this Symposium were:

- ✓ To create a forum for the exchange of effective practices in the field of leadership development, drawing on the experience of the Commonwealth Secretariat, other Development Agencies, Training and Education delivery organizations and Policy Makers involved in public sector leadership development and past participants in such programmes
- ✓ To set priorities for future Commonwealth leadership development work
- ✓ To identify ways in which Funders, Facilitators and Policy Makers might create new and financially sustainable models for leadership development, using appropriate blends of face-to-face workshops, in-country and regionally with the use of internet-based support.

Conference: Public Service Excellence: Embracing Innovation and Change

This Conference, jointly offered by the *Commonwealth Association for Public Administrators (CAPAM)* and the *Ministry of Public Administration, Trinidad and Tobago*, examined how the *principles of tradition, stability, innovation and change* can coexist to build the public service of the future.

MIND’s CEO facilitated the Conference session entitled “*Leading Innovation and Change: The MIND Story*”. This presentation was set against the backdrop of over two and a half decades of public sector reform in Jamaica, beginning with the **Administrative Reform Programme** in 1984 and building on the experiences and lessons learned and later transitioning to the more recent wave of initiatives. Specific focus was placed on the *drivers of organisational change, steps toward establishing a leadership ethos, the change leadership strategy, articulating a clear vision and evolving Strategic Plan, and implementing and sustaining the change*.

Workshop: Positive Leadership in Challenging Times

This Workshop, organised and hosted by the *University of the West Indies (UWI)’s Office of Student Services and Development*, was geared towards enabling students to *define their roles, understand the Campus expectations of Student Leaders and the expectation of the nation for them as future leaders*. While the general areas covered in the Workshop addressed topics such as *Transformational Leadership, Servant Leadership and Leadership and Change*, MIND’s CEO who delivered a presentation at the Workshop, focused on the subject of *Ethical Leadership*, which

included areas such as - *Personal Characteristics of Ethical Leaders; Ethical Leadership Paradigm; Principles of Ethical Leadership*.

Workshop: Be Your Own CEO

The aim of this Workshop was to strengthen the collective leadership capacity of the *MIND Team*, towards fulfilling the *strategic goals* of the Agency, by enabling each individual member of the *MIND Team* to:

- ✓ Embrace the leadership perspective that has at the heart of it, the commitment of each member of the Team to undertake individual and collective responsibilities, supported by mutual trust and respect
- ✓ Participate fully and effectively in the team leadership and decision making process towards realising the best possible outcomes of the Agency
- ✓ Develop the leadership skills of interpersonal communication and empathy, towards building and establishing throughout the Agency, a distinctive quality of MIND professionalism, characterised by efficiency, effective results and harmony
- ✓ Be empowered to own the MIND.

Workshop: Leadership Essentials

This *Center for Creative Leadership (CCL)* facilitated intervention, targeted the MIND team and selected public sector partners. The Workshop represented another of the MIND initiatives towards *strengthening the Agency's leadership capacity*, as a means to ensure successful implementation of MIND's *5-Year Strategic Plan*, and propagation of an effective *Leadership, Performance and Accountability Ethos* in MIND specifically, and the public sector generally. Key elements of the programme included:

- ✓ The Essential Elements of Leadership
- ✓ Key Drivers of Leadership Development
- ✓ The Importance of Learning to Learn
- ✓ Giving and Receiving Feedback
- ✓ The Role of Emotional Intelligence
- ✓ Assessing Strengths and Developmental Needs

Programme: Management Analysis

Jointly developed and delivered in partnership with the *Graduate School out of Washington D.C.* in the USA, the programme exposed participants to areas of Leadership, with a critical focus on the *Management Analyst as a Leader*. MIND's CEO who facilitated this segment of the programme, also delved into the subject of the *"Heart of Leadership"*, and explored various definitions and perspectives of Leadership as well as the actualization of each *individual's leadership potential and self-mastery*.

The Management Analysis Programme is a critical pillar of the Government of Jamaica's new modernization thrust. It is this cadre of public sector professionals who are expected to lead the design and re-organisation of Government systems, processes and procedures to occasion greater efficiency and impact.

MIND believes that the practice of leadership is enhanced by nurturing a community of learners. The Institution continues therefore, to build on the processes towards fulfilling its vision to be *"the Government of Jamaica's pre-eminent and preferred public service leadership development and management training institution in Jamaica, serving the Caribbean"*. Consequently the Agency will continue to focus on strengthening and institutionalising strategic leadership development programmes to cater to the needs of senior public servants and parliamentarians.

MIND's events are dynamic and diverse. *Conferences, Public Lectures, Quarterly Forums, Graduation and Awards Ceremony, Caribbean Journal of Public Sector Management publication, Research, Consultancies, Facilities, Sponsorship of Special Awards, active Membership and Leadership in relevant Organisations and Associations, Community enhancement and Development Projects, Strategic Partnerships and Collaborations* - all designed to advance MIND's reach and impact, stimulate public awareness on issues of national, regional and global importance; provide a forum for the exchange of information and ideas that result in improved quality of thought and behaviours; and to be a distinguished National Institution of Excellence, that helps to advance the *National Vision 2030* to "make Jamaica the place of choice to live, work, raise families and do business".

Quarterly Forum 2010

MIND's *Quarterly Forum* provides an excellent and strategic opportunity for leaders in the public sector, allied private sector partners, the academic community, representatives from other sector organisations and civil society, to interface with each other and engage in a dynamic exchange of information, ideas and connections with far-reaching and invaluable outcomes.

The Forum held June 25, 2010 at MIND's Kingston Campus, was entitled: *Crisis Management and Resilience Building in Jamaica: The Role of the Public Service, the Private Sector and Civil Society in Facilitating more Sustainable and Effective Solutions*. Presenters were :



- **Dr. Barbara Carby**- Head, UWI Disaster Risk Reduction Centre
- **Mr. Maurice Mason** – Environmental Economist, UWI Institute for Sustainable Development
- **Ms. Michelle Edwards** – Senior Director of Mitigation, Planning & Research, Office of Disaster Preparedness & Emergency Management, (ODPEM)
- **Mr. Joseph Aryee**-Civil Engineer & Managing Director-Hytech Associates Limited
- **Ms. Donna-Marie Rowe**, Chief Executive Officer, Jamaica Information Service (JIS)

Annual Public Lecture 2010

As the Government of Jamaica's Public Sector Leadership and Management Training Institute, it is imperative that MIND provides avenues to discuss issues of national importance with a view to drive change that will effectively contribute to Jamaica's growth and development. MIND's Annual Public Lecture is



Dr. Gladstone Hutchinson Dir. General of the Planning Institute of Jamaica (left) being presented with a Brilliant MIND plaque by Ruby Brown MIND CEO (right) at MIND's 17th Annual Public Lecture

one such vehicle to facilitate this. To advance the dynamic exchange of information, ideas and discussions, that must underpin the process, Dr. Gladstone Hutchinson, Director General of the Planning Institute of Jamaica (PIOJ), was the featured Guest Lecturer at MIND's 17th Annual Public Lecture, August 19, 2010, entitled: *Vision 2030 National Development Plan: Pipe Dream or Viable Vision*



■ Sandrene Bent Valedictorian for MIND's 11th Annual Graduation Ceremony



■ Graduands of MIND's 11th Annual Graduation Ceremony

MIND Graduation and Awards Ceremony 2010

In celebration of the outstanding achievements of public sector professionals and others who have successfully completed the *MIND Diploma and Associate Degree Programmes, MIND/UWI Programmes and Human Resource Management for the Public Sector Course*; as well as to honour the outstanding performance of MIND employees, public sector professionals and retirees, MIND hosted its *11th Annual Graduation and Awards Ceremony*, on December 11, 2010. The Guest Speaker for the event was the Honourable Audley Fitz-Albert Shaw, Minister of Finance and the Public Service. The Valedictorian was Sandrene Bent, Compliance Officer, with the Inland Revenue Department.

While one thousand three hundred and forty three (1,343) participants successfully completed scheduled programmes/courses delivered at both the MIND Kingston and Mandeville Campuses, the Agency at its Graduation and Awards Ceremony, recognised One Hundred and Ninety Four (194) graduates at the Certificate, Diploma, Associate of Science Degree and Post Graduate Diploma levels. Consequently, awards were made to:

- Twenty three (23) participants for the Post Graduate Diplomas in General Management and Human Resource Management
- Twenty four (24) for the Associate of Science Degree, Accounting
- Forty Four (44) for the Associate of Science Degree Human Resource Management
- Eight (8) for the Associate of Science Degree Management Studies offered via MIND On-line-MIND's Web based learning solution

- Twenty three (23) Diplomas in Administrative Management
- Forty (40) Diplomas in Government Accounting
- Twenty six (26) Diplomas in Supplies Management; Project, Design, Implementation and Management
- Six (6) MIND/UWI Certificates in Public Sector Management and Management Studies.

Participants trained through Customised learning interventions are not generally included in the Agency's Annual Graduation and Awards Ceremony. However, MIND agreed with its partner the Ministry of Finance and the Public Service, that a representative sample from various cohorts of the *Human Resource Management for the Public Service* training programme, would have been included in its 2010 Graduation Ceremony, given the programme's strategic implications for the public service. Of the two thousand five hundred and four 2,504 public officers who had successfully completed the *Human Resource Management for the Public Service* training programme (since its commencement in 2008/2009), forty five (45) were invited to participate in the Graduation and Awards Ceremony as representatives for each of the Programme's cohorts.

Tax Audit and Revenue Administration (TARA) Post Graduate Diploma Programme

Twenty-five (25) participants graduated from the Tax Audit and Revenue Administration (TARA) Post Graduate Diploma Programme during the 2010-2011 reporting period. This brings to five hundred and thirty (530) the total number of those trained on the TARA programme since its inception in 1986.

MIND Salute to Excellence Award 2010

It has now become an established feature of the MIND *Leadership Ethos*, to utilize the occasion of our Annual Graduation Ceremony to highlight and award the distinguished leadership, management and administrative support of the cadre of professionals drawn from the public sector, and other allied stakeholder partners. These professionals laid the foundation and raised the structure of excellence upon which MIND continues to grow and flourish; and through the quality of their performance, contributed to the emerging modernization and transformation of the public service.

The 2010-2011 MIND Salute to Excellence Award, honoured the work and worth of an outstanding public servant and newly retired - *Mr. Melvin Dobson*, whose distinctive quality of work as a dedicated member of the MIND team, for over 11 years, in the capacity of *Grounds Attendant*, contributed to the success of MIND, as an Executive Agency of the Government of Jamaica, and to the development of the Public Sector.



■ *Mr. Melvin Dobson, distinguish and long serving MIND team member with his MIND plaque for his outstanding contributions to the Institues's development and on his retirement.*

Having identified the Agency's critical strategic areas of operation and created a construct to support effective delivery, nothing has come through more clearly in our deliberations than the recognition that unless there is a unifying and seamless integration of the whole, this construct will not hold, and all we would have succeeded in creating are *silos* without coherence, relevance and connectivity to the Strategic Plan.

Common wisdom tells us that achieving strategic planning and management goals require an actionable plan that considers the stakeholders required to bring the plan to fruition. As such, staff accountability and empowerment, stakeholder engagement and involvement, partnerships and collaboration with internal and external stakeholder teams, monitoring and evaluation, and a keen awareness of the need to establish and commit to timeframes to accomplish goals are all critical components of MIND's strategy and accountability process.

It is with this understanding in "mind", that while the overarching responsibility for the **leadership** of the strategic development, implementation, monitoring and evaluation of the plans, strategies and policies of the Agency is vested in the *Chief Executive Officer (CEO)*, who as leader must set the tone, context and character of the leadership of the Agency, that the added and specific responsibility of Strategy and Accountability is vested in a team of technical, management and administrative staff. Among the initiatives led and or realised through this team are:

Representation on External Committees/Boards

- ✓ Justice Training Institute - Advisory Board
- ✓ 30th Anniversary of the United Nations Convention on the Law of the Sea (UNCLOS) Planning Committee
- ✓ Vision 2030 Jamaica Thematic Work Group (Education & Training)

Strategic Membership and/or Participation

Participation in consultation towards the development of a:

- ✓ *Decentralisation Policy* for the Government of Jamaica. In addition to the general policy issues, MIND's particular areas of focus were - *Resource Allocation, Management and Performance Management and Accountability*
- ✓ Participation in the review sessions organised by the Office of the Prime Minister for the completion of *The Regional Information and Communication Technology (ICT) for Development Strategy*

Workshop: Corporate Planners

The Government of Jamaica in its thrust to *Manage for Results* is in the process of implementing a Government-wide *Performance Monitoring and Evaluation System (PMES)*. To this end, MIND has been an active participant in all of the Workshops that were organized and conducted by the Cabinet Office (Performance Monitoring & Evaluation Unit). MIND's focus is geared towards utilizing the knowledge and skills garnered from these Workshops, to the practical application of its own *Corporate Planning Process*, in tandem with the direction of Government, as well as to support capability development across the public sector through training programmes designed, developed and delivered.



The current marketing landscape and trends require nothing less than the most *critical thinking, analysis, planning, implementation and control*, to build and maintain beneficial exchanges with target groups for the purpose of achieving successful outcomes. With the vision of a more dynamic and effective market positioning for MIND, the establishment of a **Business Development and Communication Ethos**, to inspire the full integration of resources and teamwork, to involve and impact the organisational “whole” becomes not only necessary, but is an **imperative**. The Business Development and Communication Ethos thus underpins MIND’s strategic plans, objectives, policies, procedures and standards, in all strategic areas of operation. It drives MIND’s strategic direction, and advances the strategic vision, mission and plan of the Agency.

The Business Development and Communication Ethos at MIND, is entirely people- centered. It promotes the adoption of a company-wide business strategy, embracing as “clients”, all stakeholders - internal and external, ensuring a cohesive and coherent brand identity and messaging strategy. Critical therefore to the process of MIND’s Business Development and Communication Ethos, is the need to maintain an information-sharing relationship with all stakeholders, (particularly Government Ministries, Departments, Agencies, key non-Government Partners, Participants and MIND Team) and building MIND’s image and reputation in the market place. Establishing and advancing the **Business Development and Communication Department’s Ethos** are- Communication, Client Relations and Marketing; Research and Information Management (including the Library);

Registry and Records Management; Creative Development and Production; Information and Communication Technology.

Together, this team builds and empowers the entire MIND network of supporting teams, to broaden the impact of the Agency’s work.

A number of the strategic initiatives for which work commenced in fiscal year 2010-2011 towards expanding and strengthening MIND’s reach, impact, stakeholder relations, partnership and cooperation, communication and public awareness of services and products through business development and communication, includes:

- The development of strategies to improve MIND’s image, impact, public sector appreciation/penetration and cooperation locally and internationally
- The establishment and strengthening of MIND’s internal communications systems and staff relations management systems
- The development, production and timely dissemination of relevant publications responding effectively to stakeholder interests
- The strengthening of MIND’s Research capacity to support policy and programme development for public service Human Resource Development
- The development of strategic partnerships and development interventions forged and leveraged with Public Sector Institutions, to strengthen Research and Information capacity

- On-going consultations with Public Sector Institutions to facilitate the conduct of Training Needs Assessment, and Training Impact Evaluation, with stakeholder Organizations, Associations and Network Affiliates
- The on-going development of data bases to guide policy development, strategic analysis and sound decision making
- The strengthening of the process to enable MIND’s Performance Management Systems to be anchored in and across the Agency’s departments and linked to a Management Information System (MIS) and research databases

The outcome of our deliberations regarding the alignment of the Agency's Organisational Structure and human resource needs to fully support our Strategic Plan, and the resultant organizational structure, currently under consideration by relevant public service administrators, resulted in the understanding that, the mission of the Agency must be led, managed, monitored, evaluated and reported on through alignment and integration, pursuant to strengthening capacity to deliver maximum performance and professional effectiveness for optimal impact. In this newly developed organisational construct, **Human Resource Management (HRM)** is positioned to enhance and transform the Agency's human resource capacity and establish *a culture of continuous learning, research, enterprise and innovation* that will positively impact the standard of service and professionalism.

It is therefore our expectation, that with greater focus and careful attention placed on HRM, the result will be evident in improved strategic alignment of skill and expertise with job functions/tasks, effective monitoring and control of performance standards and management. There would also be a stronger cohesion between the stated strategic objectives and implementation, increased team spirit and team work, which will result in the effective delivery of service satisfaction to all stakeholders.

During the year under review and expected to continue throughout the remaining three years of the Agency's Strategic Plan, is the Agency's HRM focus on the following strategic initiatives:

- Raise level of staff satisfaction
- Facilitate staff progressive professional development and certification
- Strengthen staff exchanges and attachments between MIND and government ministries, departments and agencies, and with benchmark management and leadership training institutions
- Strengthen MIND's internal award and recognition system for excellence in performance and innovation
- Revise the Institute's Performance Management System to integrate MIND's core values and to have these reflected in individual performance outcomes
- Develop and implement a strategic Human Resource Management Plan
- Strengthen the Agency's human resource management systems for efficiency and capacity to measure, record, support and sustain employee performance

MIND's successful strategic repositioning requires that it responds judiciously to the expectations of all our stakeholders to develop and maintain a strong financial position, and sustain credible and respected fiscal relationships with all our publics. The impact of the efficient management of MIND's business is in direct correlation to our ability to fulfil, our statutory, legal and other financial obligations timely and efficiently. We are therefore committed to continuing to make significant improvement in staffing (in keeping with the new structure and strategic thrust), systems, processes and infrastructures to sustain the range and high standard of delivery expected, alongside the path towards strengthening budget priority setting, tighten allocation and controls, push for improved efficiency and productivity of assets, strengthening procurement, inventory management, cost containment and recovery measures.

The following outlines the financial performance of the Agency for the 2010-2011 fiscal year.

Revenue

In the face of prevailing economic challenges and a dwindling public purse, MIND has consistently recorded the signal performance success of increasing income and maintaining its expenditure within budget. Despite the severity of the economic crisis which compelled government to drastically reduce expenditure, MIND was still able to realise revenue of \$179.2M for 2010/11, \$31.2M above the budget of \$148.2M, and an increase of \$50M over actual revenue for 2009/10.

Scheduled programmes continue to be MIND's main source of revenue, accounting for 59.5% of total revenue earned for the year under review. Our customized product delivered under the brands **Your Place or MIND** has seen significant and increasing growth in revenue in recent years accounting for 39.3% of total revenue in 2010-2011. The remaining 1.2% is derived from miscellaneous income including facilities rental. Our distance learning options via MIND Online is expected to evolve into a significant growth area, even as its contribution to revenue earned for scheduled programmes was only 2.9%.

Expenditure

MIND's frugal fiscal policies and monitoring of expenditure have allowed us to control and keep our expenses within and below budget over the years. Consequently, operating expenditure for the year ending March 31, 2011 was two hundred and fourteen million, six hundred and forty four thousand, one hundred and fifty six dollars (\$214,644,156) which is \$59m below budget and \$5m below the level of expenditure for 2009/10. The main areas of expenditure are detailed in Table 7 below and the financial statements appended to this report in Appendix 1.

Table 7: Main Areas of Expenditure

Expenditure	2010/11 Actual	2010/11 Budget	2009/10 Actual
Staff Cost	134,116,241	156,794,658	(22,678,417)
Goods and Services	69,839,272	101,134,128	(31,294,856)
Premises Related Services	21,557,458	16,102,750	5,454,708
Depreciation	5,344,926	-	5,344,926
Bad Debt	29,928,733	-	29,928,733
Total	260,786,631	274,031,536	(13,244,905)

Approximately 31.3% of our operating expenditure was covered by Governments Consolidated Fund support. The Agency met all other operating expenses and financial obligations comfortably from funds generated mainly from fees from its learning products. This is in keeping with the Ministry of Finance and the Public Service's designation for MIND as a Model B Agency. Among others, this Model B designation imposes the following conditions:

- MIND is allowed Consolidated Fund support
- MIND must earn 40% to 90% of its budgeted expenditure from fees
- MIND is required to remit at least 50% of annual net profits/surplus to the Consolidated Fund.

MIND is expected, however, to continuously increase its income derived from fees to cover its expenditure towards operating on a full cost recovery basis in the near future.

Fixed Assets

Net book value of the Agency's assets was \$3.8M below the value of assets for 2009/10. This is as a result of there being very little acquisition of assets during 2010-2011 of \$1,565,406 while depreciation charged for the year was \$5,344,927.

Current Assets

Accounts Receivables/Debtors

While a reduction was realized in 2010/11 over 2009/10, Accounts Receivables continue to be an area of challenge. Greater strategic focus will therefore be applied in 2011-2012 to ensure more efficient and effective receivables management.

Cash and Bank

The balance for cash and bank reflects an increase of thirty seven million, four hundred and twenty one thousand, two hundred and forty two dollars \$37,451,843 over the balances held at the end of March 2010. This is a result of prudent cash management, a conscious control over expenditure and an insistence on value for money on all transactions for the period.

Current Liabilities

There was an increase of ten million, one hundred and twenty thousand and five hundred and fifty eight dollars (\$10,120,585) over the level of liabilities at the end of March 2011. This largely represents amounts owed to the Government of Jamaica (GoJ) for the 50% payment of revenue surplus after GOJ funding.

The following table highlights the Agency's 2010-2011 performance in relation to its Strategic Objectives which are aligned to its Strategic Themes



Strategic Themes	Strategic Objectives	Performance Highlights
CUSTOMER: STAKEHOLDER SATISFACTION & APPROVAL	<p>C3</p> <p>Improve MIND's facilities, customer services, environmental and security provisions</p>	<p>Major canteen refurbishing and engagement of new concessionaire was undertaken, resulting in the introduction of expanded meal offerings and more flexible and affordable meal options for employees and programme participants.</p> <p>General and ongoing refurbishing of offices and training room facilities were pursued for more aesthetically pleasing and functional work and learning spaces.</p>
	<p>C2</p> <p>Expand program delivery options & customer access to MIND's management training & leadership development, both locally and regionally</p>	<p>A total of 224 courses/programmes were delivered with 93 or 41% being in the customised format. This resulted in 11,482 hours of training being delivered and of which resident learning facilitators (Capability Development Specialist) delivered 5,252 hours and Associate Faculty (part-time learning facilitators) delivered 6,230 hours.</p> <p>Participants' enrollment of 4,664 represents a 3.4% increase over the previous year's 4,504.</p> <p>There was a noticeable increase in the number of non-traditional locations across Jamaica, including 12 remote rural communities at which training was delivered. This was to facilitate organisational strengthening and institutional capacity building for 3 community based organisations. As a result, 295 representatives of Community Based Organisations from Quartile Four Communities were trained in a number of critical areas to facilitate the prudent management of community resources that had been acquired with the support of the Jamaica Social Investment Fund.</p> <p>Thirteen (13) training interventions (courses, programmes and workshops) were developed and delivered during the year, in partnership with allied institutions.</p>
	<p>C1</p> <p>Strengthen stakeholder relations, communication, cooperation & public awareness of MIND's services and products.</p>	<p>During April 2010 - March 2011, twelve consultations were had with key stakeholder groups (including public sector institutions, associations and network affiliates) to conduct Training Needs Assessments (TNA) and strengthen strategic partnerships. During the period, a number of partnerships were also forged to:</p> <ul style="list-style-type: none"> • Strengthen the Agency's research and information management capacity • Strengthen stakeholders awareness of MIND's vision, mission, products and services • Improve MIND's image, impact, public sector appreciation/penetration and corporation locally and internationally

MIND: AGENCY PERFORMANCE HIGHLIGHTS

	Strategic Themes	Strategic Objectives	Performance Highlights
INTERNAL PROCESS:: PROGRAMME & OPERATIONS EXCELLENCE	15	Implement a comprehensive Public Service Learning Framework (PSLF)	An attendant policy to the Public Sector Learning Framework has been drafted. A fulsome review of the Framework and policy now needs to be realised in advance of the necessary public sector stakeholder consultations, pursuant to ratification and implementation of the framework.
	14	Strengthen MIND's research capacity and capability to support policy and programme development for public service Human Resource Development	<p>Since September 2002, Friday Policy Forums have been a vehicle used by MIND to encourage interaction and discourse among a wide cross section of leaders on policy direction, national development issues; and to generally provide an opportunity for the exchange of experiences and information, the transfer of research findings and new developments across academia, government, private sector and civil society, towards our mutual interest for good governance. An Annual Public Lecture was also delivered as another avenue through which MIND fulfills its obligation to stimulate public awareness of issues of national importance. Both the Friday Policy Forum and the Public Lecture were hosted in 2010-2011 under the following themes:</p> <ul style="list-style-type: none"> • Friday Policy Forum – Crisis Management and Resilience Building in Jamaica: The Role of the Public Service, the Private Sector and Civil Society in facilitating more sustainable and effective solutions • Public Lecture – Vision 2030 National Development Plan: Piped Dream or Viable Vision
	13	Strengthen MIND's performance management systems and ensure that they are anchored in and across the Agency's departments and linked to its MIS and research databases.	The year under review gave continued focused attention to developing the Agency's Monitoring and Evaluation capacity and capability towards fully institutionalising a culture of managing for results and streamlining MIND's Performance Management and Evaluation System (PMES), to ensure alignment with Government's PMES and our Strategic Plan.
	12	Create a dynamic work environment that supports a performance and continuous learning culture and promotes and reinforces the Agency's values.	<p>The MIND Empowerment: Training and Development for Performance Success programme was instituted. This Programme is propagated on the need to embrace as an Agency, the leadership perspective that has at the heart of it, the commitment of the MIND team towards mutual responsibilities supported by mutual trust and respect, given the critical role this plays in creating a dynamic work environment that supports a culture of performance and continuous learning whilst promoting and reinforcing the Agency's values. Consequently, the programme's focus was on developing the collective leadership capacity of the Agency, towards full participation in the shared leadership and decision making of MIND.</p> <p>Against this background, a series of leadership development intervention were conducted and/or scheduled for the entire MIND Team, commencing with the following themes:</p> <ol style="list-style-type: none"> 1. Rally Round the Revenue 2. Be Your Own CEO 3. Leadership Essentials

	Strategic Themes	Strategic Objectives	Performance Highlights
INTERNAL PROCESS:: PROGRAMME & OPERATIONS EXCELLENCE	11	Upgrade MIND's learning systems, infrastructures and amenities to meet public service training requirements and Government modernization agenda	<p>Eighty seven point seven percent (87.7%) of participants successfully completed examinable courses/programmes, representing a 17% increase over previous year. For non examinable courses, participants' completion increased by 9% moving to 89% from 80% the previous year. Through strategic partnerships and collaborative arrangements initiated/leveraged, a number of training interventions were pursued in support of the implementation of the GoJ's Medium Term Action Plan to Manage for Results and other public sector modernization initiatives geared to improving the quality and performance capability of public sector ministries, department and agencies:</p> <ul style="list-style-type: none"> • Management Analysis Training Programme - Graduate School, USA • Procurement of Consulting Services and Private Participation in Public Infrastructure – International Law Institute, USA • Introduction to International Best Practices in Public Procurement – International Procurement Institute (INPRI), USA • Developing Deliverable Evidence-Based Policy - UK School of Government • Professional Certificate in Industrial Relations – Jamaica Civil Service Association (JCSA) • Introduction to the Government of Jamaica Procurement Policies and procedures – Ministry of Finance and Planning • Corporate Governance – Association of Certified Chartered Accountants (ACCA) • Performance Monitoring & Evaluation: Systems, Tools & Benchmarking ; and Risk Management Analysis - SETYM International Inc., Canada • Private Participation in Public Infrastructure and Finance - International Law Institute (ILI) • Customer Service Monitoring and Evaluation System – Cabinet Office • Strengthening the Leadership Ethos within the Public Service – PIOJ & Skill Focus, Malaysia • Corporate Governance - ACCA <p>The Product Quality Assurance function was strengthened with the objective of securing the integrity of the Agency's learning products and by extension the integrity of its certification, and impact on the public sector and the wider Jamaican society, while meeting national and international quality standards.</p>

MIND: AGENCY PERFORMANCE HIGHLIGHTS

Strategic Themes	Strategic Objectives	Performance Highlights
LEARNING & GROWTH: TRANSFORMATIVE LEARNING & PROFESSIONALIZATION	L3 Ensure MIND has adequate & relevant competencies to develop and support its learning products and service offerings	Each of the 72 members of the MIND Team, participated in at least one of the training and development interventions pursued during the year, towards developing and/or strengthening the Agency's competencies in the following areas: <ul style="list-style-type: none"> • Leadership • Monitoring and Evaluation • Procurement • Customer Service Monitoring and Evaluation • Human Resource Management • Management Analysis • Corporate Planning • Corporate Governance • Public Private Partnership • Government Accounting
	L2 Strengthen in-house human resource capacity to successfully roll out MIND's 5-Year Strategic Plan and programmes, and to operate and propagate a performance and accountability ethos in the Public Service	After almost two years of focused attention, engineered by an astute review and analysis and rational alignment and reinforcement with the Strategic Plan, a new organisational structure, attendant departmental and unit profiles and job descriptions that would best support the Agency's Strategic Plan, were finalised and submitted for approval. While the Agency awaits approval of the structure, pursuant to full implementation, it sought throughout the year to maximize existing professional resources, through a creative and effective fusion of the right skills sets of best fit teams with professional responsibilities, and at the same time maintaining the relative stability of the human and financial resources.
	L1 Strengthen and institutionalize the Agency's strategic leadership development programmes to cater to the needs of senior public servants and parliamentarians	Two hundred and ninety five (295) public officers at the leadership tier in the public sector, participated in various leadership development interventions during the current reporting period, that included but was not limited to the following: <ul style="list-style-type: none"> - Performance Monitoring and Evaluation systems, Tools, Benchmarking; and Risk Management Analysis - Strengthening the Leadership Ethos Within the Public Service - Effective Management and Leadership Skills - Introduction to International Best Practices in Public Procurement - Developing Deliverable Evidence Based Policy - Discover the Leader in you - Management Analysis - Private Participation in Public Infrastructure - Leadership Essentials



	Strategic Themes	Strategic Objectives	Performance Highlights
FINANCE: RESOURCE MOBILIZATION & MANAGEMENT	F3	Ensure sound financial management, ethical and fiduciary practices, performance accountability and reporting.	<p>The Agency continued to make changes to the management and supervisory tier of its Finance and Accounts Unit during the 2010-2011 financial year. The objective was to ensure that there was effective fusion of functional and technical competencies with leadership and management acumen, and the results of this have been evident in the increased efficiency of the Unit when compared to previous years. This has been supported by regular internal audits that examine the Agency's financial and accounting outputs and processes that guide these functions and enforces accountability and timely reporting. Monthly reviews of the Financial Statements by the Internal Auditor were also instituted during the year to ensure sound financial management, ethical and fiduciary practices.</p> <p>The Agency's very focused attention on building competence in developing and establishing efficient and transparent procurement policies, procedures, systems and processes led to the engagement of a wide cross section of the Agency's staff in procurement related training interventions. Consequently, the Agency continues to be in full compliance with the GoJ Procurement guidelines and received during the year, compliance assessment score of 100% from the Office of the Contractor General.</p>
	F2	Strengthen systems for corporate and departmental budgeting, funds allocation including risk management processes and controls.	<p>Even as the Agency reviews and ratifies its overarching Risk Management Plan, risk management initiatives and controls improved during 2010/11. No fraudulent activities or abuse of the Agency's revenue was reported by either the Internal or External Auditors.</p> <p>The Agency exercised budgetary controls in all areas of its operations, resulting in a 21.5% savings for the 2010/11 FY when compared to budget.</p>
	F1	Ensure adequate and consistent funding for MIND's operations and capital development needs	<p>The Agency covered 68.7% of its operating cost from revenue generated. This is 18.4% more than the operating cost covered last fiscal year (2009/2010). GoJ financing through consolidated fund support, covered the remaining 31.3% of the Agency's operating cost. As a Category B Agency, MIND is expected to earn between 40% and 90% of its budgeted expenditure from fees.</p> <p>The capital development needs of the Agency (including upgraded and expanded facilities, acquisition of a generator, upgrading of the ICT infrastructure) are becoming increasingly critical and will require special attention for the mobilization of funds in the ensuing years.</p>

Competition in the 'knowledge marketplace' (at the tertiary and professional levels) has grown tremendously in Jamaica and the Caribbean. Emerging from a monopoly on tertiary education by the University of the West Indies, (UWI), to the position now where, according to the data from the University Council of Jamaica (UCJ), there are 48 registered Tertiary Level Institutions in Jamaica, (as at August 2009). Additionally, there are approximately 10 registered off-shore or trans-national providers, with a physical presence, operating in Jamaica and numerous other tertiary level institutions that operate virtually - (i.e. on-line). Programme and Course offerings by these Institutions, range from Academic, Professional, Vocational and Personal Development categories awarded at the Certificate, Diploma, Associate, Under Graduate and Postgraduate Levels.

Against that background, MIND, in spite of its unique and distinguishing Mandate *"to provide effective leadership development programmes and management training to all levels, and in line with the demands of a modern and competitive public service"* - CD 32/93 of 6 Sept, 1993, is not immune to the threat of competition and the deleterious inroads those threats can make to the survival of its "preferred" status, among Public Sector Professionals, as a Tertiary level Public Sector Training Institution. As such, MIND recognizes that in order to win the buying attention of its primary target market of approximately 118,000 professionals employed at all levels, throughout the public sector, and the secondary target market of

professionals from the private sector as well as the general public, then *nothing but the most astute, focused, critical thinking and analysis, strategic planning and implementation* in all areas of our operation will suffice, to ensure not only our success and survival, but even more critical, our impact.

In the renewed effort to position MIND more strategically in the market, the Agency will continue to deepen its thrust towards strategic alignment with Government and National priorities, as well as with the diverse needs of clients, through the implementation, monitoring and evaluation of its Strategic Plan, development and delivery of relevant Programmes /Courses.

Undoubtedly, the capacity of MIND, as with the rest of the public service, has been stretched. In spite of its limited resources and the challenges of competition and other factors, MIND is resolved to support the successful implementation of the *Strategic Plan*, engage with and satisfy stakeholder needs, as well as effectively articulate and win support for MIND's strategic role in the transformation of the public sector.



■ Proposed Expansion to the MIND Campus



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 12, which comprise the Statement of Financial Position as at March 31, 2011, 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

Statement of Financial Position
Year ended March 31, 2011

	<u>Note</u>	<u>2011</u> \$	<u>2010</u> \$
Non-current assets			
Property, plant and equipment	4	26,531,344	30,310,863
		<u>26,531,344</u>	<u>30,310,863</u>
Current assets			
Trade and other receivables	5	56,197,056	57,942,976
Prepayments		-	424,046
Cash and cash equivalents	6	90,092,857	52,641,014
		<u>146,289,913</u>	<u>111,008,036</u>
Current liabilities			
Payables and accruals	7	7,536,612	12,105,081
Employee benefits	8	4,497,471	13,638,717
GOJ 50% Contribution	9	74,507,212	52,612,157
Unearned Revenue		22,759,410	20,824,165
		<u>109,300,705</u>	<u>99,180,120</u>
Net current assets		<u>36,989,208</u>	<u>11,827,916</u>
Total assets		<u>63,520,552</u>	<u>42,138,779</u>
Equity			
Capital (GOJ Investment)	11	15,833,262	15,833,262
General reserve		45,900,210	24,005,154
Donated Assets Reserve	12	1,787,080	2,300,363
Total equity and reserve		<u>63,520,552</u>	<u>42,138,779</u>

Approved for issue on behalf of the Management Institute for National Development on
September 5, 2016 and signed on its behalf by:


.....
Ruby Brown, Ph.D.
Chief Executive Officer


.....
Diana Simms
Accountant

Statement of Financial Performance
Year ended March 31, 2011

	<u>Note</u>	<u>2011</u> \$	<u>2010</u> \$
INCOME			
Training Course Fees		70,388,993	46,146,603
Miscellaneous Revenue		1,635,645	2,949,673
Training Support - Facilities Rental		561,435	2,014,700
Divisional Revenue		<u>106,575,207</u>	<u>78,193,434</u>
Total income		<u>179,161,280</u>	<u>129,304,410</u>
EXPENDITURE			
Staff costs	13	134,116,241	135,789,359
Goods and services	14	69,839,272	87,472,891
Premises related services	15	21,557,458	21,312,883
Depreciation		5,344,927	3,877,417
Bad Debts Provision		<u>29,928,732</u>	<u>8,677,425</u>
Total operating expenses		<u>260,786,630</u>	<u>257,129,975</u>
Operating deficit		(81,625,350)	(127,825,565)
Profit on disposal of Fixed Assets		3,000	-
Foreign Exchange Gain/(Loss)		(103,014)	998,237
Interest income		39,192	116,005
Donated asset amortization		<u>513,283</u>	<u>2,830,120</u>
Net deficit before GOJ Financing		(81,172,889)	(123,881,203)
GOJ financing from Consolidated Fund		<u>124,963,000</u>	<u>124,963,000</u>
Net (deficit)/surplus after GOJ financing		43,790,111	1,081,797
50% Net surplus to Consolidated Fund	9	<u>(21,895,055)</u>	<u>(540,898)</u>
Net (deficit)/surplus		<u>21,895,056</u>	<u>540,899</u>

Statement of Changes in Equity
Year ended March 31, 2011

	Capital (GOJ Investment)	Donated Assets Reserve	General Reserve	Total
	\$	\$	\$	\$
April 1, 2009	15,833,262	2,623,638	23,464,255	41,921,155
Additions to Reserves	-	2,506,845	-	2,506,845
Release from Reserves	-	(2,830,120)	-	(2,830,120)
Surplus for the year	-	-	540,899	540,899
March 31, 2010	15,833,262	2,300,363	24,005,154	42,138,779
Release from Reserves	-	(513,283)	-	(513,283)
Surplus for the year	-	-	21,895,056	21,895,056
March 31, 2011	<u>15,833,262</u>	<u>1,787,080</u>	<u>45,900,210</u>	<u>63,520,552</u>

The accompanying notes on pages 5 – 12 form an integral part of the financial statements

Statement of Cash Flow
Year ended March 31, 2011

	<u>2011</u>	<u>2010</u>
	\$	\$
Cash flows from operating activities:		
Deficit for the year before GOJ financing	(81,172,889)	(123,881,203)
Recurrent financing from Consolidated Fund	<u>124,963,000</u>	<u>124,963,000</u>
Surplus for the year after GOJ financing	43,790,111	1,081,797
50% net surplus to Consolidated Fund	<u>(21,895,055)</u>	<u>(540,898)</u>
Net surplus	<u>21,895,056</u>	<u>540,899</u>
Adjustments:		
Depreciation	5,344,927	3,877,417
(Gain)/Loss on disposal	(3,000)	-
(Increase)/decrease in receivables	2,169,966	8,123,690
Increase/(decrease) in current liabilities	10,120,585	(565,879)
Transfer from Donated Assets Reserve	<u>(513,283)</u>	<u>(2,830,120)</u>
Net cash used in operating activities	<u>39,014,251</u>	<u>9,146,007</u>
Cash flows from investing activities:		
Capital expenditure	(1,565,408)	(9,451,990)
Proceeds from sale of fixed assets	<u>3,000</u>	<u>-</u>
Net cash used in investing activities	<u>(1,562,408)</u>	<u>(9,451,990)</u>
Decrease in cash and cash equivalents	(37,451,843)	(305,983)
Cash and cash equivalents at beginning of year	<u>52,641,014</u>	<u>52,946,997</u>
Cash and cash equivalents at end of year	<u>90,092,857</u>	<u>52,641,014</u>

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 fair value. 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.

Notes to the Financial Statement
Year ended March 31, 2011

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 losses.

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

Notes to the Financial Statement
Year ended March 31, 2011

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, 2011 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 statement 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, 2010	16,569,290	3,369,147	18,954,001	11,762,751	7,380,236	58,035,425
Additions	157,908	-	690,000	575,587	141,913	1,565,408
Disposals	-	-	-	(769,637)	(661,431)	(1,431,068)
March 31, 2011	16,727,198	3,369,147	19,644,001	11,568,701	6,860,718	58,169,765
Accumulated Depreciation						
April 1, 2010	3,209,499	1,154,197	12,469,211	5,732,359	5,159,296	27,724,562
Current charges	833,419	652,258	1,898,912	1,214,454	745,884	5,344,927
Disposal	-	-	-	(769,637)	(661,431)	(1,431,068)
March 31, 2011	4,042,918	1,806,455	14,368,123	6,177,176	5,243,749	31,638,421
NBV - March 31, 2011	12,684,280	1,562,692	5,275,878	5,391,525	1,616,969	26,531,344
NBV - March 31, 2010	13,359,791	2,214,950	6,484,790	6,030,392	2,220,940	30,310,863

Notes to the Financial Statement
Year ended March 31, 2011

5. Trade and other receivables

	2011	2010
	\$	\$
Accounts Receivables - Corporate	77,173,998	70,662,910
Accounts Receivables – Self Sponsored	<u>71,486,786</u>	<u>49,864,061</u>
	148,660,784	120,526,971
Provision for Doubtful Debts	<u>(92,590,395)</u>	<u>(62,661,663)</u>
	56,070,389	57,865,308
Other Receivables	<u>126,667</u>	<u>77,668</u>
	<u>56,197,056</u>	<u>57,942,976</u>

6. Cash and cash equivalents

	2011	2010
	\$	\$
General Expenditure	6,457,724	11,199,550
Appropriation-In-Aid	1,212,816	25,527,169
Payroll	76,677,743	5,454,828
Foreign Exchange	5,739,574	10,454,467
Petty Cash	<u>5,000</u>	<u>5,000</u>
	<u>90,092,857</u>	<u>52,641,014</u>

7. Payables and accruals

	\$	\$
Trade Payables	5,526,229	6,567,896
Accruals	1,250,000	1,250,000
Payroll Payables	478,874	4,287,185
Other Payables	<u>281,509</u>	<u>-</u>
	<u>7,536,612</u>	<u>12,105,081</u>

SENIOR EXECUTIVE 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	2010/2011	4,500,000.00	1,125,000.00	398,250.00				6,023,250.00
Senior Manager Corporate Services	2010/2011	3,087,999.96	454,169.35	796,500.00				4,338,669.31
Director of Finance, HR and Institutional Strengthening	2010/2011	3,189,999.96	478,499.99	796,500.00				4,464,999.95
Senior Manager PSCD	2010/2011	2,291,231.04		796,500.00				3,087,731.04
Director PSCD	2010/2011	2,842,880.04		796,500.00				3,639,380.04
Director Business Development and Communication	2010/2011	3,300,000.00	499,696.43	796,500.00				4,596,196.43
Senior Manager Registry & Records Mgmt.	2010/2011	3,000,000.00	450,963.44	796,500.00				4,247,463.44

Notes

1. Where contractual obligations and allowances are states in a foreign currency, the sum in that stated currency must be clearly provided and not the Jamaican equivalent.
2. Other Allowances (including laundry, entertainment, housing, utility, etc.)
3. Where a non-cash benefit is received (e.g. government housing), the value of that benefit shall be quantified and stated in the appropriate column above.

A Vision for Jamaica

National Vision Statement

***“Jamaica, the place
of choice to live,
work, raise families,
and do business”***

The Vision

From bustling townships and cities to the “irie” countryside, we are a people of tremendous God-given talent and potential. Out of diverse hardships we remain strong and deeply spiritual. Jamaica, an island gem basking in brilliant sunshine where cool waters cascade from the mountains to the fertile soils of the valleys below.

As a united family at home and abroad, we commit to a vision in which:

- we ensure equitable access to modern education and training appropriate to the needs of each person and the nation
- we provide quality and timely healthcare for the mental, physical and emotional well-being of our people
- our children and our children’s children can continue to enjoy the unique environmental and cultural treasures of our island home
- we seek out and support the entrepreneurial talents and creativity of our people
- we create prosperity through the sustainable use and management of our natural resources
- we create and advance national prosperity and security by vigorously seeking, learning, generating, and applying scientific and technological knowledge
- we provide full access to efficient and reliable infrastructure and services
- we are the premier destination to visit and do business
- we hold to and build on those positive core values and attitudes that have made us distinctly Jamaican
- we resolve conflicts through dialogue and mediation
- we treat each other with respect and dignity
- we all have a meaningful voice in the decision-making of our country
- we create a safe and secure society
- we know our rights and responsibilities and stand equal before the law
- Our families contribute positively to the society and nurture, protect, encourage and support their members

We especially seek to create a secure future for our vulnerable population in ensuring that:

- each child has equal opportunity to develop his or her full potential through access to the best care, affection and protection
- our youth are empowered to contribute meaningfully in building and strengthening the communities to which they belong
- our elderly and persons with disabilities are fully integrated within society, have access to appropriate care and support services and are treated as valuable human resources
- no one falls into, or remains in poverty for lack of adequate support

“One love, one heart, one Jamaica”



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

Vision

To be the pre-eminent and preferred public service leadership development and management training institution in Jamaica, serving the Caribbean

Mission

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

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