

Management Institute for
National Development



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

ANNUAL REPORT 2015-2016



National Anthem

Eternal Father, bless our land,
Guide 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.

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.



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Table of Content

MIND's Vision, Mission and Values	i
MIND's Mandate	ii
Introduction	1
Organizational Structure	3
Performance Results	5
<i>Summary Performance Chart</i>	6
<i>Detailed Performance Results</i>	7
Performance Highlights	20
Challenges and Constraints	25
Looking Ahead	27
Financial Statements	29
Appendices	
Appendix A:	40
Appendix B:	41

List of Tables:

- Table 1:** Overall Stakeholder Satisfaction and Approval
- Table 2:** Policy Fora 2015 / 2016
- Table 3:** Learners level of Satisfaction with the PSSLDLP - Orientation Session
- Table 4:** Weighted Satisfaction Index for Module 1
- Table 5:** Training Schedule for PSSLDLP
- Table 6:** Training Interventions
- Table 7:** Comparative Analysis of Training Delivery 2015/2016 and 2014/2015
- Table 8:** Courses Delivered for the Financial Year April 2015- March 2016
- Table 9:** Clients who Accepted Proposals for Training
- Table 10:** Comparative Analysis of Training Delivery –
- Table 11:** Scheduled and Customised Programme Enrolment by Ministry / Organisation /Region

List of Figures:

- Figure 1:** Breakdown of Training/Workshops Interventions
- Figure 2:** Top 5 Organisations for Scheduled Programmes 2015 - 2016
- Figure 3:** Top 5 Organisations for Customised Programmes 2015 - 2016
- Figure 4:** Distribution of Conference Delegates by Country



**Management Institute for
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Our Values

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

- 1. Customer-focused*
- 2. Results-Oriented*
- 3. Integrity*
- 4. Professionalism*
- 5. Teamwork*

Vision Statement

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

Mission Statement

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

Our Mandate

“provide effective leadership development programmes and management training appropriate to all levels, and in line with the demands of a modern and competitive public service”

CD 32/93 of 6 Sept, 1993

INTRODUCTION

The Management Institute for National Development (MIND) is the Government of Jamaica's public sector training, organisational and leadership development institution, serving the Caribbean. MIND offers training programmes, as well as consultancy and outreach services that are strategically developed to enhance the professionalism and performance quality of public officers towards modernising the public sector.

MIND's suite of learning products, including its special learning initiatives (Forum, Conferences, Workshops, Public Lectures and Consultancy Assignments), demonstrates the Agency's commitment to bring new and on-going public sector training and development initiatives within a common infrastructure, with the requisite delivery mechanisms and administrative support.

The MIND Annual Report 2015-2016, presents the Agency's performance in all strategic areas, and specifically, the planned priority programmes and projects. It also examines the strides that MIND has made and continues to make through training and leadership and organisational development that supports Government's policy and development agenda towards public sector transformation and modernisation.

In managing its performance for 2015-2016, the Agency retained the use of the *Balanced Scorecard metrics*, which reports results against strategic objectives, measured by established indicators and targets. These objectives are grouped under four strategic themes: s

- MStakeholder Satisfaction and Approval (Customer Perspective)

- Programme and Operations Excellence (Internal Processes Perspective)
- Transformative Learning and Professionalization (Human Resource Perspective)
- Resource Mobilization and Management. (Financial Perspective)

Special focus is also placed on the Agency's three priority areas:

1. **Institutionalization of the Government of Jamaica's Public Sector Learning Framework (PSLF)**
2. **Establishment of the Public Sector Leadership Development Centre (LDC)**
3. **Expansion of MIND's Physical and ICT Training Infrastructure**

These priorities are strategically aligned to the National Goals as follows:

- Jamaicans are empowered to fulfil their fullest potential
- The Jamaican society is safe, cohesive and just
- Jamaica's economy is prosperous

In addition the Report presents:

- i. *MIND's organizational structure which serves as one of the supporting pillars for the Agency's strategic objectives*
- ii. *A summary of the level of activity undertaken throughout the year and the resultant performance highlights*

iii. Details on the significant challenges impacting the Agency's performance and the mitigating strategies pursued and planned

All stakeholders, have made significant contributions to the process of achieving the Agency's strategic performance goals. Their contribution of resources have enabled MIND to respond effectively to the "lessons learnt" from the past, the exigencies of the present, and the shaping of a future that will have:

- Jamaicans are empowered to fulfil their fullest potential
- The Jamaican society is safe, cohesive and just
- Jamaica's economy is prosperous

In addition the Report presents:

- i. MIND's organizational structure which serves as one of the supporting Pillars for the Agency's Strategic Objectives
- ii. A summary of the level of activity undertaken throughout the year and the resultant performance highlights
- iii. Details on the significant challenges adversely impacting the Agency's performance and the mitigating strategies planned and pursued

All stakeholders, have made significant contributions to the process of achieving the Agency's strategic performance goals. Their contribution of resources have enabled MIND to respond effectively to the "lessons learnt" from the past, the exigencies of the present, and the shaping of a future that will have:

"A dynamic public service that responds to the changing needs of Government through a team of public service professionals that are competent, fluid, responsive, relevant and transformational in their management and leadership, such that, they and their organisations, deliver the professionalism, the performance, the service and the impact that ultimately bring to life the National Vision for Jamaica"

- (Public Sector Learning Framework, 2013).

ORGANIZATIONAL STRUCTURE

The Management Institute for National Development (MIND) is led by a Chief Executive Officer (CEO), who is charged with the responsibility to lead the Institute's strategic and business planning, and provides policy direction and leadership to all areas of the Agency's operations in fulfillment of its mandate.

The *Executive Agencies Act 2002*, provides for the CEO to report directly to the responsible minister (this is done through the Office of the relevant Permanent Secretary). Given that MIND is placed within the Cabinet Offices, the CEO reports to the Cabinet Secretary. The *Executive Agencies Act* also provides for the CEO to be advised on the strategic and business planning responsibilities of the Agency by an *Advisory Board* and for the Board to be appointed from qualified persons in the public and private sectors and non-governmental organizations.

MIND's *Advisory Board* reflects a blend of public and private sector individuals with professional expertise, interests and experiences, inclusive of education and training, finance, human resource management and development, appropriate to support MIND's mandate:

- **Professor Neville Ying** – Executive Director, Jamaica Diaspora Institute
- **Mr. Berome Edwards** – Head, Financial Systems Unit, Ministry of Finance and Planning
- **Mr. Wayne Jones** – Deputy Financial Secretariat, Strategic Human Resource Management Division, Ministry of Finance and Planning

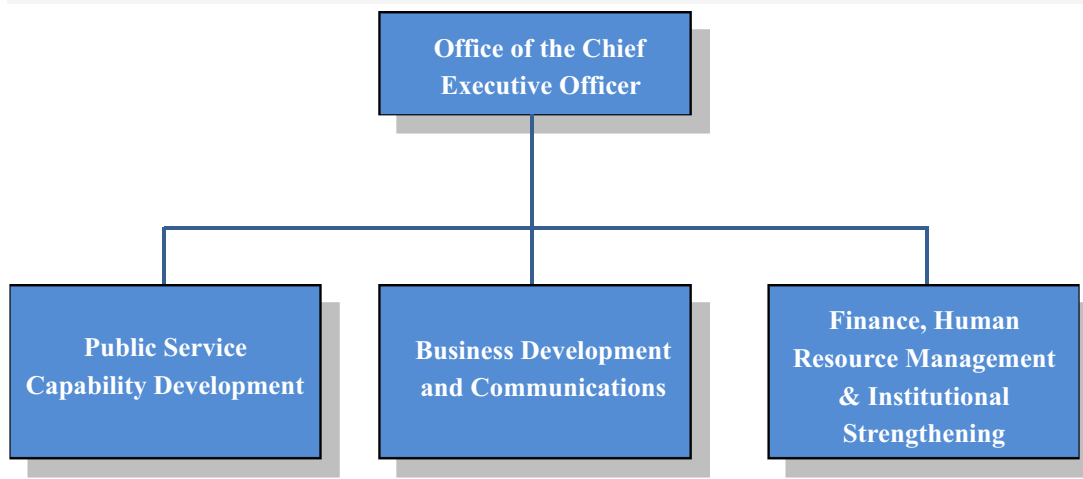
- **Dr. Lois Parkes** – Chief Personnel Officer, Office of the Services Commissions
- **Mrs. Elaine Foster-Allen** – Permanent Secretary Ministry of Education
- **Mr. Michael McAnuff-Jones** – Senior Vice-President-Human Resources, Scotia Bank Group

MIND also has an **Audit Committee**, duly appointed by the Government of Jamaica's (GoJ's) Audit Commission with seven (7) members drawn from across the public sector. The Committee reports quarterly to the Financial Secretary and annually to the Financial Secretary, Audit Commission, Auditor General and Chairman of MIND's Advisory Board.

The alignment of the Agency's organizational structure and human resource needs with its Strategic Plan reflect a structure with four critical strategic areas (Figure 1).

The **Office of the Chief Executive Officer** provides oversight for all the departments of the Agency, however, the roles of Strategic Planning and Accountability, Monitoring and Evaluation, as well as Internal Audit, report directly to the CEO.

The **Public Service Capability Development Department (PSCD)** is responsible to direct, guide and oversee the conceptualization, 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

Figure 1: Critical Strategic Areas

and services are offered in a variety of formats, modalities and locations to include the various regions of Jamaica and the wider Caribbean.

The structure and role of the Department impel a greater focus on and stronger linkages between the development and delivery of learning products and services that anticipate, respond to and lead public sector human resource development. Given the fact that this area 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 construct requires its own unique and specialized skills sets, professional attitudes and approaches.

In this regard, the work of the Department is realized through the vehicles of the following operational units supporting the work of the Office of the Director:

- Product Planning and Development
- Scheduled Programme Delivery and Administration
- Customised Programme Delivery and Administration
- Distance Learning Delivery and Administration & Mandeville Campus
- Product Quality Assurance

The **Business Development and Communication (BDC) Department** plays a critical role in stakeholder relationship management and the provision of outreach and communications solutions for the Agency. This Department leads the development and execution of sales/business development strategies and plans, identifies new business opportunities with governmental and other agencies, and develops incremental business from existing government and other stakeholder interest groups.

The **Finance, Human Resource Management and Institutional Strengthening (FHRMIS) Department**, oversees the financial, human relations and corporate services functions of the Agency. This department manages the budgetary responsibilities, risk management considerations as well as all matters related to the well being of staff. The Department is positioned to enhance and transform MIND'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. Additionally, the property management, training logistics, contract management, fixed asset management, security services, environmental stewardship, rentals and procurement are responsibilities of this department.

PERFORMANCE RESULTS

The year 2015- 2016 was a year of change, challenges and successes for the Agency. The MIND team galvanized its stakeholder support, consolidated available resources and applied due diligence to its mission of providing public servants locally and regionally, with quality *leadership development options, organisational development solutions, management training, supporting services* and *social outreach programmes*, that builds and sustains effective governance.

The Management Institute for National Development's strategic direction and performance alignment is vested in four (4) core thematic areas which are - *Stakeholder Satisfaction and Approval, Programme and Operations Excellence, Transformative Learning and Professionalization, Resource Mobilization and Management*. This serves as a cohesive and coherent framework to underpin the Agency's strategic activities, in alignment with Government priorities, towards building public service excellence, and add value and depth to effective and sustainable governance.

MIND's success in pursuing its strategic performance goals over the reporting period, is in large measure, attributable to the demonstration of quality leadership; the collective support of all stakeholders; the commitment to the principle of partnership and collaboration; and the tangible application of sound values, motivation, foresight and innovation.

An assessment of the Agency's performance over the past year, reveals that significant progress has been made in critical strategic areas, chief among is the Institutionalization of the Government of Jamaica's Public Sector Learning Framework (PSLF).

The Agency also expended considerable efforts in support of the Government of Jamaica's (GoJ's) *Public Sector Transformation and Modernisation* thrust, with the development and delivery of the Agency's first multi-modal Leadership Development Programme appropriately titled "*Public Sector Senior Leadership Development Programme (PSSLDP)*"

In addition to the strides made towards enhancing leadership training and development, the Agency invested in the expansion of MIND Caribbean, which undertook the following consultancies:

- *Institutional Strengthening of the Public Service Academy (Government of the Republic of Trinidad and Tobago)*
- *Establishment of a Public Service Learning and Research Centre (Government of Belize)*

Other achievements highlighted throughout the report include:

- One hundred and ninety-nine (199) Learning interventions delivered
- Participant Enrolment of four thousand, five hundred and ninety (4590)
- 83% Participant Completion Rate for Scheduled and Customised Programmes/ Courses
- 100 % of MIND Staff participated in Training and Development interventions
- MIND 16th Annual Graduation and Awards
- Increased Brand Value Nationally, Regionally and Internationally
- Expanded Corporate Social Responsibility/ Outreach Programmes
- Revenue exceeded previous financial period
- Unprecedented increase in Consultancy

SUMMARY OF PERFORMANCE CHART

Table 1 – Agency Performance

AGENCY PERFORMANCE: <i>April 2015 - March 2016</i>					
Strategic Theme		Strategic Objective	Annual Target	Performance Indicator	Actual Performance
STAKEHOLDER SATISFACTION & APPROVAL	C1	Strengthen stakeholder relations, communication and awareness of MIND's products and services	65%	Percentage level of stakeholder satisfaction	Achieved 80% stakeholder satisfaction
			Level 2 Status	GoJ Customer Service Level status achieved and maintained	Achieved 100%
	C2	Expand training delivery systems and facilities to enable greater customer access to MIND's training, organizational and leadership development both locally and regionally	100%	Percentage of ICT Infrastructure Strategy implemented in keeping with the Implementation Schedule	Partially Achieved 49% of ICT Infrastructure Strategy implemented
			75%	Percentage of Physical Expansion and Upgrading Plan implemented in keeping with its Implementation Schedule (IS)	Achieved 100%
PROGRAMME & OPERATIONS EXCELLENCE	I1	Upgrade MIND's products and services to meet public service training requirements, priorities and modernization agenda	100%	Percentage of Strategic Product Plan (SPP)	Partially Achieved 90%
			100%	Percentage of Product Planning Development, Delivery & Administration Framework (PPDDAF) implemented	Partially Achieved 25%
			100%	Percentage of Project Milestones achieved	Not Achieved
			100%	Percentage of Distance Learning Plan (DLP) implemented in keeping with its Implementation Schedule (IS)	Partially Achieved 70%

AGENCY PERFORMANCE:
April 2015 - March 2016

Strategic Theme		Strategic Objective	Annual Target	Performance Indicator	Actual Performance
	I1	Upgrade MIND's products and services to meet public service training requirements, priorities and modernization agenda	100%	Percentage of accepted recommendations from PSCD strategic review implemented	Achieved 100%
PROGRAMME & OPERATIONS EXCELLENCE	I2	Strengthen MIND's Performance Management System to ensure its elements are anchored in and across the Agency and propagate a performance and accountability ethos in keeping with GoJ Performance Management and Evaluation System (PMES) thrust.	60%	Percentage of Performance Management System (PMS) Evaluation Plan implemented	Achieved 100%
			100%	Percentage of Performance Management System (PMS) Framework promulgated in keeping with Implementation Plan (IP)	Partially Achieved 82%
	I3	Institutionalize MIND's outreach in response to the unique human development needs of the unreached and underserved stakeholders	100%	Percentage of Outreach Strategy implemented	Not Achieved
	I4	Develop MIND's research capacity and capability to support policy and programme review, development, implementation and evaluation	100%	Percentage of Research Strategy implemented	Partially Achieved 72%
	I5	Institutionalize the Agency's Leadership Development Strategy to respond to the leadership development needs of the public sector and parliamentarians	100%	Percentage of LDC Strategy implemented	Achieved 100%

AGENCY PERFORMANCE: <i>April 2015 - March 2016</i>					
Strategic Theme		Strategic Objective	Annual Target	Performance Indicator	Actual Performance
TRANSFORMATIVE LEARNING & PROFESSIONALIZATION	I6	Institutionalize the Government of Jamaica's Public Sector Learning Framework	100%	Percentage of PSLF Strategy Implemented	Partially Achieved 80%
	L1	Strengthen the Agency's human resource capacity to successfully deliver its mandate	100%	Percentage of Human Resource Management (HRM) Plan implemented	Partially Achieved 89%
	L2	Foster an organizational culture which has the Agency's core values underpinning its operations towards the achievement of its Vision, Mission and Mandate	50%	Percentage of Values Framework Implemented	Fully Achieved 100%
RESOURCE MOBILISATION & MANAGEMENT	F1	Strengthen corporate and departmental budgeting to ensure adequate and consistent funding to support the Agency's operational and capital development needs.	80%	Percentage of Budgeting Framework implemented	Fully Achieved 100%
	F2	Ensure sound financial and risk management that supports adequate internal controls, ethical and fiduciary practices, performance accountability and reporting.	100%	Percentage of Risk Management Policy implemented	Partially Achieved 90%
			100%	Percentage of monthly Financial Statements and Performance Reports produced in keeping with stipulated GoJ standards	Partially Achieved 75%

DETAILED PERFORMANCE RESULTS

THEME 1: STAKEHOLDER SATISFACTION & APPROVAL

Strategic Objective C1:

Strengthen Stakeholder Relations, Communication and Awareness of MIND's Products and Services

During the year, the Agency continued its thrust to strengthen stakeholder relations, communications and awareness of MIND's products and services by engaging stakeholders in a variety of strategic marketing and communication initiatives. These were designed to build brand value, increase recognition of and buying support for MIND capacity building and organizational development solutions, while optimising opportunities to establish and sustain effective partnerships and collaborations. In assessing this objective, the Agency took into consideration, the following target groups and marketing mix data.

Target Groups

- Chief Executive Officers
- Training Directors/Managers
- Human Resource Directors/Managers
- Middle Managers
- Registered MIND Participants; (*within the Ministries, Agencies and Departments of Government*)
- *Parish Councils*
- Statutory Organizations
- Schools, Colleges
- Allied Public Service and other Training Institutions
- Non-Government Organizations
- Private Sector Organizations
- Civil Society
- General Public

Marketing Mix

Included but was not limited to:

- Direct Marketing
- Participation in Events
- All Media Advertising and Promotions
- Public Relations
- Telemarketing
- Mailings (including email)
- Social Media Campaign

Stakeholders Satisfaction

Stakeholders' satisfaction and approval is a critical anchor to MIND's strategic focus and as such it is important to measure for continuous improvement. Overall Stakeholder Satisfaction averaged 80%, 15% above our target of 65% for the fiscal year. In addition to monthly *Participant Evaluation*, the Agency also conducted *Training Managers/Directors Evaluation* and *MIND Associate Faculty Evaluation*, to inform overall stakeholder satisfaction and approval.

While the *Training Managers/Directors and MIND Associates Faculty Evaluation* is limited only to satisfaction ratings with respect to MIND's "Client relations, Communication and Awareness of Products and Services", the *Participant Evaluation* also includes satisfaction ratings on Participants' overall satisfaction with "Learning Facilitation and Facilities". The Overall results are indicated in **Table 1:**

Table 2 – Overall Stakeholder Satisfaction and Approval

Stakeholder Group	Overall level of Satisfaction	Target level of Satisfaction
Participants	90%	65%
Training Managers/ Directors	78%	65%
Associate Faculty	72%	65%
Overall level of Satisfaction	80%	65%

Marketing and Communication: Social Outreach

• MIND on the Move

The *MIND on the Move* initiative is designed to strengthen the MIND brand, through the promotion and sale of its products and services. Some of the events in which *MIND on the Move* participated, includes the following:

- National Environment and Planning Agency (NEPA) – World Environment Day
- Jamaica Civil Service Association – Anniversary Celebrations
- Montego Bay Chamber of Commerce & Industry Exposition
- Real Estate Board Seminar
- COLINET Quarterly Meeting
- National Council on Educational Leadership Conference
- Civil Service Week 2015 – Exposition in the Park
- Human Resource Management Association of Jamaica Conference 35
- Planning Institute of Jamaica – Dialogue for Development Lecture Series
- Bureau of Women’s Affairs International Day for Violence Against Women
- Executive Agencies Pension Scheme Annual General Meeting (AGM)

• Young MIND Initiatives

In an aim to strengthen stakeholder relations, communication, cooperation and public awareness of MIND’s services and products, the Agency implemented its Young MIND’s programme which is aimed at fostering educational impact while engaging youths and building brand awareness.

The objectives of this programme are:

- To prepare/hone emerging youth leaders.
- To build and strengthen existing stakeholder relationships with schools.
- To promote, increase and gain awareness of the Agency and our programmes/courses.
- To communicate the value, importance and relevance of MIND to national and regional development, good governance and the creation of an efficient and effective public service.
- To guide school leavers in making a choice in their career planning process for employment within the public service.
- To create a platform for consultations between MIND and Principals/Teachers.

During the reporting period, the following initiatives were undertaken to support the Young MIND’s thrust:

- World Book Day: Read Across Jamaica Day
- World Heart Day
- National Road Safety Awareness Day

World Book Day: Read Across Jamaica Day
MIND partnered with *Sangster’s Book Stores* and *Carlong Publishers Caribbean Limited* to host **World Book Day**, a Reading Project in support of the *National Water Commission Basic School*.

World Heart Day

For World Heart Day, the Agency along with the HEART Foundation of Jamaica on World Heart Day, to host a presentation on the topic: *Heart Disease Risk Factors and Preventative Measures*, for students of the *Papine High School*.



National Road Safety Awareness Day:

MIND collaborated with the *Jamaica Constabulary Force* and the *National Road Safety Council* to host a presentation under the theme, *Be MINDful of our Children: Road Safety for Life*. This was delivered at the *National Water Commission Basic School*, to mark *National Road Safety Awareness Day*.

- **MIND Reach: MIND Give Back**

MIND's commitment to *Corporate Social Responsibility* resulted in a dynamic programme of partnerships:

Hope Estates Educational Partners (HEEP)

In support of the recent passing of the Government of Jamaica's *Disabilities Act 2014*, MIND partnered with *McCAM Childcare & Development Centre* and the *Hope Estate Education Partners (HEEP)* to host a *Sensitisation Session* under the theme: ***Communicating and Interacting with Persons with Disability***. This was especially for the members of the *Jamaica Constabulary Force* stationed in and around the Papine (Kingston) Area.

Jamaica National Children's Home (JNCH)

MIND staff made voluntary contributions to the *Jamaica National Children's Home (JNCH)* to benefit both the staff and residents of its Carberry Wing. This involved the hosting of a MIND Annual Leadership Luncheon under the theme "*Effective Communication, a Tool for Conflict Management*"

- **MIND Quarterly Policy Forum**

The *MIND Quarterly Policy Forum* is designed to stimulate public awareness on issues of national, regional and global importance, by providing a forum for the exchange of information that results in an improved quality of policy, thought and behaviour change. The Forum provides an excellent strategic opportunity for leaders in the public sector, allied private sector partners, the academic community, and representatives from other sector organizations 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. Collaboration with various agencies enabled MIND to host the scheduled four (4) *Quarterly Policy Forum* as outlined in *Table 2*:

Table 3 – MIND Quarterly Policy Forum 2015 / 2016



- **MIND Training Managers' Network Forum**

This is a networking / developmental opportunity for Training Directors/Managers to exchange information, experiences, ideas, and generally explore possibilities for effective training management, in support Human Capital development and effective public sector governance. Four (4) *Training Network Forums* were hosted during 2015 - 2016:

- *Recruitment & Selection Reloaded: Best Practices to Achieve Organisational Success*
- *Training Impact Evaluation: The Key to Knowing Your Return on Investment*
- *Year in Review for MIND Training Manager's Network Forum*
- *Innovate and Achieve Breakthrough Results through Changing Mind-sets*

- **MIND Media Promotion: Participants' Seminar**

MIND's commitment to its competency-based education and training model, has led to the extension of the Agency *Communication Consultancy* support for *Participants' Seminar*

Presentations, as partial fulfilment of the requirements for identified course/programme of study. Consequently, the Agency provides guidance and assistance to participants with their preparation, packaging and dissemination of Media Advisories / Press Releases; Information Kits; Letters and other communique for publicity, media coverage and event coordination. Consequently the Participants Seminars for the 2015 Cohort of *Associate of Science Degree Accounting* (MIND Mandeville Campus) and the *Administrative Management Level 4, 2015 Cohort* (MIND Kingston Campus), attracted prominent media attention in print (*Jamaica Observer full page Feature*); and electronic (*Television Jamaica –TVJ*) respectively.

- **MIND Media Promotion: Programmes and Events**

A rigorous and robust strategic promotion campaign was in effect throughout the year, to promote MIND's programmes and events through all available communication channels, including a media mix *Website and Social Media*

Platforms and Public Relations. This resulted in:

- Twenty-eight (28) published onZZZline features
 - Twelve (12) published newspaper features
 - Six (6) radio broadcast interviews
 - Three (3) television broadcasts.
- **MIND Stakeholder Consultations**
In addition to the production and dissemination (print and electronic) of *MIND's Directory of Learning Products*, a programme of ongoing and direct consultations were conducted to strengthen interest in, and understanding of MIND's products and services, to create alignment with client needs. These Consultations resulted in a total of fifty-one (51) proposal submissions for MIND training and/or organisational development interventions.

- **MIND Website / Social Media Management**
MIND's Website serves as the main communication portal that facilitates linkages with various stakeholder groups. We are committed therefore to the process of continuous maintenance and upgrade, such as search engine optimization to drive/increase traffic to the website. As a result, Page visits averaged over 5,000 per month with the most popular months being September (6,822) and January (7,254). In addition, the social media platform, **MIND Facebook**, which is used for both advertising and general information dissemination, yielded increases in the number of visitors to the page, as well as the number of 'Likes' (i.e. number of persons who support the page).

Strategic Objective C2:

Expand training delivery systems and facilities to enable greater customer access to MIND's training, organisational and leadership development, both locally and regionally

Implement ICT Infrastructure Strategy

In response to the urgent and critical upgrade to MIND's ICT infrastructure for improved operational productivity and efficiency; connectivity expansion, communication and access to enhance the learning environment as well an infrastructure that enable MIND to offer improved stakeholder e-services, the following ICT projects were undertaken:

Infrastructure Upgrade – Windows XP to Windows 2012

A major systems cycle upgrade was undertaken to transition the entire Agency-wide computer domain from servers running Windows Server 2003 and computers running Windows XP, to servers running Windows Server 2012 and computers running Windows 10. This became necessary as both the Windows XP Operating System, and later the Windows Server 2003 Operating System had become obsolete and support discontinued by Microsoft, thereby rendering the Agency's servers vulnerable to the threat of hacking and malware.

Access Points for MIND Mandeville

A new wireless router, the *UniFi®* Controller wireless software engine was acquired and installed. In order to eliminate signal degradation and ensure strong Wi-Fi signal in all areas of the campus, access points were strategically located at critical areas of the facility, affording participants full and uninterrupted access to Wi-Fi services anywhere on the campus.

Business Continuity Infrastructure

In order to strengthen the Agency's online information security and mitigate against the adverse risks associated with a disaster, development commenced towards a Business Continuity Technology Plan. The implementation of this Plan will see transfer and transition of the Agency's archaic and currently in use "tape and hard drive mix" for back-up storage, to **Cloud Storage**. Having Servers and Computers, along with the PBX and Email services, hosted in the "Cloud" would result in a critical and judicious shift from the vulnerability of a physical address, to one that can be accessed anywhere on the internet.

THEME 2: PROGRAMME & OPERATIONS EXCELLENCE

Strategic Objective II:

Upgrade MIND's products and services to meet public service training requirements, priorities and modernization agenda

MIND's 5 Year Strategic Product Plan (SPP)

A collaborative approach with internal stakeholders, at different levels across the Agency, was facilitated to inform *MIND's 5 Year Strategic Product Plan (SPP)*. In addition, various critical documents were reviewed, including:

1. *Strategic Business Plans 2009-2014 and 2014-2019*
2. *Annual Reports 2009-2014*
3. *Vision 2030: Jamaica Training Sector Plan 2009-2030*
4. *Training and Workforce Development Sector Plans*
5. *MIND's Leadership Development Centre Strategy*
6. *Public Sector Learning Framework (PSLF)*.

MIND Product Planning Development, Delivery and Administration Framework (PPDDAF)

For the period under review, the following activities were undertaken to strengthen product planning, development, delivery and administration:

- **Faculty Evaluations**
Thirteen (13) Faculty Evaluations were conducted to include resident and associate faculty

Associate Faculty Meetings

Four (4) Associate Faculty Meetings were held each quarter, aimed at improving the quality of MIND's learning facilitation and experience.

The Meetings focused on:

1. *Writing Learning Objectives*
2. *70-20-10 Model for Learning and Development*
3. *Product Development and Quality Assurance*
4. *Leadership Development Theory and Design*

Quality Assurance System (QAS)

The Agency continues to exercise robust quality assurance and control measures to ensure high quality standards for its learning products and services. Throughout the year, a number of projects were undertaken to support this thrust. These include:

1. **Programme Accreditation** conducted with the University Council of Jamaica (UCJ) and National Council on Technical and Vocational Education and Training (NCTVET).
2. **Quality Audits** inclusive of Training Room and Manual Audits as well as Proposal and Assessment Audits were conducted
3. **Learning Assessment** for Scheduled and Customised Programmes were undertaken
4. **Table of Specifications (ToS)** developed to reflect effective alignment with a structured approach to the assessment of learning for all relevant courses.
5. **Distance Learning Plan (DLP)** revised
6. **Strategic Review of the Public Service Capability Development (PSCD)** undertaken

Strategic Objective I2:

Strengthen MIND's Performance Management System to ensure its elements are anchored in and across the Agency and propagate a performance and accountability ethos in keeping with GoJ PMES thrust

Performance Management

The Agency continued to focus critical attention on strengthening its *Performance Management System* to align individual, unit and departmental Objectives, Initiatives and Targets around the fulfilment of common Agency strategic performance goals, which supports the broader performance

and accountability ethos of effective governance. This focus resulted in more effective implementation, monitoring and evaluation strategies for performance delivery and accountability, underpinned by the development and application of requisite policies, procedures and processes.

Strategic Objective I3:

Institutionalize MIND's outreach in response to the unique human development needs of the unreached and underserved stakeholders.

MINDReach is the Agency's strategic approach to empowering the unreached and underserved with targeted products and services to enrich their lives; this is underpinned by a strong sense of corporate social responsibility. During the period the Agency

refocused its outreach to be managed through the Mandeville Campus. It is anticipated that its more central location will cause greater impact to be gained by the target audience and for MIND to also achieve its business development thrust.

Strategic Objective I4:

Develop MIND's research capacity and capability to support policy and programme review, development, implementation and evaluation.

- **Stakeholder Satisfaction Surveys and Course Evaluations**

In addition to continuous monthly Participant Evaluation, two other critical stakeholder groups were included in the Evaluation process – *Training Managers* and *MIND Associates Faculty*. Over **ninety five percent (95%)** of all MIND courses received highly favorable responses for the facilitation, and supporting Corporate Services and Communication.

Sector Learning Framework (PSLF), which is one of three priority projects pursued during the reporting period.

- **Public Sector Senior Leadership Development (PSSLD) Programme Evaluation**

As the government works assiduously at institutionalizing a more systematic approach to whole-of government human resource development, the Agency focused on the implementation of the Public Sector Senior Leadership Development (PSSLD) Programme. The PSSLD is a critical component of the Public

Recognising the importance of the design and delivery of training under the PSSLD the Agency employed cutting edge evaluation techniques to ensure the quality of the learning experience. Some of the activities executed under the PSSLD's evaluation strategies include: *Surveys on learners' level of satisfaction, Journaling, Facilitators' Reports, Focus Groups and Case Studies*. A *weighted Satisfaction Index* was created, which combined the value of the individual responses, to produce a single **four (4) point satisfaction scale** ranging from – 4.

Extremely Valuable, to 0. No Value. Some of the results are captured in Annex A.

- **Research and Publications: Caribbean Journal of Public Sector Management**

The Agency has reinstitutionalized its *Caribbean Journal of Public Sector Management* and has begun research towards the publication of an issue themed “*Governance and Accountability: Fair or Favour*”. This issue will include four critical Research Papers:

1. *State of Governance and Governance of the State of Jamaica - Professor Edwin Jones*
2. *Governance and Safeguarding Institutions in Small States: A Case of Aruba – Dr Carolien Klein , Dr Monika Smit, Anton Weenink, Roelof-Jan Bokhorst*
3. *Free Healthcare in Jamaica’s Frontline Workers: Walk a day in our Shoes – Shanise Allen*
4. *Accountability of Executive Agencies: To Whom – Dr. Valoris Smith*

- **Research to support the development and implementation of Products and Services**

- **Literature Review**

A *Literature Review* benchmarking Commonwealth Public Sector Training Institutions was undertaken in support of the Consultancy for the *Establishment of a Public Service Learning and Research Centre for the Government of Belize*. The Literature Review identified and analysed documented ‘*good practice*’ methods of benchmarked Commonwealth Public Sector Learning Institutions.

- **Training Impact Evaluations (TIE)**

To enable organizations to measure the level of change in productivity derived from training interventions, training impact evaluation (TIE) surveys were conducted. In addition to measuring productivity, TIE are a critical source for determining return on investment (ROI) for

training dollars spent. Throughout the period the evaluations were conducted to assess *Reaction; Learning; Behaviour and Results* among Participants’ the *Associate of Science Degree in Human Resource Management* and the *Professional and Investigation Skills Course*.

- **Library Management and Information Systems**

The MIND Library completed the entry of all material into the electronic *Library Management and Information System*, using *Senayan*, and will continue to explore the possibility of migrating the data to *Koha*. The process of *culling and retiring old library material* was also undertaken and will continue into the next review period.

- **Online Resource Management**

MIND continued its ongoing E-Paper User Satisfaction Survey to respond effectively to Clients’ need for quality knowledge and information support, via access to an expansive, relevant and up-to-date print and online resource. As such MIND expanded its acquisition of print material and *trial subscription* of online resources with *Ebsco* and *Flipster*

- **Information Literacy and Critical Thinking**

The Library hosted a workshop for MIND resident and Associate Faculty to introduce one of the more widely used and effective plagiarism detection management services available –*Turnitin*. This is web-based and facilitates *Online Assignment Management* including the of *collection, integrity audit, marking* and *feedback*. The *integrity audit* involves checking electronic assignment submissions for originality, by comparing the text with those from a wide and diverse range of electronic material including books, journals, websites and other student works.

Strategic Objective I5:

Institutionalize the Agency's Leadership Development Strategy to respond to the Leadership Development needs of Parliamentarians and the wider Public Sector

MIND Leadership Development (LD) Strategy

Public Sector Senior Leadership Development Programme (PSSLDP)

The PSSLDP Programme was launched in December 2015 and forms a critical pillar of the Government of Jamaica (GoJ)'s *succession planning* strategy for the development of top tier public service executive leadership. This will support the potential appointments to key leadership positions such as Permanent Secretaries, Director Generals and Chief Executive Officers and to continue and advance the process of public service modernisation and transformation for effective governance. The delivery of the first of four modules commenced on January 11, 2015, with a cohort of twenty-seven (27) participants drawn from various ministries, departments and agencies.

Middle Managers' Leadership Development Programme

MIND in partnership with the *National College for Educational Leadership (NCEL)* is continuing to make steady progress in the design and development of a Public Sector *Middle Managers' Leadership Development Programme*, combining elements of a draft "Executive Leadership Training Programme (ELTP)" developed by NCEL and MIND's core Leadership Development Programme (Public Sector Senior Management Programme). *NCEL* is an Agency of the *Ministry of Education*, and seeks to *Develop and Certify Leadership Development Programmes* that are contextual in nature, competency-based in design and solution-oriented in outcome.

Strategic Objective I6:

Institutionalize the Government of Jamaica's Public Sector Learning Framework

Public Sector Learning Framework (PSLF)

For the year under review, the Agency executed a number of activities to mobilize the institutionalization of the Government of Jamaica *Public Sector Learning Framework*.

Among the activities pursued:

- Comprehensive **revision of the PSLF Project Plan** to include a *Communication Strategy* and a *Monitoring and Evaluation Plan*
- Development of **Terms of Reference (ToRs)** in collaboration with the *Public Sector Transformation and Modernisation Division*, for *three (3) Consultants* to support the implementation of the *PSLF*
- Signed of a **Memorandum of Understanding (MoU)** between MIND, the Office of the Cabinet and the Ministry of Finance and Planning (MoFP) to build capacity of the *Strategic Human Resource Management (SHRM) Division* in the Ministry of Finance & Planning for *ministries, departments and agencies* in support of strategic Public Sector training for human resource management professionals.

THEME 3: TRANSFORMATIVE LEARNING & PROFESSIONALIZATION

Strategic Objective L1:

Strengthen the Agency’s Human Resource Capacity to successfully deliver its Mandate

Staff Training & Development

- Staff Training and Development**

MIND is cognizant of its leadership by example role in the development of the requisite human capacities to drive the process of public sector modernisation and transformation, that must underpin optimum strategic response to the national, regional and global imperatives that impacts effective governance. As such, it is with pride that MIND reports the success of achieving *one hundred percent (100 %)* of staff training / developmental intervention for the period under review.

Following on the development of an Agency draft *Succession Plan*, a number of strategic activities were undertaken and implemented, namely: *Acting Assignments* and *Staff Training and Development*, which saw a total of *eleven (11) members of staff* Acting in higher position, and *one hundred (100%) of staff* exposed to Staff Training and Development

- Staff Training and Delivery**

The MIND Team, and in particular members of the Capability Development Specialists, Associates and Administrative team, continue to benefit significantly from capacity building programmes. This included their engagement in an understudies on various consultancy and facilitation assignments / projects. In addition, the team participated in specially selected training intervention.

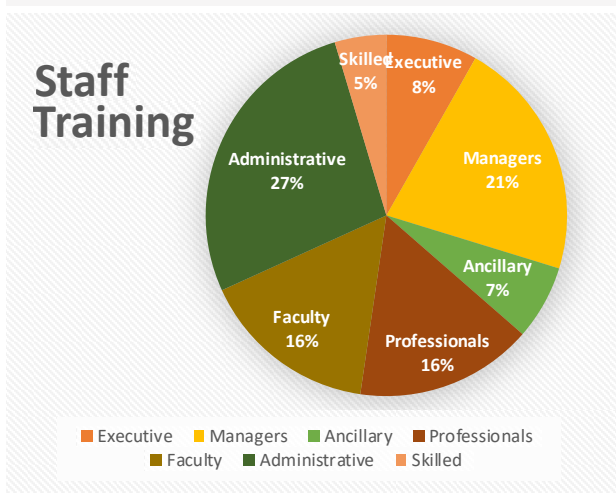
MIND Staff Welfare and Wellness Strategy

MIND undertook a number of highly successful initiatives in support of staff welfare and wellness:

Wellness

- *Six-A-Side Football* competition
- Participation in the *Guardian Life 5K Walk/Run*
- *MIND Fundipendence* (MIND team participating and competing in a number of exciting and fun sporting activities)
- *MIND Friday Lyme* (A team-building and recreational activity scheduled for every last Friday of each month

Figure 2: Breakdown of Training/Workshops Interventions



- *MIND Aerobics* (An Exercise Programme designed to promote and maintain physical fitness and wellness

Welfare

MIND Staff continue to support and benefit from the Staff Revolving Loan established since 2011.

Self Awareness Sessions

- The MIND team supported the *Heart Foundation of Jamaica* promotion of *Women’s Heart Health*
- MIND hosted *Sagicor Life of Jamaica’s* Presentation to staff on *Medigap* (Sagicor’s new Hospitalization plan);
- *Office of Disaster Preparedness and Emergency Management (ODPEM)*’s Presentation to staff on Disaster Preparedness

Strategic Objective L2:

Foster an Organizational Culture which has the Agency's Core Values underpinning its operations towards the achievement of its Vision, Mission and Mandate

Some of the strategic initiatives and activities undertaken to support this Strategic Objective include:

- The *integration of MIND Core Values* in all governance areas and at all levels of the Agency, so as to make the MIND ethos indelible, distinctive and exemplary
- Annual *Celebration of Administrative Staff* were celebrated at a specially organised function
- The establishment of the MIND Values Committee which is charged with the responsibility of inculcating identified associating behaviours into daily business operations

THEME 4: RESOURCE MOBILISATION & MANAGEMENT

Strategic Objective F1:

Strengthen Corporate and Departmental Budgeting to ensure adequate and consistent Funding to support the Agency's Operational and Capital Development needs.

Strengthen the Agency's Budgeting Framework

The Agency's *Budgeting exercise* was completed and submitted to the *Ministry of Finance and Planning* within the agreed time line and newly prescribed format. Two members of MIND's

Accounting staff members participated in the Ministry of Finance's Workshop designed to introduce the Ministry's new *Automated Budgeting* process.

Strategic Objective F2:

Ensure sound Financial and Risk Management that supports adequate Internal Controls, Ethical and Fiduciary Practices, Performance Accountability and Reporting

Establish a Comprehensive Risk Management Policy

MIND undertook the process of developing a comprehensive *Risk Management Policy* for the Agency in 2014-2015, which was further advanced in the reporting period, to incorporate a *Fraud Prevention Plan* which is now a requirement for all Public Sector entities.

Ensure full compliance with Government of Jamaica's Financial Regulations/Acts and other statutory requirement for Financial Statements & Performance Reporting

MIND remains committed to the process of ensuring that Financial Statements are prepared and time has also been taken to improve the process of effective Receivables Management.

PERFORMANCE HIGHLIGHTS

Leadership Development

- **Public Sector Senior Leadership Development Programme (PSSLDP)**

The Public Sector Senior Leadership Development Programme (PSSLDP) is the Government of Jamaica's (GoJ's) premier leadership development programme aimed at creating a cadre of Public Sector Senior Executives capable of leading public sector modernisation and transformation. More specifically, the Programme is geared towards preparing a core of senior officers from which the critical positions of permanent secretaries, Director Generals and Chief Executive Officers can be filled.

The Programme's specific objectives are to:

- Build a cadre of effective and skilful Senior leaders who are capable of taking on progressively greater responsibilities in various capacities across the public service.
- Create a strong community of trusted senior leaders who are capable of working together collaboratively to address complex and cross-cutting public sector opportunities and challenges.
- Develop confident and skilful senior leaders who will form part of the talent pool from which to select the next generation of permanent secretaries (and other key executive roles in the public sector).
- Contribute to greater alignment and focus on how to address the goals of public sector transformation and other strategic business priorities moving towards Vision 2030.

The main cross cutting themes are:

- Authenticity and Personal Effectiveness
- Team, Organisation and System Transformation

- Strategic Leadership
- Emerging Issues in Public Service Governance

The delivery of the first of *four modules* commenced on January 11, 2015, with a *cohort of twenty-seven (27) Participants* drawn from various *Ministries, Departments and Agencies*. The *PSSLDP* spans a period of one year, with each of the four (4) modules, delivered over five (5) consecutive days in a mix of residential and non-residential facilitation.

Key Client Consultations to Inform Training or Consultancy

- **Public Sector Leadership Development Conference 2015 - Cave Hill Barbados**

MIND partnered with the University of the West Indies (UWI) Cave Hill School of Business, the Commonwealth Association for Public Administration and Management (CAPAM) and the Caribbean Leadership Project to host the 2015 Regional Public Sector Leadership Development Conference in Barbados, September 21-22, 2015. Seventy six (76) Delegates from eight (8) Commonwealth Countries across the Region gathered together to discuss solutions to; *Overcoming the Implementation Deficit: From Planning to Performance*.

Conference Sub-themes:

- *Reform Success in Canada's Public Service. Planning to Performance: A Cautionary Tale*
– Dr. Alexander McDonald, Vice President Programmes, Holland College
- *Growth and Competitiveness in the Caribbean: Prospects for the Future*

- *Dr. Justin Ram, Director of Economics
Caribbean Development Bank*
- *Performance Management: The Trinidad
and Tobago Experience – Dr. Kennedy
Swaratsingh, Principal Consultant, Kennedy
Consulting Inc.*
- *Firing on All Cylinders: A Jamaican Case
Study*
 - *Dr. Kenroy Wedderburn, Chief Executive
Officer, Firearm Licensing Authority,
Jamaica*
- *Professional Hurt: A Key to Understanding
People in Organisations – Dr. Ruby Brown,
Chief Executive Officer, Management
Institute for National Development*
- *Succeeding at Change in the Public Service -
Dr. Wayne Charles-Soverall*
 - *Director Public Sector Management Unit*
 - *University of the West Indies, Cave Hill*
- *A Framework for Leadership in the 21st
Century*
 - *Maryantonett Flumian, President,
Institute on Governance, Canada*
- *Public Service Performance, Measurement
and Rewards*
 - *Better Now Than Ever: An Emerging
Approach*
 - *Mr. Anthony Sobers, Chief Programme
Manager*
- *Creating a Culture for Success: The
Barbados Urban Development Commission*
 - *Mr. Derek Alleyne, Director, Urban
Development Commission*
- *Implementation: Risk Management to be in
the Mix*
 - *Ms. Gay Hamilton, Chief Executive
Officer, Caribbean Association for Public
Administration and Management*
- *Enhancing Budget Performance for Gender
Equality and Women’s Rights*
 - *Ms. Isiuwa Iyehen, Programme
Specialist, UN Multi-Country Office for
the Caribbean*

- **Public Sector Learning Framework (PSLF)**
The *Public Sector Learning Framework (PSLF)* Project is one of the five sub areas under the *Human Resource Management Transformation Project*, a critical pillar of the Government of Jamaica’s (GoJ) *Public Sector Transformation and Modernisation Programme*.

The PSLF is the GoJ’s blueprint for building a culture of continuous learning and innovation within the public sector, and signals a clear commitment to investing in human capital development. At the core of the Framework is the recognition that people are the public service’s most valuable asset and it is the commitment and capabilities of people that underpin the ability of the public sector to deliver best value public goods and services to the nation as a whole.

MIND has been successful in advancing the process of implementation, by developing ToRs for the engagement of technical consultants.

- **MIND Consulting**
The demand for workplace based applied learning, continues to grow, and MIND has developed a number of consultancy proposals, for which work has begun. New and ongoing projects are highlighted as follows:

Institutional Strengthening of the Public Service Academy – Government of the Republic of Trinidad and Tobago (GoRTT)
The Government of the *Republic of Trinidad and Tobago* through the *Ministry of Public Administration*, in its bid to modernise the *Human Resource Management (HRM)* function as a key element of its public service transformation, contracted MIND to lead the *Institutional Strengthening of the Public Service Academy (PSA)*, the Government’s public service learning entity.

The main objectives of the Consultancy are to:

- Strategically reposition the PSA to more effectively contribute to the success/ achievement of Government’s national objectives

- Increase training and human resource development interventions that provide for more effective training and development of public officers in the GoRTT
- Establish a PSA that fully supports the needs of a modern Public Service
- Build knowledge, skills and systems in the PSA and in the line HRM Divisions for sustained service delivery.

All four phases of the project were completed, namely the:

1. Inception Phase - Inception Report
2. Strategic Review and Operational Assessment Phase - Strategic Assessment, Operational Review and Best Practice Report
3. Strategic Planning Phase - Strategic Plan for the Institutionally Strengthened Public Service Academy
4. Design and delivery of ten (10) HRM/ Change Management programmes

- **Consultancy to Establish a Public Service Learning and Research Centre – Government of Belize**

Beginning in February 2015, MIND embarked on a two-phased project to establish a *Public Service Learning and Research Centre* for the Government of Belize.

During 2015 - 2016, the Agency completed the following four major activities/deliverables under Component One (1), which has an overarching objective of a *Strategic Framework, Strategic Plan* and *Funding Strategy* that will support the establishment of the *Centre*.

Component One (1) has the following deliverables:

1. Pre-Inception Activities
2. Inception Report
3. Strategic Assessment Phase – Strategic Assessment Report
4. Strategic Planning Phase - Strategic Funding, Strategic Plan and Funding Strategy

Component Two (2) will focus on the design, development and delivery of ten (10) training programmes and the continuation of capacity building for the Centre

- **Jamaica Library Service**

MIND signed a *Memorandum Understanding* with the *Jamaica Library Service* to provide learning development and delivery services in fulfilment of the requirements of the *Bill and Melinda Gates Foundation: Global Libraries Project*. For the reporting period, two (2) Learning interventions were delivered island-wide in *Digital Literacy* and *Library Advocacy*.

- **Training Development**

During the reporting period, a total of *one hundred and seventy-seven (177)* requests for training and consultancy proposals were received including those for adjustments to existing proposal. This represents a fifty-eight percent (58%) increase over the requests that were received in 2014/2015.

From the proposals prepared, *Leadership, Change Management, Project Management and Performance Management* remain high priority for ministries, departments and agencies (MDAs) at the strategic management level. At the administrative level, the priority needs, as evidenced by consistently high number of requests, are for *Minute & Report Writing and Customer Relationship training*.

The Agency has benefitted from marginal increases in training delivery and participant enrolment in 2015/2016 against 2014/2015. In 2015/2016, 213 were facilitated in comparison to 177 for the previous year. This represents a 20% increase in training delivery. In addition participant enrolment of 4,590 in 2015/2016 against 4,234 for 2014/2015 represented a 8.4% increase in enrolment for the Agency.

Table 4 outlines these statistics by showing details per learning intervention category

Table 4 – Comparative Analysis of Training Delivery – 2015 / 2016, 2014/2015 and 2013/2014

Learning Intervention	Interventions Delivered		Participants Enrolled	
	2015/16	2014/15	2015/16	2014/15
Scheduled	105	101	2197	2437
Customised	100	69	1970	1477
Special Events	8	7	423	320
Total	213	177	4590	4234

- **MIND 16th Annual Graduation**

MIND 16th Annual Graduation and Awards exercise was presented under the theme: **Supporting Public Sector Transformation, through Training for Public Service Excellence.**

One hundred and eighty (180) Graduates from ten (10) selected Programmes were recognised. Of the Graduating cohort, 90% represented Ministries, Agencies and Departments of Government, while 10% represented the Private Sector.

Three thousand five hundred and thirty-seven (3,537) Participants of the four thousand two hundred and thirty four (4234) enrolled, successfully completed the one hundred and seventy-seven (177) Scheduled and Customised Programmes/Courses. Of the participants successfully completing Programmes / Courses, 95% were from the Public Sector and 5% were from the Private Sector.

MIND's partnership with the *Jamaica Civil Service Association* in the development and delivery of the *Professional Certification in Industrial Relations*, a Programme designed for *Public Service Professionals* engaged in the practice and administration of *Industrial Relations*, resulted in *forty three (43) Graduates of the Programme* included in the 2015 Graduation exercise. MIND celebrates the value of

partnerships and collaborations which has enriched and strengthened our capacity to develop and deliver first class training and development programmes to impact effective governance.

- **MIND / Tax Audit and Administration (TARA) Jamaica Graduation**

MIND in collaboration with Tax Administration Jamaica hosted the graduation exercises for the twenty seven (27) graduates representing the cohort 28 of the Post Graduate Diploma - Tax Audit and Revenue Administration (TARA) programme on April 10, 2015. A total of six hundred and six (606) officers have successfully completed the programme over the 28 cohorts since commencing the programme November 1986.

The Government of Jamaica's (GoJ) tax policy in support of Public Sector Modernisation is "aimed at developing and maintaining a tax regime which provides the required revenue for financing government's programmes and commitments, encourages savings and investment and promotes social justice by implementing tax measures which broaden the tax base by creating an efficient, simple and fair system that facilitates voluntary compliance".

To this end the government embarked on a comprehensive tax reform programme aimed at modernising tax administration in Jamaica.

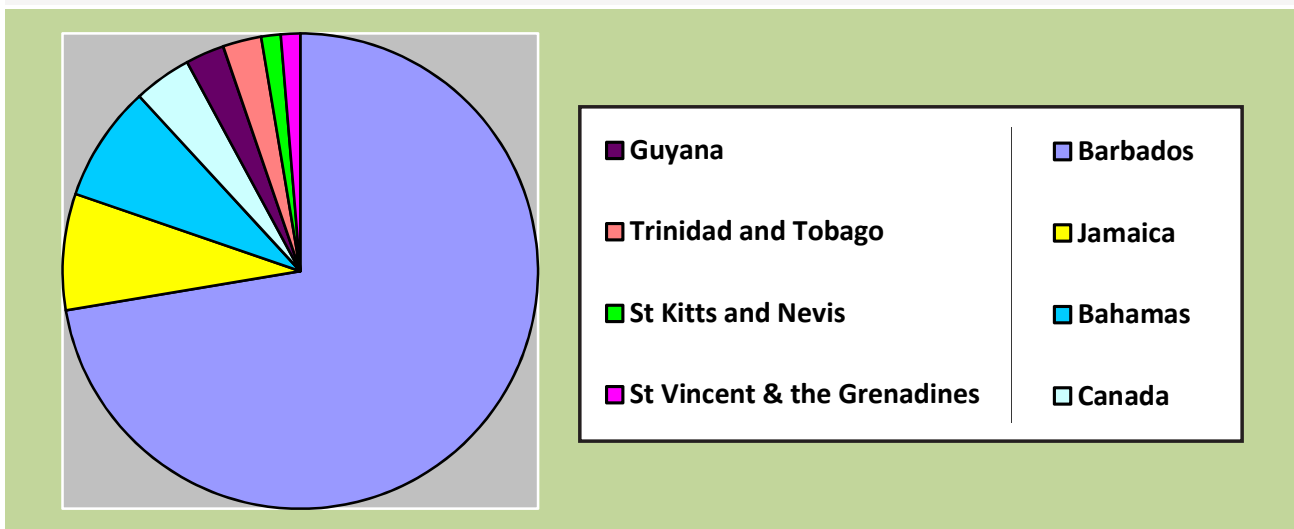
Fundamental to the modernisation is a cadre of highly trained and competent staff throughout the revenue services, equipped with the requisite knowledge, skills and attitude to apply the tax laws to ensure compliance and determine tax liability, while providing information and assisting taxpayers to understand and appreciate the benefits of compliance.

The TARA programme is responding to this need, and is the result of a partnership with

MIND, the Tax Administration Services Department and the Office of the Services Commissions. The programme was launched in 1986, and the realization of the objectives of the programme have been seen in the marked improvement in tax services in both tax policy and the operational side of tax management, as well as the ascent of graduates of the programme to the leadership ranks of the Tax Administration Jamaica.

The distribution of participating conference delegates is indicated in *Figure 4* below:

Figure 3: Distribution of conference delegates by Country



CHALLENGES AND CONSTRAINTS

The Management Institute for National Development (MIND) has made significant strides in its growth and development through the years, and has played a critical role in advancing the process of transformation and modernization of the public service in Jamaica and the wider Caribbean region. This has been through the provision of quality training, consultancy services and outreach that sustain a Public Service culture of enterprise, efficiency and responsiveness.

In as much as the Agency prides itself on past and current accomplishments, its focus, however, is equally on the future and how to continuously improve. It aims therefore, to systematically plan, monitor and evaluate for success, utilizing the *Balanced Scorecard (BSC)* as a strategic planning tool to ensure the alignment of all processes throughout the institution. In addition, its *Strategy Map* shows the strategy inter-linkages among all critical strategic elements that form the blueprint for MIND's strategic direction. It is with this this "Map" however, that we are lead to give all due consideration to the challenges and constraints that we must boldly contend with and effectively navigate, in order to, as our Mandate directs – "provide effective leadership development programmes and management training appropriate to all levels, and in line with the demands of modern and competitive public service".

In our examination of some of the more critical challenges and constraints, we are mindful that they threaten the very foundation of the *four Thematic pillars* on which the Agency's strategic construct is raised and sustained - *Stakeholder Satisfaction & Approval; Programme & Operations Excellence; Transformative Learning & Professionalization; Resource Mobilisation & Management*. While all

the "Pillars" are threatened, by the exigencies of the economic environment, *Stakeholder Satisfaction & Approval* is even more so.

There are several challenges and constraints that threaten MIND's success with *Stakeholder Satisfaction and Approval*. One of which is the very critical need to accelerate *Collective Action* among *Government Stakeholders - Ministries, Departments and Agencies* – to rationalize and effect a more coherent and cohesive buying response to MIND's products and services, so as to build human resource capacity and advance the public sector transformation and modernization process. However, perhaps the most pressing challenge and constraint is the critical need for the expansion and upgrade of MIND's physical and Information Communication Technology (ICT) infrastructure to respond effectively to training delivery systems and facilities and effective and efficient administration, as well as, having the required human resource capacity and capability across each functional area.

The expansion of the training infrastructure is driven largely by MIND providing "effective leadership development programmes and management training appropriate in a modern and competitive public service". This necessitates the provision of training delivery systems and facilities that enable greater stakeholder access to MIND's products, services and support networking learning events that facilitates communities of practice and other related leadership development interventions.

Over the past several years, the Agency has had to become increasingly resourceful in responding to the need for adequate physical space for satisfying classroom, social and administrative facilities.

However, the growing lack of adequate physical facilities continues to threaten the levels of service, programmes and projects which have been planned for the strategic cycle and will continue through in the ensuing years, as we extend and deepen our commitment to developing public sector human resource excellence and leadership. Chief among these is the full establishment of the Public Sector Leadership Development Centre (LDC) and for which immediate support is needed to provide for a suitable residential learning environment.

Best suited for leadership learning is a residential learning environment, as it is essential to maximizing the use of time as well as to create an immersive learning environment. More specifically, a residential programme allows for greater levels of engagement, relationship building and networking, and facilitates the creation of a team leadership culture, which it is anticipated will be transferred to the public service.

Increasingly, with emerging technologies, the growing appeal of *mobile learning*; increasing shift in *technology-driven collaborative learning*, compelling imperatives of “*Cloud Computing*” for both business continuity, and teaching and learning; the widening compatibility gaps between the old existing *technology infrastructure* and proposed new technology acquisitions, among other considerations, is becoming increasingly challenging to MIND’s strategic outlook.

For while admittedly, the combination of innovation and some funding support was received especially from the *Cabinet Office - Transformation and Modernisation Programme*, to commence the upgrade of MIND’s Information and Communication Technology (ICT) infrastructure, there is still a critical need for more substantial financial and technical support to *facilitate improved operational productivity and efficiency; expand connectivity, communication and access; enhance the learning environment as well an infrastructure that enable MIND to offer improved stakeholder e-services*. The need remains urgent therefore, to resolve the longstanding and still outstanding issue of funding

support to fully implement an upgraded ICT infrastructure - one that will deliver an *enhanced and upgraded learning environment that facilitates improved operational productivity and efficiency; improved connectivity, communication and access*. Notwithstanding the challenges, however, in the process of achieving its strategic Objectives, MIND has fostered an environment of *strategic thinking and innovation*. As such, we continue to direct our efforts at exploring, utilizing and ensuring that we get the most out of existing hardware capability (*virtualization*), and the tremendous combined intellect of organizations that create *free open source software solutions (FOSS)*. However, that approach is unstable and may prove unreliable in the long run, to address the new and emerging demands of the public service and stakeholders’ expectations.

As we embark on establishing leadership networks and new learning initiatives in support of the strategic goals of the Agency, funding is critical if technology is to transform the way business is conducted, by providing the enabling infrastructure to facilitate improved access and connectivity; the delivery of learning products and services; and promote more efficient communication and collaborations among stakeholders in the public sector and elsewhere.

While this structure has served the Agency well since it was agreed in keeping with its 2009-2014 Strategic Plan, the changes in the public sector’s operational environment have been unprecedented, resulting in a concomitant positive shift in a number of areas of the Agency’s business. Consequently, the Agency’s entire operations are being required to respond to a burgeoning portfolio of responsibilities. Additionally, a recent independent strategic review of the Agency and more specifically its Public Sector Capability Development Department, (PSCD) has included among its recommendations, the overhauling of the organisational structure in keeping with its strategic ambition and execution challenges.

In light of the foregoing and MIND’s organisational structure being one of the critical supporting pillars for the Agency’s strategic objectives, this 2016-2019

Strategic Business Plan is predicated on the Agency having the required human resource capacity and capability across each functional area. A new organisational structure must therefore be agreed and approved to secure the successful achievement of objectives and performance goals as expressed in this Strategic Business Plan. It is therefore against this background that the existing structure will be reviewed and reframed for the new strategic period, and to allow the Agency to focus on the critical strategic areas requiring the greatest degree of attention and the highest level of management and leadership, in order to maximize performance outcomes and impact.

The MIND challenge is to “*deliver effective and efficient public services in a fiscally constrained environment*”, while maintaining a prudent, though precarious balance with limited resources. Conventional wisdom would suggest that this combination should adversely affect strategic outcomes and impact and undermine effective governance, with the risk of lowering the standard, efficiency and effectiveness of the Agency’s programmes and services, leading inevitably to negative reflections on issues of “*relevance*” and performance *impact*”.

Consequently, it now requires nothing less than the most urgent attention and review, to determine how the *way forward* for the MIND, can be better “*resourced*”.

LOOKING AHEAD



Developing an effective, competent and forward looking public service, as well as strong but lean institutions, is one of the challenges for Government and one with which MIND as an Executive Agency of Government must contend.

The need to have committed leadership and competent public officers to undertake appropriate reforms, mobilize resources and manage expenditure and operate in the most cost-effective way possible, is a daunting challenge. Yet this challenge must be confronted to enable the imperatives of *effective governance* to prevail, particularly so, since it is the most crucial factor for the success of any development effort. The challenge of effective governance, however, involves building human resource capacity, as critical to the quality of public administration.

The increasing complexity of both policy-making and administrative processes, demand a strong cadre of dedicated and highly motivated public servants at all levels, equipped with the requisite knowledge, skills attitudes and behaviours, essential to the task of carrying out reforms that are effective and sustainable in the long term, as well as responsive to the changes that are occurring both at the local and global levels. In addition, the exigencies of national and international forces in recent years, have significantly impacted public administration, resulting in the rapidly increasing need for more complex core competencies.

Vital therefore is MIND’s role in a future that will have “*A dynamic public service that responds to the changing needs of Government through a team of public service professionals that are competent,*

fluid, responsive, relevant and transformational in their management and leadership, such that, they and their organisations, deliver the professionalism, the performance, the service and the impact that ultimately bring to life the National Vision for Jamaica”.

It is all our expectations therefore, that MIND’s role as envisioned, will be supported by a universal effort of collaboration and partnership, as both the Agency and the wider public sector and other stakeholders, work together and adopt a holistic strategy, to ensure that complementarity is created, and that the human capital development anticipated, and required, is realized. In doing so, the critical understanding that must underpin all our efforts, is the dire need for the Public Service to adapt to the “*knowledge imperative*” that is required for it to transform into an “intelligent” and “learning” service, able to explore and find new and better ways of achieving its mission and the good governance that is essential to national growth and development, and MIND’s most critical role in the process.

In the coming year, among other undertakings, MIND will move purposefully towards

- Development and implementation of a *Leadership Development Programme for Middle Managers* in partnership with the National College for Educational Leadership
- Fully develop and establish the Agency’s five year *Strategic Product Plan*
- Advance the *Distance Learning thrust* in the learning community
- *Progress the Research Agenda*, strengthen our partnership with the *Caribbean Leadership Project and allied Regional institutions*

- Advance our *Consultancies in Organisational Development*
- *Design, develop and deliver interventions for parliamentarians*
- *Purposefully commence implementation of the Public Sector Learning Framework (PSLF)*, partner with the Ministry of Finance and the Public Service for the *establishment of the GoJ Procurement Centre, overhaul the organisational structure* in keeping with the Agency’s strategic ambitions, mandate and execution challenges, and *further cement the MIND presence within the Region as a leader in public service learning and organisational development.*

The process of reform and transformation of the public sector is not an easy task and many are the difficulties to be overcome. MIND’s role in the process of facilitating change, cannot therefore be minimized or under resourced.

As an Executive Agency of Government, we remain focused, steadfast and diligent in our mission of *providing public servants locally and regionally with quality leadership development options, organisational development solutions, management training, supporting services and outreach, that continue to build capacity and sustain a culture of enterprise, efficiency and responsiveness, to their fellow public officers, partners and ultimately the citizens we all are and serve.*

UNAUDITED



Financial Statements

As at March 31, 2016


UNAUDITED
BALANCE SHEET
as at March 31, 2016

	Notes	\$	March 2016	\$	March 2015	\$
Fixed Assets	3		93,820,298			84,874,649
Depreciation Provision	4		62,170,850			54,867,556
Net Book Value				31,649,448		30,007,092
Investment in EAIF						
Current Assets						
Debtors	5	67,183,093			77,823,311	
Prepayment		329,407			284,819	
Cash and Bank	6	<u>119,500,639</u>	187,013,138		<u>112,669,453</u>	<u>190,777,582</u>
Current Liabilities	7		99,777,074		<u>123,072,218</u>	
Net Current Assets				<u>87,236,064</u>		<u>67,705,365</u>
Net Assets				<u><u>118,885,512</u></u>		<u><u>97,712,457</u></u>
Financed by:						
GoJ Equity	9			15,833,262		15,833,262
General Reserve	10			102,842,458		81,615,654
Donated Assets Reserve	11			<u>209,791</u>		<u>263,541</u>
				<u><u>118,885,512</u></u>		<u><u>97,712,457</u></u>

Prepared by :

Name: 
Diana Simms
Accountant

Date: 26/04/2016

Approved by : 
Name: Ruby Brown PhD
Chief Executive Officer

Date: 26/4/2016



UNAUDITED

INCOME AND EXPENDITURE STATEMENT

for the period ending March 31, 2016

	March 2016 (Actual)	Y-T-D (Actual)	April 2015 - March 2016 (Actual)	Y-T-D (Budget)	April 2014 - March 2015 (Actual)	Y-T-D (Actual)	Variance Favourable / (Unfavourable) - (Actual vs Budget - April 2015 - March 2016)	Variance Favourable / (Unfavourable) - (Actual - April 2014 - March 2015 & April 2015 - March 2016)
	\$	\$	\$	\$	\$	\$	\$	\$
INCOME								
Training - Course Fees	8,888,371	220,486,023	226,795,235		194,001,690	(6,339,212)	26,484,333	
Miscellaneous Revenue	247,447	2,441,082	-		6,626,957	2,441,082	(4,186,875)	
Training Support - Facilities Rental	327,000	1,419,925	1,500,000		1,615,283	(80,075)	(195,358)	
TOTAL INCOME	9,432,818	224,317,030	228,295,235		202,243,931	(3,978,205)	22,073,099	
EXPENSES								
Staff Cost	5,926,246	180,959,132	235,338,677		193,989,369	54,379,545	13,030,237	
Goods & Services	13,844,362	115,889,503	83,764,220		73,713,632	(32,135,283)	(42,175,872)	
Premises Related Expenses	1,470,253	15,900,006	24,120,000		16,368,524	8,219,894	2,468,518	
Rental of Premises-Hope Campus (GOJ)	200,000	2,400,000	2,400,000		2,400,000	-	-	
Rental of Premises-Hope Campus (GOJ) -W/O	(2,400,000)	(2,400,000)			(2,400,000)			
Depreciation	657,491	7,303,294	10,000,000		5,705,850	2,696,706	(1,897,444)	
Bad Debts	10,839,626	10,839,626	65,000,000		63,760,958	54,160,374	52,921,332	
Donated/Asset Written Off	(53,750)	(53,750)			(564,628)	53,750	(510,876)	
Total Operating Expenditure	30,484,228	330,837,811	355,612,897		354,973,706	33,160,862	(28,274,561)	
Operating Surplus/(Deficit)/Variance	(21,051,410)	(106,520,782)	(127,317,662)		(152,729,776)	29,182,756	(6,201,462)	
Interest Expense	(2,170)	(20,306)	-		(10,613)	(20,306)	(9,693)	
Foreign Exchange gain/(loss)	281,561	3,624,316	-		466,465	3,624,316	3,157,851	
Interest Income	11,125	73,148	-		41,605	73,148	31,543	
Net Surplus/(Deficit) before GOJ Financing	(20,790,894)	(102,843,624)	(127,317,662)		(152,232,319)	32,859,914	(3,021,762)	
GOJ Financing from Consolidated Fund	11,116,000	145,297,234	128,948,500		143,872,772	16,448,734	1,424,462	
Surplus/(Deficit) after GOJ Financing	(9,674,894)	42,453,610	1,530,838		(8,359,546)			
Amount Owed to Consolidated Fund (50%)	4,837,447	(21,226,805)			4,179,773			
Retained Surplus/(Deficit) B/F		81,615,654			85,795,427			
Prior Year Adjustment								
Retained Surplus/(Deficit)- C/F	(4,837,447)	102,842,458	1,530,838		81,615,654			

Prepared by :

Name: 
Diana Simms

Accountant

Approved by :

Name: 
Ruby Brown PhD
Chief Executive Officer

Date: 29/04/2016

Date: 29/4/2016

UNAUDITED

CASH FLOW STATEMENT

for the period Ending March 31, 2016

	\$	\$
Surplus/(Deficit) before GOJ Financing	(102,843,624)	
GOJ Financing from Consolidated Fund	145,297,234	
Net Surplus/ Deficit from Operations	<u>42,453,610</u>	42,453,610
Non-Cash Movements		
Depreciation	7,303,294	
GOJ Rental Charges	-	
Gain/(Loss) on Disposal of Fixed Assets		
(Increase)/Decrease in Debtors	10,925,037	
Increase/(Decrease in Creditors)	(23,295,144)	
Depreciation write off		
Donated Asset write off	(53,750)	
Amount owed to GoJ on 50% of surplus	(21,226,805)	
Other adjustments		
Prepayments	<u>(329,407)</u>	
Total Adjustments		<u>(26,676,774)</u>
Net Cash from Operating activities		15,776,835
Cash Flows from Investing Activities		
Capital Expenditure	(8,945,649)	
Proceeds from Sale of Fixed Assets		
Payments to/from EAIF		
Cash Flows from Investing Activities	<u>(8,945,649)</u>	(8,945,649)
Cash Flows from Financing Activities		
GOJ Equity		-
Donated Assets Reserve		-
Increase/(Decrease) in Cash and Cash Equivalent		<u>6,831,186</u>
Cash and cash equivalents at beginning of period		112,669,453
Cash and cash equivalents at end of period		<u><u>119,500,639</u></u>

UNAUDITED

STATEMENT OF CHANGES IN NET ASSETS/EQUITY

as at March 31, 2016

	Contributed Capital \$	Revaluation Reserve \$	Donated Reserve \$	Accumulated Surpluses / (Deficits) \$	Total \$
Balance as at April 01, 2015	15,833,262		263,541	81,615,654	97,712,457
Changes in accounting policy	15,833,262	-	263,541	81,615,654	97,712,457
Surplus on revaluation of property					
Currency translation differences					
Changes to donated Asset reserve			(53,750)		(53,750)
Net gain and losses not recognised in the statement of financial performance				21,226,805	21,226,805
Net surplus for the period					
Balance at March 31, 2016	15,833,262	-	209,791	102,842,458	118,885,512

UNAUDITED

NOTES TO FINANCIAL STATEMENTS

for the period Ending March 31, 2016

Notes to the Financial Statements For period Ending March 31, 2016

1. IDENTIFICATION

The Management Institute for National Development (MIND), was established as an Executive Agency of the Government of Jamaica on April 1, 1999. As the public service training institute, MIND is mandated to provide public servants with quality leadership development options, management training, supporting services and outreach that sustain a culture of enterprise, efficiency, and responsiveness to the publics they serve.

2. SIGNIFICANT ACCOUNTING POLICIES**Accounting concepts**

The financial statements are prepared in compliance with the accounting concepts of going concern, accruals, consistency and prudence.

3. FIXED ASSETS

The value of fixed assets is based on the valuation of fixed assets exercise conducted as at March 31, 1999 as detailed in the fixed assets register.

Fixed Assets are categorized as follows:-

- Leasehold Property Improvement
- Fixtures & Fittings
- Office Equipment & Furniture
- Computers
- Motor Vehicles

Fixed Asset Schedule
As at March 31, 2016

	Lease Hold Improvement	Motor Vehicle	Computers	Office Equipment & Furniture	Fixtures & Fittings	Total
Bal B\F as at April 1, 2015	17,062,919	341,814	38,799,436	22,799,852	5,870,628	84,874,648
Additions						
April 2015 - March 2016	318,600.6	667,636.39	973,807.1	976,874.64		8,945,649
Disposal						-
Balance as at March 31, 2016	17,381,519	7,018,180	39,773,243	23,776,727	5,870,628	93,820,297

UNAUDITED

NOTES TO FINANCIAL STATEMENTS

for the period Ending March 31, 2016

Depreciation Schedule As at March 31, 2016						
	Lease Hold Improvement	Motor Vehicle	Computers	Office Equipment & Furniture	Fixtures & Fittings	Total
Bal B\F as at April 1, 2015	5,950,128	264,367	28,463,219	15,164,471	5,025,348	54,867,534
Depreciation on B/F assets - March 2016	71,095	2,979	246,701	189,999	9,746	520,520
Depreciation on Acquisitions - March 2016	1,328	111,273	16,230	8,141		136,971
Depreciation - March 2016	72,423	114,251	262,931	198,139	9,746	657,491
Depreciation April 2015 - March 2016	866,420	814,653	3,168,475	2,336,790	116,953	7,303,291
Depreciation Rate	5%	20%	20%	10%	10%	
Fixed Asset b/f as at April 01, 2016	17,381,519	7,018,180	39,773,243	23,776,727	5,870,628	93,820,297
Accumulated Depreciation as at March 31, 2016	6,816,549	1,079,021	31,631,694	17,501,261	5,142,303	62,170,829
Net Book Value	10,564,970	5,939,159	8,141,549	6,275,466	728,325	31,649,468

4. DEPRECIATION

Depreciation is calculated on a straight-line basis over the estimated useful economic life of the asset. The provision made for depreciation is in compliance with Section 11.2.11 of the Financial Instructions to Executive Agencies.

Depreciation rate for each category of asset is established as follows:

Leasehold Property Improvement	5% p.a.
Furniture & Fittings	10% p.a.
Office Equipment	10% p.a.
Computers	20% p.a.
Motor Vehicles	20% p.a.

UNAUDITED

NOTES TO FINANCIAL STATEMENTS

for the period Ending March 31, 2016

5. DEBTORS	March 2016	March 2015
Accounts Receivables - Corporate & Self-Sponsored	140,618,963	138,726,361
Less Provision for Bad Debts	74,600,584	(63,760,958)
	66,018,379	74,965,403
Payroll Receivables	3,500	7,500
Staff Revolving Loan	1,161,214	762,825
Prepayment	329,407	284,819
Other Receivables	-	23,240
Training Other: Reimbursable Receivables	-	2,064,343
	67,512,500	78,108,130

Aged Accounts Receivables	Current	1-30 days	31-60 days	61-365 days	over 365 days
Amount (\$)	57,019,979	545,885	1,139,047	7,313,467	74,600,584

6. CASH AND BANK	March 2016	March 2015
Appropriation in Aid Account	42,911,846	65,853,045
General Expenditure Account	504,608	3,973,221
Payroll Account	240,759	(1,527,242)
Foreign Exchange Account	75,837,427	44,364,428
Petty Cash Imprest: Hope Campus	3,000	3,000
Petty Cash Imprest: Mandeville Campus	3,000	3,000
	119,500,639	112,669,453

Note A:

Exchange Rate for March 2016: US\$1 : JA\$121.3628

7. CURRENT LIABILITIES	March 2016	March 2015
Payment 50% GOJ Revenue on surplus after GOJ funding	74,976,576	81,547,771
PAYE Associates	1,704,726	870
PAYE Salaries	-	-
Payroll Payables	(106,991)	17,854
Withholding Tax	2,889	-
Payables (Advance from Participants)	1,390,007	3,196,527
Trade Payables & Accruals	18,867,627	34,619,698
Training Other	86,991	-
Deposit for Security Bids	2,855,250	2,855,250
Total	99,777,074	122,237,971

Prepared By:
Finance and Accounts Unit

April 26, 2016

UNAUDITED

NOTES TO FINANCIAL STATEMENTS

for the period Ending March 31, 2016

8. RENT PAYABLE GOJ	March 2016	March 2015
Rent for March 2016 @ \$200,000 per month	2,400,000	2,400,000
Amount Written Off	-2,400,000	-2,400,000
	<u>-</u>	<u>-</u>

9. GOJ EQUITY	March 2016	March 2015
GOJ Equity is comprised of:	15,833,262	15,833,262
a) Value of Fixed Assets at April 1, 1999		
b) Amount spent on Goods and Services from the account opened prior to Executive Agency Status		
c) US\$ savings account amounting to US\$133,884.83 convert at US\$1:JA\$42.00		

10. GENERAL RESERVE	March 2016	March 2015
General Reserve	102,842,458	81,615,654

General Reserve represents the accumulation of retained surplus (deficit) of the Agency for the period April 1999 to March 2016

11. DONATED ASSET RESERVE	March 2016	March 2015
Donated Assets B/F 1.4.2013	209,791	828,167
Amortisation of Donated Assets	(53,750)	(564,626)
Additions		
Balance as at March 31, 2016	<u><u>156,041</u></u>	<u><u>263,541</u></u>

Note 1: Amount for Donated assets written off will be booked at the end of the Financial year.

Note 2 As at March 31, 1999: Donated Asset Reserve comprised of assets donated under the World Bank Programme which represented amount of \$5,496,855

12. INTEREST INCOME/(EXPENSE)

Interest Income relates to Interest earned on Foreign Exchange Savings Account and Staff Revolving Loan.

Interest Expense relates to Withholding Tax (WHT) for the Foreign Exchange Savings Account.

UNAUDITED

NOTES TO FINANCIAL STATEMENTS

for the period Ending March 31, 2016

13. EXCHANGE GAIN/(LOSS)

Net exchange gain /(loss) is calculated and booked at the end of each month.

14. MISCELLANEOUS REVENUE

Miscellaneous Revenue relates to income derived from activities such as payments received from associated services e.g., photocopying, printing etc.

15. EMOLUMENTS OVER \$2 MILLION PER ANNUM

<i>Salary Range \$M</i>	<i>Number of Employees</i>
2.00-2.25	2
2.25-2.50	9
2.5-2.75	8
2.75-3.00	7
3.00-3.25	6
3.25-3.50	1
3.5-3.75	2
3.75-4.00	2
4.00-4.25	0
4.25-4.50	2
4.50-4.75	1
4.75-5.00	1
5.00-5.25	1
5.25-5.50	0
5.75-6.00	0
6.00-6.25	0
6.25-6.50	1
6.50-6.75	0
TOTAL	43

16. PROVISION FOR UN-USED VACATION LEAVE

As per the Agency's Human Resource Policies, employees are only compensated for unused vacation leave at the end of their contract or when they separate from the Agency. Provision for unused vacation leave will be booked at the end of the Financial Year, in accordance with IPSAS25 "Accounting for employee benefit" issued by IPSASB which accounts for employee benefits (IAS 19) in the Financial Statements of employers which applies to the Financial Statements of Executive Agencies.

17. PENSION

The Agency has a contributory Pension Plan, where employees contribute 5% of salary and the Agency contributes between 5%-10% depending on the employee's length of service. Employees can contribute a further 5% as Voluntary contribution.



Appendices

ANNUAL REPORT | 2015/2016

APPENDIX A: Learners level of Satisfaction with the Public Sector Senior Leadership Development Programme (PSSLDP): Orientation Session

Session Name	Value	Index
1. 110% Listening	92%	3.67
2. PSSLDP Transformational Leadership Journey	89%	3.56
3. Overview of Coaching and 360-Feedback Assessments and How they work in the4 PSSLDP Context	90%	3.61
4. Introduction to Your Personal Development Plan	89%	3.56
5. Self-Disclosure and Awareness	90%	3.61
6. Introduction to Live Case Process	81%	3.22
7. Live Case Champion Group	82%	3.28
8. Co-Consulting Group Formation and Conditions for Learning	75%	3.00
AVERAGE	86%	3.40

Weighted Satisfaction Index for Public Sector Senior Leadership Development Programme (PSSLDP) Module 1

Session Name	Value	Index
1. Building Our Community	93%	3.70
2. Jamaican Leadership in Context: Past and Present Timeline	90%	3.58
3. Jamaican Leadership in Context: Past and Present	73%	2.90
4. Introduction to Appreciative Inquiry	92%	3.69
5. What is Transformational Leadership	82%	3.26
6. Jamaica Public Service of the Future: Visions in 3D	88%	3.50
7. Personal Awareness and Leadership Style	92%	3.69
8. Building Our Community: Co-Consulting and Cohort Norms	85%	3.39
9. Complexity Lenses	89%	3.57
10. The Art of Powerful Conversations	89%	
11. Preparing for Open Space	73%	
12. Building Our Community : Live Case Team Demonstration	84%	
13. Live Case Open Space Session and Convergence	81%	
14. Sharing your Leadership: The Art of Delegation	80%	3.20
15. Leadership: An Art of Possibility	92%	3.69
16. My Leadership Credo GPS, Application and Transfer to the Workplace	77%	
17. Sense Making	84%	3.37
18. Personal and Plenary Reflection	81%	3.25
19. Professional Hurt	89%	3.57
AVERAGE	85%	3.45

APPENDIX B: Staff Interventions

<i>Workshops/Conferences</i>	<i>Staff Category</i>	<i># Staff Participation</i>	<i>Training Provider</i>
Theory of Change Workshop	Executive	3	MIND
Leadership Development and Theory and Design Workshop		1	Caribbean Leadership Project (CLDP)
Trust Workshop		3	MIND
Public Sector Leadership Conference		2	MIND/ Cave Hill School of Business, UWI
Group Facilitation Methods		1	MIND
Caribbean Leadership Development Programme - CLDP		1	CLDP- Barbados
Caribbean Leadership Development Programme - CLDP		1	CLDP- Antigua & Barbuda
12			
Theory of Change Workshop	Senior Manager	3	MIND
Leadership Development and Theory and Design Workshop		1	CLDP
Trust Workshop		3	MIND
Withholding Tax Sensitization Session		1	Ministry of Finance and Planning - MoFP
Group Facilitation Methods		1	MIND
Caribbean Leadership Development Programme - CLP		1	CLDP- Barbados
Caribbean Leadership Development Programme - CLDP (St. Vincent & Grenadines)		1	CLDP (St. Vincent & Grenadines)
GOJ Audit Commission's Conference		1	MoFP
Caribbean Leadership Development Programme - CLDP		1	CLDP- Antigua & Barbuda
Sensitization Sessions on Public Procurement Reform		1	MoFP
14			

<i>Workshops/Conferences</i>	<i>Staff Category</i>	<i># Staff Participation</i>	<i>Training Provider</i>
Leadership Essentials Workshop	Manager	2	MIND/Centre for Creative Leadership - CCL
Trust Workshop		10	MIND
Group Facilitation Methods		3	MIND
TeamMate Regular User Training		1	MOFP
Performance Audit		1	
Workshop for Forward Estimates Excel Tool		1	MIND
18			
Leadership Essentials Workshop	Ancillary	2	MIND/CCL
Trust Workshop		8	MIND
10			
Continued Professional Development - The Changing Landscape in Pension Management	Professional	1	Ministry of Finance and Planning
Trust Workshop		11	MIND
Budget Preparation and Management		1	MIND
Workshop for Forward Estimates Excel Tool		1	MIND
PowHER Unleashed: Media and Leadership Seminar - "Write it Now! Writing Techniques Workshop		2	United Nations Women
PowHER Unleashed: Media and Leadership Seminar (United Nations Women) - The Media and You: Media Relations Workshop		2	United Nations Women
Group Facilitation Methods		6	MIND
The Public Procurement Reform Agenda: The New Legal and Regulatory Framework		1	MoFP

<i>Workshops/Conferences</i>	<i>Staff Category</i>	<i># Staff Participation</i>	<i>Training Provider</i>
24			
Theory of Change Workshop	Faculty	2	MIND
Leadership Development and Theory and Design Workshop		2	CLDP
Trust Workshop		10	MIND
Group Facilitation Methods		9	MIND
The Public Procurement Reform Agenda: The New Legal and Regulatory Framework		1	MOFP
24			
Leadership Essentials Workshop	Administrative	9	MIND/CCL
Theory of Change Workshop		1	MIND
Trust Workshop		20	MIND
Minute Writing Course		2	MIND
Public Speaking and Presentation Skills		2	MIND
Virtual Reference Service Workshop		1	Planning Institute of Jamaica - PIOJ
Withholding Tax Sensitization Session		1	MoFP
Group Facilitation Methods		3	MIND
Records & Information Management		1	MIND
Receivables Management		1	MIND
41			
Minute Writing	Skilled	1	MIND
Group Facilitation Methods		1	MIND
Trust Workshop		5	MIND
7			

A VISION FOR JAMAICA

National Vision Statement

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

The Vision

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

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

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

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

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

“One love, one heart, one Jamaica”

“JAMAICA, THE PLACE OF CHOICE TO LIVE, WORK, RAISE FAMILIES AND DO BUSINESS”



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Training for Public Service Excellence

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