



## **Executive Summary of Planning and Project Development Division Annual Plan 2008-09**

### **Mission:**

Providing effective planning, information, research, evaluation, and project and partnership development and coordination services to strengthen the training system.

1. Access to training, certification and employment facilitation supported
  - Development of 20 new projects for 880 new learners
  - Provide support to the SIP for the development of 10 ATOs
  - Expanding partnerships
2. Performance management and organization development initiatives strengthened and expanded
  - Improve the key process "Responding to Labour Market Needs"
  - Monitor the Annual Operational Plan and improve the internal alignment of plans
  - Strengthen HEART staff in planning and evaluation methods
  - Improve the reporting process through monitoring, promote the new information culture of HEART, improve the Log Frame on-line planning tool, integrate information systems
3. Quality and relevance of products and services improved
  - Produce five sector plans
  - Produce 4 quarterly system bulletins
  - Conduct rate of return analyses for qualifications ranking 7<sup>th</sup> to 10<sup>th</sup> in enrolment
  - Conduct programme evaluations and employer surveys
  - Conduct a tracer study
  - Improve the labour market information system
  - Complete the Annual Training Report and the Impact Monitoring Report
4. Recognition and understanding of products and services increased
  - Stage four events to disseminate research and evaluation findings
  - Implement customer service changes
  - Implement and improve on-line labour market information
  - Develop a on-line library of all PPDD knowledge products
5. Effective and efficient management of resources, especially focusing on projects, staff "induction" and training strengthened
  - Coordinate the work on project development to ensure application of funds and support to the Projects Committee
  - Projects and Partnerships database maintained and reports generated
  - Integrate new staff and develop existing staff
6. Major projects managed and coordinated effectively (CHASE, ICT4D, Team Jamaica, Multi Functional E&T Team-JASPEV)
  - CHASE reports provided on a timely basis
  - Team Jamaica implementation meets agreed targets
  - ICT4D Jamaica secretariat effectively manages annual work programme
  - MFT meetings and required information provided to MOE according to agreed schedules

**2008-09 Divisional Operational Plan  
Planning & Project Development Division  
HEART Trust-National Training Agency**

**SWOT Analysis**

<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
Upgraded organisation structure	Continuing staff shortage and still not enough people to deliver all services expected	LMS presents new opportunities for information sharing	Sometimes inappropriate demands & expectations of the programmes
Committed, hard working staff with diverse skills	Getting information out and making presentations	New projects with Spain, India, Japan, IBD, WB are possible in tourism	Inaccurate LMS data; Limited access to LMS and NQ
Linkages to UWI, STATIN, PIOJ, JASPEV, Ministry of Labour	Ensuring follow up on recommendations made by Division	New staff with appropriate skills can advance Division's work	Exclusion from certain activities-standards development process, NQR and LMS development, stakeholder consultation
Sound, manageable planning methodology	Information sharing within the Division	Strengthen relationship with Technical Committee	Urgency not given to implementation of Log Frame Online Planning Tool by other Divisions-users
Sound track record in developing and facilitating projects and partnerships	Cross-training within the Division	Online Planning Tool can facilitate improved coordination of organisation's activities	Proper use of Log Frame tool by users and reduced ITC support
Wealth of information and data in Division			Potential over-reliance on external contractors

Created 02/10/2007 by TM

## Key Success Factors

1	Log Frame development and coordination
2	Good information that gives NCTVET and training providers viable alternatives in terms of qualifications development and programme offerings.
3	Providing relevant services on the ground-planning workshops, training
4	Quick and accurate special reports-statistics, policy analysis, status reports
5	Having an impact on training providers to enable better decision-making and increase the relevance of offerings
6	Bringing additional providers into framework
7	Assistance with identifying establishing and monitoring partnerships and projects
8	Disseminating information the Division has that is unpublicized
9	Hiring effective people and orienting them quickly
10	Supplying labour market information and analysis that informs decision making
11	Getting division included in additional activities
12	Success with ITC on access and meeting requirements for OLPT, LMS, NQR

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## 1.1 DIVISIONAL OPERATIONAL PLAN

April 2008- March 2009

### 1.1.1 Vision

A national training agency that effectively monitors the environment, especially the labour market,<sup>a</sup> and provides effective responses<sup>b</sup> in a structured manner<sup>c</sup> that improve the skill levels of the workforce and improved productivity and competitiveness of firms<sup>d</sup>.

(a=LM analysis; b=capacity analyses, programme evaluation, sector plans; c=strategic and operational planning & performance monitoring, project development and management; d=impact monitoring)

### 1.1.2 Mission

Providing effective planning, information, research, evaluation, and project and partnership development and coordination services to strengthen the training system.

### 1.1.3 Strategies/ Objectives /Results & Weight

Objectives-Results Areas	
1. Access to training, certification and employment facilitation supported	20
2. Performance management and organization development initiatives strengthened and expanded	24
3. Quality and relevance of products and services improved	29
4. Recognition and understanding of products and services increased	8
5. Effective and efficient management of resources, especially focusing on projects, staff "induction" and training strengthened	6
6. Major projects managed and coordinated effectively	13
<b>TOTAL</b>	<b>100</b>

The Planning and Project Development Division will continue to provide the HEART Trust/National Training Agency with timely and relevant information relating to the impact and performance of the organization and will also guide the strategic direction of the Trust. A main area of focus will be that of improving the quality and relevance of products and services through activities including the development of an improved labour market information system and the conducting of rate of return analyses.

The division will also seek to strengthen and expand the performance management and development initiatives of the Trust through areas including the maintenance and monitoring of an improved Annual Operational Planning and Budgeting process supported by improved levels of synchronized cross-functional initiatives and approaches. Improved access to training, certification and employment will be facilitated through targeted project development activities which will seek to increase capacity in under-served parishes and communities. The development and maintenance of partnerships also be actively pursued as a major initiative of the Agency.

Presented below are some of the major objectives of the division:

**Planning & Project Development Division  
Divisional Log Frame FY 2008-09**

Strategies/ Objectives/ Results	Performance Indicators and Targets	Means of Verification	Responsibility (Owner + M&R)	Assumptions- Risks	Weight																					
1. Access to training and certification supported  Weight = 20	1.1 Twelve new training projects approved for a total of 480 persons with 200 in target parishes (St. Ann, Trelawny, St. James, Hanover, St. Thomas, Portland) <table border="1" data-bbox="401 440 1171 550"> <thead> <tr> <th></th> <th colspan="2">Actual 2006-07</th> <th colspan="2">Actual 2007-08 Targets are Below</th> <th colspan="2">Target 2007-08</th> </tr> <tr> <th></th> <th>Projects</th> <th>Persons</th> <th>Projects</th> <th>Persons</th> <th>Projects</th> <th>Persons</th> </tr> </thead> <tbody> <tr> <td>PPDD</td> <td></td> <td></td> <td>12</td> <td>480</td> <td></td> <td></td> </tr> </tbody> </table>		Actual 2006-07		Actual 2007-08 Targets are Below		Target 2007-08			Projects	Persons	Projects	Persons	Projects	Persons	PPDD			12	480			Project Development Register	PPDD	Sufficient New Projects funding to meet target;	6
		Actual 2006-07		Actual 2007-08 Targets are Below		Target 2007-08																				
		Projects	Persons	Projects	Persons	Projects	Persons																			
	PPDD			12	480																					
	1.2 Ten new CBT training projects for a total of 400 persons facilitated by 03/09	Project Development Register	CBT with PPDD	CBT meets targets	2																					
	1.3 Ten SIP ATO development assistance proposals developed	SIP Reports	PPDD with NPD	Sufficient SIP funding to meet target; NCTVET can identify organizations that meet criteria	5																					
	1.4 Sixteen new partnerships formed by 03/08	PPDD and PPU reports	P&P		2																					
1.5 Five new externally funded projected developed for a projected total of JA\$45M by 03/08	PPDD reports; Project documents	P&P	Availability of donor funds	3.5																						
1.6 Four partnership monitoring reports prepared by 03/08	PPDD reports, 4 PM reports	P&P	Project owners provide timely required information	1																						
1.7 One institutional partnership report produced by 03/08	PPDD report	P&P	Institutions provide timely information	.5																						

Strategies/ Objectives/ Results	Performance Indicators and Targets	Means of Verification	Responsibility (Owner + M&R)	Assumptions- Risks	Weight																				
	<table border="1"> <thead> <tr> <th></th> <th>Actual 2006- 07</th> <th>Target 2007- 08</th> <th>Actual 2007-08</th> <th>Target 2008-09</th> </tr> </thead> <tbody> <tr> <td>New partnerships formed</td> <td>3</td> <td>15</td> <td></td> <td>18</td> </tr> <tr> <td>New Externally-financed projects #</td> <td>3</td> <td>5</td> <td></td> <td>5</td> </tr> <tr> <td>New and re-sponsored Externally-financed projects JA\$</td> <td>\$20.9M</td> <td>\$40.2M</td> <td></td> <td>\$45.0M</td> </tr> </tbody> </table>		Actual 2006- 07	Target 2007- 08	Actual 2007-08	Target 2008-09	New partnerships formed	3	15		18	New Externally-financed projects #	3	5		5	New and re-sponsored Externally-financed projects JA\$	\$20.9M	\$40.2M		\$45.0M				6
	Actual 2006- 07	Target 2007- 08	Actual 2007-08	Target 2008-09																					
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New and re-sponsored Externally-financed projects JA\$	\$20.9M	\$40.2M		\$45.0M																					
<p>2. Performance management and organization development initiatives strengthened and expanded</p> <p>Weight = 24</p>	<p>2.1 Standard Operating Procedures to support the one (1) <del>(x#)</del> improved business processes developed 06-07 implemented and audited by 03-09</p> <table border="1"> <thead> <tr> <th>SOP for Key Process</th> <th>Developed</th> <th>Implemented</th> <th>Audited</th> </tr> </thead> <tbody> <tr> <td>1. Identifying current and emerging LM demands</td> <td>Insert Date</td> <td>Insert Date</td> <td>Insert Date</td> </tr> </tbody> </table> <p>Next Steps?</p>	SOP for Key Process	Developed	Implemented	Audited	1. Identifying current and emerging LM demands	Insert Date	Insert Date	Insert Date	HRPD Reports	SD-PPDD	HRPD can facilitate in line with target date	3												
SOP for Key Process	Developed	Implemented	Audited																						
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Strategies/ Objectives/ Results	Performance Indicators and Targets	Means of Verification	Responsibility (Owner + M&R)	Assumptions- Risks	Weight
	2.2 Operational Planning & Performance Monitoring completed for the period <ul style="list-style-type: none"> <li>▪ Annual Performance Report by 06-08</li> <li>▪ Corporate Log Frame draft by end of July</li> <li>▪ Complete Operational Plan by 03-08</li> <li>▪ Monthly Performance Reports completed</li> </ul>	Reports	OP&PM		5
	2.3 Strategic alignment of planning process improved by 03-08 <ul style="list-style-type: none"> <li>▪ Alignment exercise conducted by June <del>April</del></li> <li>▪ Log Frame revisions processed <del>completed</del> by August for adoption in September</li> <li>▪ Log Frame revisions prepared for adoption by Board at Retreat</li> <li>▪ 2009-10 Plan and Log Frame developed by October 2008</li> <li>▪ 2009-10 Plans aligned and budgets adjusted by December 2008</li> </ul>	PPDD records, reports, Log Frames and modifications, alignment reporting	PPDD: OP&PM managing, monitoring & reporting  Divisions and Departments		4
	<ul style="list-style-type: none"> <li>▪ All staff sensitized to document and record control policy and procedures by 03/08</li> </ul> Next Steps? 2.4 Document and record control policies and procedures implemented for all division website documents by 03/09.		All Managers	Training Register	1

Strategies/ Objectives/ Results	Performance Indicators and Targets	Means of Verification	Responsibility (Owner + M&R)	Assumptions- Risks	Weight																																														
	<p>2.5 Monitoring &amp; reporting process improved</p> <p><i>On-time reporting improved</i></p> <p>On-time reporting -for PPDD- improved by 03-09. (Baselines: Number of months both reports were on time 07-08 = ____) Count days late: on time = 0</p> <table border="1" data-bbox="451 464 1146 735"> <thead> <tr> <th rowspan="2">Month</th> <th colspan="2">Days Late</th> <th rowspan="2">Month</th> <th colspan="2">Days Late</th> </tr> <tr> <th>Stat</th> <th>Corp</th> <th>Stat</th> <th>Corp</th> </tr> </thead> <tbody> <tr> <td>Apr</td> <td></td> <td></td> <td>Oct</td> <td></td> <td></td> </tr> <tr> <td>May</td> <td></td> <td></td> <td>Nov</td> <td></td> <td></td> </tr> <tr> <td>Jun</td> <td></td> <td></td> <td>Dec</td> <td></td> <td></td> </tr> <tr> <td>Jul</td> <td></td> <td></td> <td>Jan</td> <td></td> <td></td> </tr> <tr> <td>Aug</td> <td></td> <td></td> <td>Feb</td> <td></td> <td></td> </tr> <tr> <td>Sept</td> <td></td> <td></td> <td>Mar</td> <td></td> <td></td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>▪ Information management culture promoted by Division through LMS, statistical and Online planning tool workshops through 03-09</li> <li>▪ Statistical Reports and Corporate Monthly Report on Log Frame delivered on time through 03-09</li> </ul>	Month	Days Late		Month	Days Late		Stat	Corp	Stat	Corp	Apr			Oct			May			Nov			Jun			Dec			Jul			Jan			Aug			Feb			Sept			Mar			<p>On-Time Submission Report in Monthly Statistical Report &amp; OPPM records of completion based on deadlines set by Board Secretary</p> <p>Monthly Statistical reports deliveries</p> <p>Corporate Log Frame Reports</p>	<p>MIS &amp; OPPM</p> <p>MIS</p> <p>OPPM</p>	<p>Divisions are receptive and take ownership</p>	<p>3</p>
Month	Days Late		Month	Days Late																																															
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Apr			Oct																																																
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	<p>2.6 Online Planning System improved/expanded</p> <ul style="list-style-type: none"> <li>▪ Support provided to all divisions and departments to facilitate use of OPS for monthly reports by 03-09</li> <li>▪ Required Changes documented by 06-08</li> <li>▪ Training in use of OPS conducted for 100 staff by 03-09</li> <li>▪ OPS used for budget development by 10-08 for all Divisions</li> </ul>	<p>Monthly reports</p> <p>Training Registers</p>	<p>OP&amp;PM</p>	<p>Divisions are receptive and take ownership</p>	<p>3</p>																																														

Strategies/ Objectives/ Results	Performance Indicators and Targets	Means of Verification	Responsibility (Owner + M&R)	Assumptions- Risks	Weight
	2.6 Information systems integration improved by 03-08 <ul style="list-style-type: none"> <li>▪ Databases developed and implemented as necessary</li> <li>▪ CBT, EBT and RPS facilitated to use LMS for statistical reports by 09-08</li> <li>▪ Statistical and MIS reports made more relevant through 03-0 in response to feedback</li> <li>▪ Document &amp; Record Control policy &amp; procedures developed in conjunction with IM Policy Committee</li> <li>▪ Project Development database integrated and supported though 0/09</li> </ul>	MIS Reports, Statistical Report, LMS	MIS	Implementatio n of LMS is timely by partners including ITC	5
3 Quality and relevance of products and services improved  Weight = <del>30</del> -29	3.6 Five sector training plans produced by 03-09	Sector Plan documents	R&E		5
	3.7 4 quarterly system bulletins produced by 03-09				
	3.8 Rate of return analyses for qualifications ranking 7 <sup>th</sup> to 10 <sup>th</sup> in enrolment conducted by 03-09 (Top six completed 07-08)	Research report	R&E	Finance can define the cost of the selected programmes	4
	3.9 Four programme evaluations or employer satisfaction studies conducted by Division and four conducted by NPD and departments with assistance of Division by 03-09 (Employer surveys were decentralised to institutions)	Evaluation reports on Intranet	R&E	NPD-RPS commitment and follow through	4
	3.4 Tracer study of 2006-07 cohort completed by 03-09	Study Report	R&E		4
	3.5 Annual Training Report for 2007-08 completed by 12-08	Report on website	R&E		3
	3.6 Impact Monitoring Report for 2007-08 completed by 01-09	Report on website	R&E		3

**2008-09 PPDD Divisional Operational Plan (Log Frame)**

Strategies/ Objectives/ Results	Performance Indicators and Targets	Means of Verification	Responsibility (Owner + M&R)	Assumptions- Risks	Weight
	3.7 Labour market information system improved by 03-09 <ul style="list-style-type: none"> <li>▪ Employment projection model implemented by 06-09</li> <li>▪ LM Webpage developed by 08-09 with guidance for training departments as one step to improve the key process "Responding to Labour Market Needs"</li> </ul>	MIS Reports	MIS (with support from R&E)		3
	3.8 Support provided to RPS of NPD to conduct Labour Market Status Report by 03-09			NPD-RPS commitment and follow through	2
	3.9 The Community Profile database revamped by 09/08 and at least three profiles completed by 03/09	Database file(s)			2
4 Recognition and understanding of products and services increased  Weight = 11 8	4.1 At least four (4) events-activities completed to disseminate knowledge, findings, recommendations, etc. by 03-09	Events registers	Directors – especially R&E		4
	4.2 Customer satisfaction survey conducted on Division by 07-08 report completed by 09-08 and key recommendations implemented by 03-09			Survey completed during 06-07	3
	4.3 Develop on-line library of all PPDD knowledge products				1
5 Effective and efficient management of resources, especially focusing on	5.1 New projects approved earmark at least 90% of New Projects line item in budget	PPDD Monthly reports	P&P		2
	5.2 Staff Development Plans implemented by 03-09	Annual Report	Directors		2

**2008-09 PPDD Divisional Operational Plan (Log Frame)**

Strategies/ Objectives/ Results	Performance Indicators and Targets	Means of Verification	Responsibility (Owner + M&R)	Assumptions- Risks	Weight															
projects, staff "induction" and training strengthened  Weight = 6	5.3 Expenditure variance does not exceed plus 5% to minus 7%	Financial Statements	SD, Directors, Managers HTF-Finance M&R		2															
6. Major projects managed and coordinated effectively  Weight = 8-13	6.1 At least two accurate CHASE reports provided on a timely basis by 03/08	PPDD reports P&P Reports	P&P		3															
	6.2 Team Jamaica enrolment and certification meets agreed targets for the fiscal year 08/09:  <table border="1" data-bbox="394 613 1163 803"> <thead> <tr> <th></th> <th>Actual 2006- 07</th> <th>Target 2007- 08</th> <th>Actual 2007-08</th> <th>Target 2008-09</th> </tr> </thead> <tbody> <tr> <td>Team Jamaica enrolment (TPDCO)</td> <td>2332</td> <td>3,250</td> <td></td> <td>3,500</td> </tr> <tr> <td>Team Jamaica enrolment (internal)</td> <td>4803*</td> <td>5,000</td> <td></td> <td>5,500</td> </tr> </tbody> </table> <p>* reconciliation as at 11/07 is still incomplete</p>		Actual 2006- 07	Target 2007- 08	Actual 2007-08	Target 2008-09	Team Jamaica enrolment (TPDCO)	2332	3,250		3,500	Team Jamaica enrolment (internal)	4803*	5,000		5,500	PPDD Reports; Statistical reports	P&P	Recommendati ons for integration of TJ within hospitality qualifications actioned	3
		Actual 2006- 07	Target 2007- 08	Actual 2007-08	Target 2008-09															
	Team Jamaica enrolment (TPDCO)	2332	3,250		3,500															
	Team Jamaica enrolment (internal)	4803*	5,000		5,500															
6.3 ICT4D Jamaica effectively manages annual work programme	IICD Quarterly reports	P&P	Required staffing in place	4																
6.4 At least 6 Education and Training MFT meetings coordinated and required reports provided to MOE by 03/09	P&P reports; reports to MOE	P&P	Secretariat Support from NYS/NYCD	2																
6.5 Coordination of any other projects coming on stream during the fiscal year as required	P&P reports	P&P		1																
<b>TOTAL</b>					<b>100</b>															

Further consideration: Consultative meetings, stakeholder consultations, and processes with government-MLSS, PIOJ etc., Community profiles