



# Annual Operational Plan

**2005/2006**

Prepared by  
Planning & Projects Development Division  
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**HEART TRUST/NTA  
OPERATIONAL PLAN  
2005/2006**

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## 1.0 EXECUTIVE SUMMARY

### 1.1 CORPORATE OPERATIONAL PLAN

Values	Statement
Customer Satisfaction	Anticipating, meeting and/or exceeding customer needs, wants and expectations.
Quality	Delivering high standards of performance with excellent results on time, every time.
Learning Creativity and Innovation	Welcoming new ideas and methods and encouraging individuals to explore new opportunities to improve performance and results.
Relevance	Involving our stakeholders in the design, development, and continuous evaluation of our products and services.
Partnership	Networking and cooperation with our stakeholders to bring shared success and goodwill.
Teamwork	Accomplishing our goals together, unimpeded by functional lines and cultural differences.

### Vision Statement

A Jamaican workforce trained and certified to international standards, stimulating employment-creating investments, contributing to the improved productivity, competitiveness and prosperity of individuals, enterprises and the nation.

### Mission

A flexible TVET system expanding access to training and certification is established to influence and meet labour market demands.

## Environmental Scan

Driving Forces	Restraining Forces
1. Demand of the Labour Market for competent workers	1. Perception HEART is for the disadvantaged
2. High Social Demand for Training Programmes	3. Low quality educational output – Low quality of input
4. Increasing Public Expectations	3. MOEC Resource Demands
5. Accountability for the tax levy	6. Weak Cooperation of Employers Poor quality of attitudes (trainers- workforce)
7. Technology and new processes	5. Insufficient self-empowerment of graduates
8. CSME/FTAA Globalisation and Competition	6. Inadequate Labour Market Data
9. Regional Leadership in TVET	7. Weak absorption capacity of graduates by industry
10. National Responsibility (NTA)	8. Weak sectoral leadership for Agency
11. Investment in key sectors Bauxite/ Hospitality/ ICT/Construction	
12. Demand for workforce with critical employability and higher-level skills.	

## SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Slow structure change in response to current demands</li> </ul>	<ul style="list-style-type: none"> <li>Emerging public awareness of importance of a competent workforce</li> </ul>	<ul style="list-style-type: none"> <li>Government regulatory changes</li> </ul>
<ul style="list-style-type: none"> <li>Financial Resources</li> </ul>	<ul style="list-style-type: none"> <li>Cumbersome internal processes and reporting systems</li> </ul>	<ul style="list-style-type: none"> <li>Regional TVET leadership and provision of services</li> </ul>	<ul style="list-style-type: none"> <li>Social and political demands outside of mandate and capacity.</li> </ul>
<ul style="list-style-type: none"> <li>Competent Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>Management of cross- functional synergies</li> </ul>	<ul style="list-style-type: none"> <li>Opportunities for influencing direction and form of the formal education system</li> </ul>	<ul style="list-style-type: none"> <li>Low quality output from education system</li> </ul>
<ul style="list-style-type: none"> <li>Committed Staff</li> </ul>	<ul style="list-style-type: none"> <li>Lack of preparedness</li> </ul>	<ul style="list-style-type: none"> <li>Collaboration with</li> </ul>	

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>• Credibility – local and international (reputation for results)</li> <li>• Dedicated tax as reliable resource</li> <li>• Responsiveness to market demand</li> <li>• Wide stakeholder base</li> <li>• Global orientation and benchmarking practices</li> <li>• Solid IT infrastructure</li> <li>• Agency Autonomy</li> <li>• Management philosophy and practice</li> </ul>	<ul style="list-style-type: none"> <li>• of current staff for new roles in revised TVET model.</li> <li>• Staff remain risk-averse</li> <li>• Poor Information systems integration</li> <li>• Poor dissemination of information internally</li> </ul>	<ul style="list-style-type: none"> <li>• institutions for the delivery of higher-level programmes.</li> <li>• Retraining of workforce – a genuine need of industry.</li> <li>• Attractive professional environment</li> <li>• Become more stakeholder-driven</li> <li>• Articulation with tertiary education</li> <li>• Use of emerging technologies to drive training delivery</li> <li>• Significant new investments Hospitality, IT, Bauxite, Construction</li> <li>• Opportunities for service providers</li> </ul>	

## Specific Operational Targets for the Year 2005/06

### Economy

The HEART Trust/NTA assumed the following parameters in compiling the budget:

- Inflation Rate - 6%
- Exchange Rate - J\$63.00:US\$1.00
- Wages - 4%

## Enrolment

Learner enrolment in programmes will be as follows:

Learner Enrolment	Budget 2005/2006	%	Projected 2004/2005	% Change
<b>TOTAL PROGRAMMES</b>	<b>84,096</b>	<b>100%</b>	<b>57,746</b>	<b>46%</b>
Level I	23,610	28%	22,595	4%
Level II	7,307	9%	6,263	17%
Level III	2,682	3%	2,096	28%
Level IV	2,344	3%	1,699	38%
Level V - Degree Programmes	1,035	1%	843	23%
Level VI - Post Graduate Programmes	316	0%	204	55%
Unit Competencies	28,282	34%	14,145	100%
Joint	11,489	14%	6,053	90%
Short Courses	178	0%	307	-42%
Other Certifications	6,853	8%	3,541	94%

## Organisation and Budget

- The budget is based on a staff level of 1,245 permanent employees and 696 other workers.
- Salary and related staff benefits are budgeted for increase by 6%.
- The ratio of direct training to administrative expenditure is 86:14.
- The activities for 2005/2006 are budgeted as follows:

### 1.1.5.4 Certification Targets

Summary of Activities	Budget 2005/2006	Projected 2004/2005	% Change
Revenue	\$4,674,603,046	\$3,561,349,520	31%
Expenditure	\$4,575,145,688	\$3,332,082,807	37%
Surplus / (Deficit)	\$99,457,358	\$229,266,714	-57%
Capital Expenditure	\$520,496,706	\$273,672,421	90%
Manpower	1,245	1,132	10%
Learners	84,096	57,746	46%

The table below outlines the Agency's certification targets for the new operational year. Total projected certification for HEART-Financed as well as Other-Financed programmes is **63,832**.

<b>NCTVET CERTIFICATION 2005-06</b>										
<b>Institutions and Programmes</b>	<b>Level I</b>	<b>Level II</b>	<b>Level III</b>	<b>Level IV</b>	<b>Level V</b>	<b>Level VI</b>	<b>Unit Competency</b>	<b>Other Certificates</b>	<b>Joint</b>	<b>Total</b>
<b>HEART-FINANCED PROGRAMMES</b>										
<b>Institution Based Training</b>	<b>5,846</b>	<b>3,993</b>	<b>1,370</b>	<b>160</b>	<b>0</b>	<b>0</b>	<b>13,747</b>	<b>2,428</b>	<b>6,873</b>	<b>34,417</b>
<b>Community Based Training</b>	<b>5,257</b>	<b>300</b>	<b>78</b>	<b>156</b>	<b>0</b>	<b>0</b>	<b>1,527</b>	<b>3,711</b>	<b>1,336</b>	<b>12,365</b>
• Community Based Training	3,194	100	0	0	0	0	987	0	222	4503
• - Team Jamaica External	0	0	0	0	0	0	0	88	0	88
• Caribbean Inst. Tech.	0	200	78	156	0	0	0	0	0	434
• Pre-Level 1	0	0	0	0	0	0	520	0	1,084	1604
• LEAP Centre	0	0	0	0	0	0	20	0	30	50
• THSD Project	1,348	0	0	0	0	0	0	0	0	1348
• MOE	0	0	0	0	0	0	0	800	0	800
• SDC	530	0	0	0	0	0	0	0	0	530
• TPDCo Team Jamaica	0	0	0	0	0	0	0	2,822	0	2822
• Bauxite Expansion Private Providers	0	0	0	0	0	0	0	0	0	0
• Rationalization in TVET	186	0	0	0	0	0	0	0	0	186
<b>Enterprise Based</b>	<b>2,389</b>	<b>510</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,928</b>	<b>0</b>	<b>1,204</b>	<b>13,031</b>
• Apprenticeship	255	85	0	0	0	0	86	0	0	426
• On The Job	1,488	425	0	0	0	0	2,615	0	0	4528
• Workplace Intervention	646	0	0	0	0	0	6,227	0	1,204	8077
<b>National Programmes Division TOTAL</b>	<b>13,492</b>	<b>4,803</b>	<b>1,448</b>	<b>316</b>	<b>0</b>	<b>0</b>	<b>24,202</b>	<b>6,139</b>	<b>9,413</b>	<b>59,813</b>
<b>VTDI</b>	<b>0</b>	<b>0</b>	<b>157</b>	<b>934</b>	<b>0</b>	<b>128</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1219</b>
<b>HEART-FINANCED TOTAL</b>	<b>13,492</b>	<b>4,803</b>	<b>1,605</b>	<b>1,250</b>	<b>0</b>	<b>128</b>	<b>24,202</b>	<b>6,139</b>	<b>9,413</b>	<b>61,032</b>
<b>Distribution by Percent</b>	<b>22.0%</b>	<b>7.8%</b>	<b>3.1%</b>	<b>2.0%</b>	<b>0.0%</b>	<b>0.2%</b>	<b>39.5%</b>	<b>10.0%</b>	<b>15.3%</b>	<b>100.0%</b>
<b>Other-Financed Programmes</b>										
<b>Secondary Schools</b>	<b>750</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>750</b>
<b>Other Providers</b>	<b>1500</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2000</b>
<b>GRAND TOTAL</b>	<b>15,742</b>	<b>5,303</b>	<b>1,905</b>	<b>1,250</b>	<b>0</b>	<b>128</b>	<b>24,202</b>	<b>6,139</b>	<b>9,413</b>	<b>63,782</b>

1.1.1 Corporate Operational Plan

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Responsibility	Weight																								
<p>1. 63,700 individuals certified</p> <p><b>Weight 17</b></p>	<p>1.1 NVQ certification achieved by 24,000 individuals by 03/06.</p> <table border="1" data-bbox="737 477 1209 915"> <thead> <tr> <th>Source</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Institution Based</td> <td>11,369</td> </tr> <tr> <td>Enterprise Based</td> <td>2,899</td> </tr> <tr> <td>Community Based</td> <td>3,824</td> </tr> <tr> <td>CIT</td> <td>434</td> </tr> <tr> <td><b>SUB TOTAL NPD</b></td> <td><b>18,526</b></td> </tr> <tr> <td>VTDI</td> <td>1,220</td> </tr> <tr> <td>THSDP &amp; RTVETSS</td> <td>1,534</td> </tr> <tr> <td><b>HEART Total</b></td> <td><b>21,280</b></td> </tr> <tr> <td>Secondary Schools</td> <td>750</td> </tr> <tr> <td>Other Providers</td> <td>2,000</td> </tr> <tr> <td><b>Grand Total</b></td> <td><b>24,030</b></td> </tr> </tbody> </table> <p>(See Certification Chart for Detail)</p>	Source	Target	Institution Based	11,369	Enterprise Based	2,899	Community Based	3,824	CIT	434	<b>SUB TOTAL NPD</b>	<b>18,526</b>	VTDI	1,220	THSDP & RTVETSS	1,534	<b>HEART Total</b>	<b>21,280</b>	Secondary Schools	750	Other Providers	2,000	<b>Grand Total</b>	<b>24,030</b>	<p>NCTVET Records and NPD records</p>	<p>NPD VTDI &amp; CIT NCTVET</p>	<p>6</p>
Source	Target																											
Institution Based	11,369																											
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	<p>1.2 Unit Competencies achieved by <b>24,200</b> individuals by 03/06.</p>	<p>NPD and LMS records, Monthly Statistical Reports (MSR)</p>	<p>NPD</p>	<p>6</p>																								

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Responsibility	Weight																		
	1.3 Joint and Other Certifications achieved by <b>15,500</b> individuals by 03/06	NPD and LMS records, Monthly Statistical Reports (MSR)	NPD	5																		
2. Access to training programmes increased  <b>Weight 14</b>	2.1 Higher-level enrolment increased from 8,819 in 2004-05 to 13,532 (increase of 53%) by 03/06.	NPD and LMS records	NPD VTDI	3																		
	2.2 Enrolment in NCTVET approved training programmes increased to 87,000 by 03/06.  <table border="1" data-bbox="739 834 1209 1167"> <thead> <tr> <th>Type</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>Institution Based</td> <td>43,605</td> </tr> <tr> <td>Community Based</td> <td>18,915</td> </tr> <tr> <td>Enterprise Based</td> <td>18,095</td> </tr> <tr> <td>VTDI</td> <td>3,481</td> </tr> <tr> <td>HEART TOTAL</td> <td>84,096</td> </tr> <tr> <td>Secondary Schools</td> <td>1,500</td> </tr> <tr> <td>Other Providers</td> <td>2,200</td> </tr> <tr> <td><b>Total</b></td> <td><b>87,796</b></td> </tr> </tbody> </table>	Type	Target	Institution Based	43,605	Community Based	18,915	Enterprise Based	18,095	VTDI	3,481	HEART TOTAL	84,096	Secondary Schools	1,500	Other Providers	2,200	<b>Total</b>	<b>87,796</b>	Monthly Statistical Reports	NPD	6
	Type	Target																				
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<b>Total</b>	<b>87,796</b>																					
2.3 Thirty (30) new firms partnering with HEART institutions to provide training by 03/06.	NPD and EBT records	VTDI/NPD (EBT)	3																			

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Responsibility	Weight
	2.4 750 individuals (150 at VTDI and 600 at CIT) enrolled in distance education programmes by 03/06.	VTDI and CIT	VTDI, CIT	2
3. Existing Partnerships strengthened and New Partnerships developed to expand access to training and certification  <b>Weight 15</b>	3.1 Qualification framework extended through MOEYC, UCJ, Community Colleges and Universities by 03/06.	CTD Reports	ED's Office/CTD/NCTVET	2
	3.2 New partnerships with universities initiated to reconfigure three (3) programmes within competency based framework by 03/06.	CTD Reports	NCTVET/CTD/ED's Office	3
	3.3 Increased recognition and acceptance of qualification framework locally (public, MOEYC, UCJ) and in the region through CANTA (CVQ awarded) by 03/06.	CTD Reports	ED's Office/CTD	2
	3.4 Partnerships for training in three new sectors established by 03/06.	PPDD Reports	NCTVET/CTD/PPDD	2
	3.5 80% NVQ-J certification achieved by 2,252 THS 2004-05 enrolees in NCTVET programmes and at least a 5% increase in overall CXC pass rate for the 2004-05 cohort by 03/06.	THSDP	ED's Office, THSDP	2
	3.6 Four externally financed partnerships for training/provision of technical services developed and three implemented by 03/06.	PPDD and CTD reports	ED's Office/CTD/PPDD	2

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Responsibility	Weight
	3.7 15 new partnerships for community-based training established to expand training with NGOs, CBOs etc. by 03/06	CBT Reports	PPDD/NPD: CBT	2
4. Effective and Efficient Management of Resources strengthened  <b>Weight 10</b>	4.1 Non-3% programmes and commercial enterprise activity earnings increased to \$342.7m by 03/06.	Financial Statement 03/2006	NPD/CTD	2
	4.2 Three percent (3%) collections increased to \$J4.15b (a 35% increase) by 03/06	Financial Statement 03/2006	HTF	3
	4.3 Budget variance of Agency not to exceed 5% by 03/06.	Financial Statement 03/2006	All Divisions	1
	4.4 Policies, organizational arrangements and administrative procedures to support expansion in TVET in place by 12/05.	Technical Committee HRPD Reports	All Divisions	1
	4.5 Average Agency audit rating of no less than 3.9 achieved by 03/06.	E.D.'s reports	All Divisions	1
	4.6 MIS improved and fully implemented by 03/06 <ul style="list-style-type: none"> <li>▪ Document management system</li> <li>▪ Online Operational Planning module</li> <li>▪ Log Frame management tool</li> <li>▪ Online Budget development module improved</li> </ul>	ITC Reports	ITC/ All Divisions	2
5. Technical Services to Support the TVET	5.1 500 Assessors trained and registered by 09/05.	VTDI Reports	VTDI	2

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Responsibility	Weight
System maintained  Weight 14	5.2 Evaluation of TVET Business Model in firms by 12/05 and decisions implemented by 03/06	PPDD Report, NTA Technical Committee for decisions	PPDD, Technical Committee	1
	5.3 80 qualification profiles developed and validated across six industries by 03/06.	NQR, NCTVET reports	NCTVET	2
	5.4 Learning Management System implemented and operational in all institutions by 03/06	ITC Report	ITC/NPD	2
	5.5 Instructional materials developed/acquired to support competency standards for 15 sectors by 03/06.	LMS reports	LMS	2
	5.7 Awareness of NVQJ certification and NVQJ certified workers promoted among employers and potential customers by 03/06.	E.D. & Communications report	Communications/ NCTVET/ NPD	2
	5.8 Entrepreneurship programme extended and strengthened in fourteen (14) technical high schools by 03/06.	CTD reports	CTD – ESD	1.5
	5.9 Career Guidance programme developed and implemented for the TVET system and promotion of LLL by 03/06.	PROGIS reports	PROGIS	1.5
6 Quality of Training/Delivery improved  Weight 9	6.1 Quality assurance systems improved and maintained system-wide by 03/06.	NCTVET report	NCTVET	2
	6.2 90% certification rate achieved for HEART-financed programmes by 03/06	NPD and LMS reports	NPD	3

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Responsibility	Weight
	6.3 ISO certification application and registration process for NCTVET completed by 03/06	NCTVET reports	NCTVET	2
	6.4 Instructor Quality Service programme (IQSP) average score of 90% achieved for instructors by 03/06.	NPD reports	NPD	2
7 Relevance of Programme to Labour Market and Social Demand improved  <b>Weight 10</b>	7.1 Employers' requests for services increased by 15% by 03/06.	NPD, EBT & RPS reports	NPD	2
	7.2 Training capacity adjustment plan completed by 03/06.	NPD reports	NPD/Technical Services/PPDD/NCTVET	2
	7.3 Training needs analysis completed by 03/06.	PPDD documents	PPDD/NPD	3
	7.4 Job placement rate increased by 15% over 2004-05 by 03/06	NPD reports	NPD	2
	7.5 HISEP certification system developed and implemented by 09/05.	NCTVET reports	NCTVET/ITC	1
8 Strategic Human Resource Planning Development Programmes strengthened and expanded  <b>Weight 11</b>	8.1 55% of instructor corps with diploma pursuing degree level certification by 03/06.	HRPD reports	HRPD	2
	8.2 HRD programmes/initiatives implemented to support organization restructuring and training capacity realignments under the Revised TVET Model by 03/06.	HRPD reports	HRPD	2

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Responsibility	Weight
	8.3 NCTEVT NVQ Level 5 Qualifications developed for instructional personnel by 30/06.	HRPD reports	NCTVET, VTDI, HRPD	3
	8.4 Results and recommendations of 2005 Employee Satisfaction Survey addressed by 03/06.	HRPD reports	HRPD/HTF	2
	8.5 Competency assessment included in performance appraisal instrument by 03/06.	HRPD reports	HRPD	2
<b>Total</b>				<b>100</b>

## 2.0 DIVISIONAL PLANS

### 2.1 EXECUTIVE DIRECTOR'S OFFICE

#### Mission

HEART Trust/NTA re-positioned as a key and indispensable National Agency through the strategic activities of human resource development, public information and marketing, strengthening strategic partnerships with the Ministry of Education and other key stakeholders, and demonstrating agency transparency and integrity.

#### Core Values

- Customer Satisfaction
- Quality
- Learning Creativity And Innovation
- Relevance
- Partnership
- Teamwork

#### Environmental Scan

Driving Forces	Restraining Forces
1. Demand for greater maximization of organization resources	1. Lack of sufficient influence on MOEYC and MOF policies
2. High demand for compliance with government regulations (tax and audit act)	2. MOEYC Resource Demands
3. Demand for the organization to meet world class standards	3. Low economic/High Debt Burden
4. Demand of the Labour Market for competent Workers	4. Public sector MOU wage policy
5. Demand for better understanding of the organization's products and services	5. Traditional public perception of TVET

## Swot Analysis

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> <li>• Competent Human Resources</li> <li>• Agency Autonomy</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate management information systems integration.</li> </ul>	<ul style="list-style-type: none"> <li>• Public awareness and demand for a competent certified workforce due in part to increased foreign direct investment.</li> </ul>	<ul style="list-style-type: none"> <li>• Adverse change in tax policy</li> <li>• Unavailability of select skills sets.</li> </ul>
<ul style="list-style-type: none"> <li>• Favourable Staff Morale</li> <li>• Wide stakeholder base</li> <li>• Credibility – local and international (Reputation for results)</li> <li>• Responsiveness to market demand.</li> <li>• Strong growth in IT</li> <li>• Management philosophy and practice</li> <li>• Global orientation and bench-marking practices</li> </ul>	<ul style="list-style-type: none"> <li>• Low cross functional synergies.</li> <li>• Inadequate awareness of organizational strategic direction.</li> <li>• Narrow organisational perspective.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional TVET leadership influence.</li> <li>• Opportunities for influencing reform and direction of the formal education system.</li> <li>• Attracting career oriented individuals to organization</li> <li>• Initiate organisational best practices to external stakeholders.</li> <li>• Build brand awareness of competency based framework.</li> </ul>	<ul style="list-style-type: none"> <li>• Social and political demands outside of mandate and core competency</li> <li>• Inability to absorb external shocks.</li> <li>• Perception of the market relevance of NVQJ certification.</li> </ul>

## Executive Director's Office

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
1. Management of HEART resources optimized to promote efficiency and effectiveness  <b>Weight 15</b>	1.1 100 management audit assignments completed to required standards by 03/06	Audit reports	7
	1.2 Budget variance of division not to exceed + or – 5% by 03/06	Income and expenditure statements	3
	1.3 Average agency audit rating to reach or exceed 3.9 by 03/06	Audit Reports	5
2. Existing partnerships strengthened and new partnerships developed to expand access to training and certification  <b>Weight 40</b>	2.1 Increased recognition and acceptance of qualification framework locally (public, MOEYC, UCJ) and in the region through CANTA (CVQ awarded) by 03/06	Heads of Agreement correspondence NVQJ enrolments in these institutions statistical reports	10
	2.2 Three (3) new partnerships with universities initiated to reconfigure three (3) programmes within competency based framework by 03/06	Heads of Agreement correspondence Reconfigured programmes, established confirmation	3
	2.3 2250 THS enrolees in NCTVET programmes by 10/05.	Statistical report	10
	2.4 80% NVQ-J certification achieved by THS 2005 enrolees in NCTVET programmes.	Certification report	7

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
	2.5 At least 35% pass rate in CXC subjects by 07/05. (Math, Language, Science)	Certification report	5
	2.6 Four externally financed partnerships for training/provision of technical services developed and three implemented by 03/06	Heads of Agreement correspondence	5
3. Public recognition and acceptance of HEART's role increased  <b>Weight 20</b>	3.1 At least 70% of JEF membership are aware of NVQJ certification	Survey	5
	3.2 70% of the Jamaican Public aware of workforce training assessment and certification opportunities under the NBM by 03/06	Survey	10
	3.3 2000 NVQ awards issued by 03/06 and three implemented by 03/06	NQR	5
4. Strategic Human Resource Planning and Development programmes strengthened and expanded  <b>Weight 25</b>	4.1 55% of instructor corps with diploma pursuing degree level certification by 09/05.	Qualification database	5
	4.2 Organization Business processes defined and documented by 03/06.	Reports	4
	4.3 Staff upgrading programme implement to support the realignment of capacity within HEART/NTA training institutions by 03/06.	HRD programmes	2

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
	4.4 HRD programmes/ initiatives implemented for RPS and EBT departments to support the Revised TVET Model by 03/06.	Reports	2
	4.5 Performance criteria developed for each job competence and included on HR intranet web page by 03/06.	Intranet	2
	4.6 NCTVET level 5 qualification developed for instructors by 03/06.	Qualification framework/NQR	3
	4.7 Career Development Programme evaluated and improved by 03/06	Staff Survey	4
	4.8 Performance Appraisal instrument reviewed to include competency assessment and core values by 03/06	Appraisal Instrument	3
<b>Total</b>			<b>100</b>

### 2.1.1 Management & Operations Analysis & Internal Audit

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
1. Management of HEART Trust/ NTA resources optimized to promote efficiency and effectiveness.  <b>Weight 17</b>	<b>Audit Planning</b> 1.1 Annual audit plan prepared that categorizes auditable units, departments and functions based on level of risk by April 1,2005	Audit plan	15
	1.2 Agency audit rating score of 3.9 achieved by 03/06	Summary statement of audit scores and audit reports.	1
	1.3 Budget variance of Unit not to exceed 5% by March 2006.	Income and expenditure statement	1
2 Efficient audit systems implemented.  <b>Weight 70</b>	<b>Audit Execution &amp; Feedback</b> 2.1 100 audit assignments completed to required standards by March 31, 2006 including the highest risk areas in rank order.	Audit working-paper files	36
	2.2 Post-audit reviews of the implementation of recommendations completed and reported on for each audit assignment completed	Post audit review reports	13
	2.3 Capacity maintained to be responsive to unplanned for audits – special investigation requests	Special audits completed	3

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
	<p><b>Cross-Functional Activities</b></p> <p>2.4 Management systems improved through collaborative work with:</p> <ul style="list-style-type: none"> <li>• Regional Programme Service- on strengthening accountability in the trainee management system</li> <li>• HRPD- on Front Office and Customer Service Management</li> </ul>	<p>Systems working-paper documents</p> <p>Systems working-paper documents</p>	<p>8</p> <p>7</p>
	<p>2.5 Management accountable for the areas audited are updated with the issues in the completed audit assignments and their written commitment secured on the development and implementation of action plans to remedy defects identified.</p>	<p>Meetings with management. Action plans and formal reports</p>	<p>3</p>
<p>3. Staff development programme implemented.</p> <p><b>Weight 13</b></p>	<p><b>H.R Capability</b></p> <p>3.1 Staff trained by March 2006 in:</p> <ul style="list-style-type: none"> <li>• Developments in International Accounting and Auditing Standards.</li> <li>• New Company's Act</li> <li>• Government regulation- The Finance and Audit Act.</li> </ul>	<p>Certification/seminar papers</p>	<p>8</p> <p>2</p> <p>3</p>
<b>Total</b>			<b>100</b>

### 2.1.2 Technical High Schools Development Project

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
1. Support provided for implementation of School Development Plan.  <b>Weight 6</b>	1.1 Monitor implementation of Year 2 Action Plans from September 2005.	Monthly Report	2
	1.2 Review session conducted with principals and SDP co-ordinators re evaluation of Year 2 Action Plans and preparation and implementation of Year 3 Action Plans by May 2005.	Quarterly and Half-year Reports.	2
	1.3 Support provided to the schools re partial implementation of Year 3 Action Plans. (On-going from September 2005 – March 2006).	Annual Report	2
2. 85% of students assessed in June 2005 obtaining certification and 10% increased enrolment in the 2005/2006 cohort.  <b>Weight 12</b>	2.1 Training conducted to increase teachers' competencies to prepare students for NVQJ certification by August 2005.	Monthly Report.	2
	2.2 85% of students assessed in June 2005 obtain NVQJ certification by October 2005.	Monthly Report.	3
	2.3 Adequate information disseminated to schools re the importance of increasing enrolment in NTVET programmes by September 2005.	Quarterly Report.	4
	2.4 Follow-up conducted to ensure increased enrolment is actualised by November 2005.	Half-year Report.	3
3. Technical High Schools accredited to certify NCTVET	3.1 Training activities conducted re requirements for the Technical High Schools to certify NCTVET Levels 1 and 2 programmes by August 2005.	Monthly Report.	3

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
certify NCTVET Levels 1 and 2 programmes.  <b>Weight 8</b>	3.2 Adequate follow-up on training carried out by October 2005.	Quarterly Report.	3
	3.3 Evaluation of schools re certification requirements by February 2006.	Half-year Report.	2
4. Quality of training delivery improved.  <b>Weight 12</b>	4.1 Workshops conducted to enhance delivery of core curriculum areas by February 2006.	Monthly and Quarterly Reports.	4
	4.2 Follow-up activities carried out – ongoing from November 2005 – March 2006.	Quarterly Report.	2
	4.3 Workshop conducted to enable teachers to carry out instructional leadership activities effectively (by August 2005).	Monthly Report.	4
	4.4 Necessary follow-up carried out on instructional leadership from September 2005 – March 2006.	Half-year Report.	2
5. Reading Improvement Programme strengthened.  <b>Weight 10</b>	5.1 Training sessions conducted for co-ordinators of Reading Improvement Programme by August 2005.	Monthly Report.	3.5
	5.2 Follow-up conducted re training sessions by November 2005.	Monthly Report.	3
	5.3 Monitor implementation of Reading Improvement Programme. (Ongoing from September 2005 – March 2006).	Quarterly and Annual Reports	3.5

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
6. Maintenance of equipment carried out and Inventory conducted.  <b>Weight 10</b>	6.1 Need assessment conducted to determine maintenance needs by April 2005.	Monthly Report.	3
	6.2 Maintenance carried out based on Needs Assessment by September 2005.	Half-year Report.	4
	6.3 Inventory of equipment, tools, etc. carried out by August 2005.	Monthly and Quarterly Reports.	3
7. Entrepreneurship programme strengthened in the Technical High Schools.  <b>Weight 7</b>	7.1 Training of teachers to further expand Entrepreneurship programme by August 2005.	Quarterly Report.	2
	7.2 Implementation of Entrepreneurship programme in each Technical High School by October 2005.	Monthly Report.	3
	7.3 Follow –up conducted to facilitate effective implementation by March 2006.	Annual Report.	2
8. Career Guidance Programme Enhanced  <b>Weight 7</b>	8.1 In collaboration with PROGIS, conduct training for Guidance Counsellors and Work Experience Teachers of the Technical High Schools by August 2005.	Monthly Report.	2
	8.2 Monitor implementation of Career Development Plans from September 2005 - March 2006.	Quarterly and Half-year Reports.	3
	8.3 Conduct follow-up activities from January 2006 – March 2006.	Annual Report.	2

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
9. Implementation of Values and Attitudes Programme  <b>Weight 8</b>	9.1 Implementation of Phase 1 of Values and Attitudes programme in Technical High Schools by December 2005.	Monthly Report.	3
	9.2 Monitor implementation of programme (on-going from April 2005 – January 2006).	Half-year Report.	3
	9.3 Evaluate Phase 1 of implementation to determine impact by March 2006.	Annual Report.	2
10. Teacher of the Year selected and Awards Ceremony Held.  <b>Weight 10</b>	10.1 Phase 1 of selection process completed and top three teachers from each school identified by April 2005.	Monthly Report.	2
	10.2 Evaluation of top three by Principals, Vice Principals and Teachers by May 2005.	Monthly Report	2
	10.3 Interview conducted and Teacher of the Year 2005 selected by June 2005.	Quarterly Report.	2
	10.4 Awards Ceremony held by August 2005.	Monthly Report.	2
	10.5 Commencement of promotion re Teacher of the Year 2006 by September 2005.	Half-year Report.	2
11. Facilitate the UTECH/HEART Trust ICC re	11.1 Review the practice of School Development Planning to determine impact by May 2005.	Monthly Report	2

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
Trust ICC re Institutional Strengthening at Papine High  <b>Weight 10</b>	11.2 Training of Management Team re new approaches to implementation of School Development Plan by August 2005.	Quarterly Report.	2
	11.3 Provide training for teachers of core subjects by February 2006.	Monthly and Quarterly Reports.	2
	11.4 Conduct at least two follow-up sessions on training by March 2006.	Annual Report	2
	11.5 Monthly and Quarterly Reports.	Annual Report	2
<b>Total</b>			<b>100</b>

### 2.1.3 Human Resource Planning and Development

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
1. Human Resource Development initiatives/ programmes strengthened and expanded  <b>Weight 40</b>	1.1 55% of instructor corps with diploma pursuing degree level certification by 03/06.	Certified instructors	5
	1.2 NCTVET level 5 qualification developed and implemented for instructors by 03/06.	NCTVET Qualification Plan	8
	1.3 HRD programmes/initiatives implemented for RPS and EBT departments to support the Revised TVET Model by 03/06.	Implemented HRD programmes	5
	1.4 Staff upgrading programme implement to support the re-alignment of capacity within HEART/ NTA training institutions by 03/06.	Training Programmes	5
	1.5 HR best practice case studies collated and reviewed by 11/05.	Best practices publication	6
	1.6 Impact study on flexitime conducted by 09/05 and strategies implemented where necessary.	Impact study report	3
	1.7 Management orientation programme developed and implemented by 03/06.	Orientation Programme/ Monthly Report	5
	1.8 Staff orientation programme enhanced by 03/06.	Orientation Programme/ Monthly Report	3
2. Employee Career and Professional Development	2.1 Mentoring programme implemented by 03/06	Mentorship programme report.	8

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
Development Programme strengthened  <b>Weight 28</b>	2.2 Workshops held for employees to support their career development by 12/05.	Workshop reports	8
	2.3 Behavioural Analysis completed and included in job descriptions for 10 mission critical jobs by 03/06.	Job Descriptions	6
	2.4 Career Development Programme evaluated and improved by 03/06.	Survey Report	6
3. Performance Management and Organisation development initiatives strengthened and expanded.  <b>Weight 32</b>	3.1 Competency assessment included and core values refined in performance appraisal instrument by 03/06.	Performance Appraisal Instrument	4
	3.3 Performance criteria developed for each job competence and included on HR intranet web page by 03/06	Intranet	5
	3.4 HR Audits conducted for at least 10 Institutions locations by 02/06	Audit Report	5
	3.5 Performance Management training designed and implemented for Supervisors by 03/06	Training Programme	5
	3.6 2004/05 IQS evaluations analysed and report submitted to institutions by 06/05.	Evaluation Report	3
	3.7 Values Icon Programme implemented by 03/06.	Values Icon Awards	3
	3.8 Organisation Business processes defined and documented by 03/06.	Process definition document	7
<b>Total</b>			<b>100</b>

## 2.1.4 Communications Unit

Vision: Comprehensive public/stakeholder understanding and acceptance of competency-based training and certification, and its value and relevance to workforce productivity and economic prosperity.

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
<p><b>Mission</b> To guide and support the promotion and implementation of increased Enterprise Based Training (EBT) in Jamaican firms, as the central strategy in achieving recognition of the HEART Trust/NTA as the premier training and lifelong learning brand for the workforce in Jamaica and the Caribbean Single Market Economy.</p>	<ul style="list-style-type: none"> <li>• Deeper working synergies with the Jamaica Employers Federation and key companies to effectively communicate EBT to business leaders.</li> <li>• Maintain strategic communications programme for traditional institutional based training, highlighting linkages with EBT and new offerings under the New Business Model (NBM).</li> <li>• Communications advisory and consultancy support provided to Executive Director, Sr. Directors and key organizational functionaries.</li> <li>• Organizational internal communications capacity strategically built to support effective implementation of the NBM.</li> </ul>	<p>News reports of CEO information breakfast sessions and execution of MOU heads of agreement.</p> <p>Advtg &amp; Promotions plan, ad and newspaper clippings, video clips.</p> <p>Memos, communiqués, PowerPoint presentations, texts of speeches.</p> <p>Hiring of internal communications manager. Internal communications work plan</p>	
<p><b>Outputs</b> 1. Internal/External public understanding of Enterprise Based Training and Workforce Certification and the NBM achieved.</p> <p><b>Weight: 30</b></p>	<p>1.1 Quarterly EBT Magazine/Newsletter for employers and HEART staff done, commencing 05/05.</p> <p>1.2 Extensive Year-long EBT/Certification mass media campaign (using JEF endorsement) done, commencing 04/05: (1) Print advertising &amp; advertorials (2) Television (mainstream and cable), (3) Radio (dramatized ad productions).</p>	<p>Newsletter publications, distribution memos/directives.</p> <p>Newspaper clippings, radio &amp; TV ads, advertising invoices, etc.</p>	<p><b>5</b></p> <p><b>10</b></p>

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
	1.3 Defined year-long Success Stories/Workforce Certification ( <i>linking competencies with certification</i> ) advertising print campaign done, commencing 04/05.	Newspaper clippings, advertising invoices.	5
	1.4 Bi-monthly EBT/Certification CEO Breakfast Information series staged in association with JEF for CEOs, executives done, commencing end of 04/05.	Information series schedule, letters to JEF, newspaper reportage.	3
	1.5 EBT officers trained in HEART/JEF customized “Dealing with CEO’s and Businesses” workshops, commencing 06/05.	Agreement with JEF, pictures, certificate of participation.	2
	1.6 Promotional programme supporting Jamaica’s participation in Helsinki World Skills by 05/05.	Newspaper accounts and clippings.	3
	1.7 Documentary on Skills Jamaica, World Skills and the National Training Agency done by 12/05.	Videotape, documentary script.	2
2. Corporate Public Education and Advertising programmes managed and measured.  <b>Weight: 30</b>	2.1 Two public impact surveys done for 2005-2006 operating year: (1) Baseline survey done by 04/05. (2) End-of-year survey done by 03/06.	Survey findings, results publication.	5
	2.2 Corporate Public Relations programmes and strategies designed with JMG Communications & JIS; and implemented, commencing 04/05	Contact reports, Corporate public relations schedule, retainer agreement.	5

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
	2.3 Annual Report produced and distributed to 3% contributors by end of 06/04.	Annual report publication and notice of distribution.	8
	2.4 Defined mass media campaign on the value of certification & lifelong learning by 09/05.	Agreement with CARIMAC re-Lifelong learning Promotional campaign.	6
	2.5 Quarterly performance reports published in the press, done on 07/05, 10/05, 01/06./Corporate calendars and special publications done by 12/05.	Newspaper clippings, calendar copies, etc.	4
	2.6 Partnership support of and participation in Jamaica Employers' Federation Convention by 05/05.	Photographic accounts of HEART/NTA Luncheon at JEF Convention.	2
3. Advertising and promotions consultancy and support provided to Institutional Based Training, the VTDI & the NCTVET.  <b>Weight: 20</b>	3.1 New marketing brochures completed for all HEART institutions by 04/05.	Copies of brochures.	4
	3.2 HEART Training Prospectus documenting all HEART Programmes done by 07/05.	Copy of training prospectus.	4
	3.3 Training/Promotional videos for 10 HEART institutions, done by 03/06: (1) Portmore Academy, Kenilworth Academy, (2) Stony Hill Academy, (3) Community-Based Training (CBT), (4) Seaford Town VTC, (5) Old Harbour VTC, (6) Rockfort VTC, (7) Boys Town VTC, (8) Junction VTC, (9) Ebony Park Academy, (10) GARMEX Academy.	Copies of videotapes for respective institutions.	6

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
	3.4 Oversight coordination for advertising and promotion of VTDI training programmes and NCTVET activities & initiatives done by 03/06.	Newspaper clippings, advertising booking schedules.	4
	3.5 Oversight coordination and consultancy with regional managers/offices' activities, e.g. regional graduation ceremonies, employers' for a, etc.	Memoranda, minutes of meetings, contact reports.	2
4. Internal communications capacity strategically built in HEART institutions to support effective implementation of the NBM & all major HEART events effectively coordinated and executed.  <b>Weight: 15</b>	4.1 Special Institutional communications and image-building initiative launched in major HEART institutions by 04/05.	Internal communications plan and monthly project reports.	10
	4.2 Planning and execution of Annual Instructors' Conference and workshops done by 06/05.	Minutes of meetings, newspaper accounts, programmes, media reports.	4
	4.3 Regional graduation ceremonies & VTDI graduation effectively planned and staged by 12/05.		2
	4.4 Annual Long Service Awards, Lifelong Learning and Entrepreneurial Conferences planned and effectively staged by 12/05.		4

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
5. Management of HEART Trust/NTA's resources optimized to promote efficiency and effectiveness  <b>Weight: 5</b>	5.1 Budget variance of department, not to exceed 5% by 03/05	Finance reports.	<b>5</b>
<b>Total</b>			<b>100</b>

### 2.1.5 National Council on Technical Vocational and Education Training

Strategies/Objectives	Performance Indicators	Means of Verification	Weight
1. Competency packages reviewed, developed and posted on the NQR by 03/06  <b>Weight 25</b>	1.1 Three (3) Lead Groups and six (6) technical teams operationalized by 03/06	Lead Groups and Technical Teams	2
	1.2 Competency Standards developed in three (3) industries across six (6) sectors by 03/06	Standards	10
	1.3 Competency Standards and qualifications plans/profiles reviewed for three (3) industries by 03/06	Qualification Profiles	3
	1.4 Assessment instruments developed for new and existing qualification plans/profiles by 03/06	Instruments	10
2. Quality management for training providers implemented and maintained  <b>Weight 28</b>	2.1 Evaluation for accreditation in institutions facilitated by 03/06	Reports	10
	2.2 Compliance audits conducted in organizations by 03/06.	Audit Reports	8
	2.3 Seminars conducted to promote quality assurance and accreditation in twenty (20) organizations by 03/06	Seminar, documents, reports	2
3. NCTVET products and services promoted and evaluated  <b>Weight 18</b>	3.1 Four (4) Seminars conducted in the four (4) regions by 03/06	Workshop evaluation forms	3
	3.2 International conference held by 03/06	Conference	5
	3.3 Product knowledge orientation conducted in twenty (20) enterprises/institutions/departments and other training providers by 03/06	Report	3

Strategies/Objectives	Performance Indicators	Means of Verification	Weight
	3.4 Product/service survey conducted, analysed and reported by 03/06	Report	2
	3.5 Media presence maintained through print and electronic formats	Radio interviews, videos, publications, billboards	5
4. Qualifications framework and certification systems maintained	4.1 NQR updated and maintained	Standards, assessment instruments, assessors	3
<b>Weight 20</b>	4.2 Assessment activities for all NVQ-J's facilitated	Report	4
	4.3 Moderation of assessment activities conducted in thirteen (13) industry/sector by 03/06	Reports	3
	4.4 HISEP Materials developed for all stages by 03/06	Documents	5
	4.5 Certification systems and procedures developed for HISEP by 03/06	Reports	5
5. Staff upgrading programme planned and implemented	5.1 Staff training plan developed by 05/04	Training Plan	4
<b>Weight 6</b>	5.2 Interdivisional product knowledge exchange initiated and facilitated by 03/05	Report	2
	6. Budget variance maintained within established guidelines	6.1 Expenditure maintained within variance by 03/06	Variance Analysis
<b>Weight 3</b>			
<b>TOTAL</b>			<b>100</b>

## 2.2 HEART TRUST FUND (2005-2006)

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
Output/Result  1. Revenue collection improved.  <b>Weight 30</b>	1.1 3% Revenue increased to \$3.2b by 03/06.	Monthly reports and financial statements.	25
	1.2 Minimum audited arrears collection of \$166m by 03/06.		3
	1.3 Contributor base increased by 800 firms by 03/06.		2
2. Financial management system improved.  <b>Weight 20</b>	2.1 Budget variance of Trust not to exceed 5% by 03/06.	Financial statements	7
	2.2 Interest income increased to \$90m by 03/06.	Financial statements	5
	2.3 Audited financial statements completed by 06/05.	Approved financial statements	8
3. Financial reporting system improved.  <b>Weight 5</b>	3.1 Financial report circulated by the 8 <sup>th</sup> working day of the month.	Financial statements	3
	3.2 FRx report writer to be made accessible to 10 institutions within IBT by 09/05.		2
4. Three year building and facilities budget developed  <b>Weight 15</b>	4.1 Building facilities plan for FY 05/06 implemented by 03/06.	Monthly report	10
	4.2 Implement Year 1 of approved Facilities Audit by 03/06.	Monthly report	5

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
5. Human Resource Management improved.  <b>Weight 20</b>	5.1 New HRMIS implemented by 03/06.		10
	5.2 Employee satisfaction survey completed and a satisfaction rate of 85% achieved by 03/06.		3
	5.3 HR balance scorecard circulated quarterly by 04/05.		3
	5.4 A minimum of 96% staff complement maintained by 03/06.		2
	5.5 90% of vacancies filled within 12 weeks.		2
6. Administration at the National TVET Centre improved.  <b>Weight 10</b>	6.1 Receivables over 90 days should not exceed 10% of billings.		5
	6.2 SHIP score of no less than 4 achieved by 03/05.		5
<b>Total</b>			<b>100</b>

### 2.2.1 Personnel and Administration Department

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
1. Human Resource Management improved  <b>Weight 28</b>	1.1 New HRMIS implemented by 03/06.	Functionality of the HRMIS	10
	1.2 Employee satisfaction rate maintained and strategies developed to improve morale based on the results of the 04/05 survey results.	Satisfaction Survey/Report	3
	1.3 HR balance scorecard circulated quarterly by 03/06	Quarterly Reports.	5
	1.4 Performance Appraisal instrument reviewed to include competency assessment and core values by 03/06	Revised Performance Appraisal Instrument	5
	1.5 A minimum of 96% staff complement maintained by 03/06.	Staff Vacancy Report	5
	1.6 90% of vacancies filled within 12 weeks.	Staff Vacancy Report	
2. Human Resource Programmes Strengthened and Implemented.  <b>Weight 12</b>	2.1 Employee Career & Professional Development Plan maintained '03/06.	Progress Report	5
	2.2 Publication of the Wellness quarterly newsletter maintained.	Newsletter	5
	2.3 Evaluation of the EAP done by 03/06	Survey/Quarterly report	2

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
3. Effective and Efficient Management of Resources strengthened.  Weight 3	3.1 Budget variance should not exceed 5% by 03/06.	Variance analysis report	3
4. Customer Service Improved  Weight 10	4.1 Develop a website for the department, which will assist with the marketing of the services currently being offered by the following units by 12/05.  <ul style="list-style-type: none"> <li>▪ Payroll</li> <li>▪ Office Services/Purchasing/Registry</li> <li>▪ Personnel/Benefits</li> </ul>	Website	10
5. Calm and stable Human relations climate maintained  Weight 12	5.1 All reported grievances, inclusive of motor vehicle accidents should be handled within (5) working days	Monthly report	3
	5.2 Conducting Performance Appraisal Workshops with all managers and supervisors by '03/05	Completed workshops	5
	5.3 Processes for the Protective Clothing computerized by 04/05	Computerized System	4
6. To improve customer services within the registry  Weight 8	6.1 Develop, implement and monitor a records management system for the warehouse by 03/06.	Implementation of System and Report	4
	6.2 Computerize the T-shirt process by 12/05	Establishment of System	4

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
7. Benefits Services Improved  Weight 12	7.1 Pension Certificate distributed by 02/06	Distribution of Certificates	4
	7.2 Pension Audit Completed by March 31, 2006	Audit	4
	7.3 Education seminar on the new Pension Act held by 09/05	Seminars	4
8. Purchasing Procedures Maintained  Weight 5	8.1 All recurrent purchases within three (3) working days maintained by 03/05	Purchase Order Processed	1
	8.2 All local capital purchases should be done within 7 working days	Purchase Orders Processed	1
	8.3 All overseas capital purchases should be done within 30 working day	Clearance of goods	1
	8.4 Reconcile on a monthly basis the Inventory Account with the General Ledge	Monthly Report	1
	8.5 Network with all key stakeholders with a view of improving and enhancing the quality of services and products.	Trend Analysis Report that will measure orders processed in 04/05 when compared to orders processed 05/06.	1
9. Payroll Services improved and maintained  Weight 10	9.1 Annual Returns should be filed by January 31, 2006	Filed Returns	3
	9.2 P24's and C7 certificates should be circulated to all employees by 02/06	Distribution of certificates to employees	2

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
	9.3 Reconcile on a monthly basis the statutory payments with the General Ledger	Monthly Report	1
	9.4 All customer complaints handled within two (2) working days	Computerized Report	1
	9.5 Fortnightly payroll processed by Wednesday 4'0'clock when due. <ul style="list-style-type: none"> <li>▪ Monthly payroll dispatched three clear working days of due date</li> <li>▪ Weekly out-of-cycle payroll prepared by noon on Fridays.</li> </ul>	Payroll Summary/Register  Completed Monthly Payroll  Completed Weekly Payroll	3
<b>Total</b>			<b>100</b>

### 2.2.2 Compliance and Remittance Department

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
1. Three percent (3%) Revenue collection Increased.  <b>Weight 50</b>	1.1 Revenue collection increased to \$4.00b by 03/06	Monthly Reports and Financial Statement	20
	1.2 Minimum audited arrears collection of \$166 m by 03/06.	Monthly Reports	15
	1.3 A minimum of 30 corporate audits completed by 02/06	Verification forms/ monthly reports	10
	1.4 Contributor base increased by a minimum of 800 firms by 03/06.	New contribution listing from data base	5
2. Enforcement capability improved  <b>Weight 25</b>	2.1 Computerized demand notices for KGN. & St Andrew for 2003 prepared and issued by 03/06.	Monthly Reports	10
	2.2 Computerized demand notices for all other Collectorates for 2001-2004 prepared and issued by 03/06.	Monthly Reports	10
	2.3 All outstanding payment agreements monitored monthly to ensure compliance	Monthly Reports	5

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
3. Management Information System improved to enhance efficient collections  <b>Weight 15</b>	3.1 Contributors able to access 3% database by 03/06.	Report from ITC	5
	3.2 Closed firms identified and tagged on MIS for all postal codes by 03/06	Closed firm report	10
4. Contributor awareness improved.  <b>Weight 5</b>	4.1 Two contributor awareness strategies implemented by 02/06.	Monthly Reports	5
5. Tax Administrative Reform Program linkages developed  <b>Weight 5</b>	5.1 Linkages to facilitate HEART's interface with the new Tax Reform Committee.	Reports from meetings	5
<b>Total</b>			<b>100</b>

### 2.2.3 Finance and Accounting Department

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
1. Financial Reporting System Improved.  <b>Weight 30</b>	1.1 Financial Statements circulated by the 8 <sup>th</sup> working day of the following month.	Financial Statements.	20
	1.2 Programme Costing Model reviewed and modified for consistency with New TVET Model by 10/05.	Costing Reports.	5
	1.3 FRX Report Writer to be made accessible to ten (10) Institutions within IBT by 09/05.	FRX Reports generated by Institutions.	5
2. Financial Management System Improved.  <b>Weight 40</b>	2.1 At least two training sessions held by 03/06 to give update on Accounting Procedures and the use of eEnterprise in all functioning modules.	Training Sessions.	10
	2.2 Interest income of \$90m achieved by 03/06.	Income Schedule.	10
	2.3 Budget variance of the Trust not to exceed 5% by 03/06.	Income Statements.	5
	2.4 Audited Financial Statements completed by 06/05.	Audited Financials.	15
3. Fixed Assets Management Improved.  <b>Weight 10</b>	3.1 eEnterprise Fixed Asset Reconciled to General Ledger on a quarterly basis.	Quarterly Reconciliation.	5
	3.2 Asset Tracking Procedures monitored for effective maintenance on a monthly basis.	Fixed Assets Register.	5

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
4. Receivables Management Systems Improved.  <b>Weight 10</b>	4.1 Sales Order Processing Module implemented in all institutions by 09/05.	Reports on Implementation and SOP Reports from locations.	10
5. Payables Management System Improved.  <b>Weight 10</b>	5.1 Approved suppliers invoices settled within five (5) working days of arrival in the Finance Department.	Cheque Registers.	5
	5.2 Suppliers Control Account reconciled on a monthly basis.	Reconciliation.	5
<b>Total</b>			<b>100</b>

## 2.2.4 Building and Properties

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
1. Facilities management systems improved.  Weight – 28	1.1 Three (3) year (2006/07 – 2008/2009) Building and Facilities plan developed by 10/05.	Monthly Report  Inspection Report	10
	1.2 2005/06 Building and Facilities Plan implemented by 03/06.	Budget Proposal	10
	1.3 Physical facilities requirements for all HEART institutions to achieve ATO status achieved by 03/06.	Monthly Report	8
2. Level of customer service improved  Weight = 5	2.1 All Institutions provided with quarterly progress report on the implementation of Building and Facilities Programme by 06/05.	Monthly Reports	5
3. Effective preventative maintenance programme implemented for buildings, machinery and equipment  Weight = 23	3.1 A minimum of 4 point rating in SHIP competition for twenty eight (28) Institutions achieved by 03/05.	SHIP Evaluation Report	10
	3.2 Monitor pilot of implementation of computerized preventive maint. programme in four (4) institutions by 03/06. (Ebony Pk. Stony Hill, Portmore, Garmex)	Monthly Building Maintenance Report	8
	3.3 All persons responsible for maintenance of facilities receive training in preventative maintenance by 07/05.		5

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
4. Utilities consumption improved at HEART Institutions  Weight = 10	4.1 Water and electricity consumption reduced by 10% at all HEART training Institutions by 03/06.	Monthly Reports	10
5. Safety practices and Security and Environmental systems improved in the organization  Weight = 22	5.1 Environmental management plan developed for the organization by 03/06.	Monthly Safety & Security Report.	8
	5.2 At least two persons from each institution receive training in Hazards assessment and Disaster management by 03/05.	Monthly Safety Security Report	8
	5.3 Conduct audit of electronic security systems by 06/05 and implement corrective actions by 10/05.		6
6. Maintenance of Fleet Vehicles improved.  Weight = 12	6.1 Incorporate the use of statistical data in the management of fleet by 03/05.	Monthly Report	6
	6.2 Processing of Insurance claims completed within 30 days of accident.	Monthly Report	6
<b>Total</b>			<b>100</b>

## 2.3 INFORMATION TECHNOLOGY CENTRE (2005-2006)

### Vision Statement

To be a world class Provider, Developer and Integrator of Technology and Communication Solutions and to deliver and support these solutions to our clients delight.

### Mission

The Information Technology Center is committed to *guide* and *support* all stakeholders towards *optimal efficiency* through the *appropriate* application of Information and Communication technologies and the *highest quality* intellectual services, in a *timely* and *professional* manner.

### Environmental Scan

Driving Forces	Restraining Forces
1. Demand from organization for IT capabilities (Student access, Info Mgmt Needs)	1. Human resources/Physical facilities
2. More technology aware worker at some levels	2. Technical knowledge of technology within ITC
3. Demand for delivery of information through alternate channels	3. Limited support from Executive Body
4. New Technical Operating Model	4. Infrastructure not available to facilities
5. Demand for more skilled persons	5. Slow decision making process
6. Need for cost reduction/containment	6. Lack of IT competences at some levels
7. Compliant with access to Information Act by April 2007	7. Knowledge of Users
8. Need for external electronic interaction and integration within and with partner agencies	

## SWOT Analysis

Strengths	Weakness	Opportunities	Threats
<ul style="list-style-type: none"> <li>Committed Professional IT Team</li> </ul>	<ul style="list-style-type: none"> <li>Cross Functional cooperation not at optimal level</li> </ul>	<ul style="list-style-type: none"> <li>Use technology to extend training modality and access (Kiosks, etc)</li> </ul>	<ul style="list-style-type: none"> <li>Inconsistent standards and procedures in the organization</li> </ul>
<ul style="list-style-type: none"> <li>Mature Organizational Model (HEART)</li> </ul>	<ul style="list-style-type: none"> <li>Some technological infrastructure is weak</li> </ul>	<ul style="list-style-type: none"> <li>Digital partnerships with external stakeholders (Fiscal, UWI, CCCJ, etc)</li> </ul>	<ul style="list-style-type: none"> <li>Exchange rate movement</li> </ul>
<ul style="list-style-type: none"> <li>Targeted Divisional Structure</li> </ul>	<ul style="list-style-type: none"> <li>System/Process Integration</li> </ul>	<ul style="list-style-type: none"> <li>Resale of intellectual property</li> </ul>	<ul style="list-style-type: none"> <li>Denial of Service Attacks</li> </ul>
<ul style="list-style-type: none"> <li>Morale High</li> </ul>	<ul style="list-style-type: none"> <li>Contingency (Business continuity) needed</li> </ul>	<ul style="list-style-type: none"> <li>Use of technology to foster sharing of Knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Increased unauthorized access via Internet</li> </ul>
<ul style="list-style-type: none"> <li>Structured Methodologies</li> </ul>	<ul style="list-style-type: none"> <li>Budget Process (How we budget for technology)</li> </ul>	<ul style="list-style-type: none"> <li>Pivotal role in Education Sector's Technological Direction</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
<ul style="list-style-type: none"> <li>Open Environment / Focused Technical Leadership</li> </ul>	<ul style="list-style-type: none"> <li>Turn around time too long</li> </ul>		
<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Processing of Complaints Anonymously</li> </ul>		

The 2004-2005 financial year was indeed a year of change. The Trust rolled out the New Technical Operating Model. The ability to support this new model with new Information Systems was the primary challenge, along with securing these new systems and making them accessible to the wider Jamaica and the world through the Internet.

The HEART Trust/NTA employee now has to be an IT savvy individual as we depend more on technology to record, track and measure our performance.

This coming year will see the completion of the roll-out of several of these systems and projects, namely the Learning Management System, Planning and Performance Management System, Security and Desktop Management Systems. This increase in information captured and created by both external and internal resources means a greater dependence on the systems. One of our main focus will therefore be on moving our systems to High Availability Configurations.

As we increase our presence on the Internet and expand access to information online, the emphasis will shift to content and content management. A Content Management System has therefore become a priority.

ITC will continue to pursue new partnerships with both the private and public sector to allow for the exchange of information. One such focus this year was the data interchange agreement with The FISCAL service for the exchange of collect orate data directly into our 3% Compliance System.

The primary objective however for the 2005-2006 year will be the development of a Business Integration Platform. This will enhance our ability to retrieve and analyze information across the Trust. This focus will see us migrating archived data from our legacy systems to data warehouses, as well as developing the required web services across our application platforms to make the Trust a truly On Demand Enterprise.

## Information Technology Centre

Strategies/Objectives Results & Weight	Performance Indicator	Means of Verification	Weight
1. Adequate infrastructure implemented institutional wide to support WAN demands.  <b>Weight = 30</b>	1.01 New desktop installed and obsolete PCs replaced by 02/06	Desktops deployed in all locations	
	1.02 Desktops Internet configuration and connectivity implemented by 08/05	Access available from internet	
	1.03 Adequate Power systems implemented in all key critical locations by 09/05	UPS installed /serviceable in all locations	
	1.04 Security Policy maintained by 07/06	Policy document updated on intranet and hardcopy	
	1.05 WAN connectivity to NPD-Approved locations 10/05	Locations' ability to communicate with rest of the network.	
	1.06 WAN connectivity upgrade for remaining 5 locations not on WAN 06/05	Locations migrated to frame-relay network with bandwidth of at least 256Kbs/128Kbs (port/CIR)	
	1.07 Bandwidth rationalisation completed 09/05	Upgraded to at least 256Kbs/128Kbs (port/CIR)	
	1.08 Routers/Switches/Servers installed for 11 locations. 10/05	Routers installed and configured	
	1.09 Upgrade to data centre infrastructure at Corporate Office 11/06	Servers and storage area network (SAN) installed	
	1.10 Internal/External Portals maintained, managed 03/06	Use of portals by departments/users monitored using acquired/developed software	
	1.11 Commence implementation of LMS for Community Based training and Enterprise Based training 03/06	Trainees registered and enrolment report generated	
	1.12 Plan and implement LMS upgrade for Institution based training and RPS 03/06	New/modified functionalities implemented	

Strategies/Objectives Results & Weight	Performance Indicator	Means of Verification	Weight
	1.13 Support external LMS implementations 03/06	Implementation of changes/training effected signed off.	
	1.14 Implement Assessors/ATO facility allowing interface with LMS, NQR and other relevant systems 03/06	ATO/Assessors manage registration of NVQ-J's candidates using system; Generate related reports.	
	1.15 Enterprise Data Integration System developed allowing for single logon, data warehousing and cross system/consolidated reporting 03/06	Users access to multiple systems are authenticated on the same username/password; Single report generated from data of multiple systems.	
	1.16 Compliance system upgraded and handed over to operations. 03/06	New/modified functionalities implemented	
	1.17 System for High School Equivalency Programme (HISEP) developed 03/06	Modules for system tested;	
	1.18 Archiving legacy systems that are phased out 03/06	Information from legacy system available via new production environment.	
	1.19 Plans for CARDEF implemented 03/06	Access to services / information of PROGIS and RPS available On-line	
	1.20 Contract/ License relating to acquiring Source code for purchased application systems, finalised. 03/06	System Development Team maintains Budgeting & Planning System, Library system, LMS having full access to the source code	
	1.21 New HR system being sourced 03/06	New HR system piloted	
	1.22 Maintenance module developed/acquired for building and properties 03/06	Maintenance reports generated	
	1.23 Integrated Library System implemented in remaining institutions 03/06	Report on issues made or catalogue, generated	

Strategies/Objectives Results & Weight	Performance Indicator	Means of Verification	Weight
	1.24 Financial planning system fully implemented 03/06	Budget system upgrade and planning system implementation signed off	
	1.25 Customer service and asset management system upgraded 03/06	New/modified functionalities signed off	
	1.26 Web sites maintained 03/06	Integration of current sites	
<p>2 Security to protect corporate systems from intrusion and contamination improved</p> <p><b>Weight = 35</b></p>	2.01 Physical access policy instituted at all key computer locations by 09/05	Physical access restricted to non authorized personnel	
	2.02 Maintain enterprise wide virus protection on all desktops by 06/06	Virus problem minimized or eliminated in HEART systems	
	2.03 Maintain desktops in all locations by 06/05.	Spywares and pop-up blockers removed and unauthorized applications.	
	2.04 Security Policy reviewed and updated 03/06	Software-update, Anti-virus, Account, and Content Filtering for Web access policies maintained	
	2.05 Active Directory Rolled out to additional 11 sites. 03/06	End-users ability authenticate to the active directory via locally installed server.	
	2.06 Student Active Directory Network rollout completed 03/06	End-users ability to authenticate to the active directory via locally installed server.	
	2.07 Firewall intrusion detection tests conducted and modifications made accordingly. 10/05	Penetration test conducted and report received. Modifications implemented.	
	2.08 Logical separation of administrative and academic network continued to additional 11 sites. 11/05	Logical separation achieved	
	2.09 Enterprise wide virus protection maintained. 03/06	Symantec Report	

Strategies/Objectives Results & Weight	Performance Indicator	Means of Verification	Weight
3 Contingency & Command & Control processes developed and maintained.  <b>Weight = 10</b>	3.01 Update Disaster/Recovery plan04/05	Simulation of a Disaster/Recovery process	
	3.02 Identify and train operators in enterprise data backup/recovery 05/05	The ability of the identified persons to effect a backup/recovery	
4 Training for Internal (ITC) and external staff (users) conducted  <b>Weight = 10</b>	4.01 Skill acquired by ITC staff for additional skills and competencies 03/06	Certification	
	4.02 Sensitize Organization to IT Direction by 06/05	System wide tour/presentations complete	
5 Quality of Service improved  <b>Weight = 15</b>	5.01 Maintained defined SLA Objectives according to system priorities and end user demands 03/06	User satisfaction survey	
	5.02 Achieve Reliability, Availability and Serviceability objectives 03/06	User satisfaction survey / reports from STARS	
	5.03 Achieve 85% resolution within SLA guidelines on service issues by 03/05	Report as provided by STARS	
<b>Total</b>			

## 2.4 PLANNING AND PROJECT DEVELOPMENT DIVISION (2005 – 2006)

### Mission

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

### Environmental Scan

Driving Forces	Restraining Forces
1. Upgrading of Division increases demands for information and planning in the system	1. Four new staff on learning curve
2. New investments in stream in bauxite, hospitality and ICTs require planned responses	2. Lack of detailed labour market information from STATIN and PIOJ
3. Partnerships increasingly important	3. Low capacity of programmes for analysis, planning, evaluation
4. New framework – special incentives, scholarships	4. Financing framework in transition limits
5. Donors – encourage the agency to consider gender, special needs, poverty alleviation issues	5. Poor communities lack infrastructure to expand access to training

### SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
1. Responsiveness to organization and external agencies & sectors	1. Getting information out and making presentations	1. Use of the web to disseminate information	1. New staff must learn quickly
2. Performance monitoring system	2. Ensuring follow up on recommendations made by Division	2. Influence changes in the agency via projects, research	2. Unrealistic demands & expectations of programmes
3. Competent staff with diverse skills	3. Information sharing within the Division	3. Inter-divisional collaboration allows more to be achieved	3. Lack of follow-up on planning & evaluation initiatives by programmes
4. Wealth of information and data in Division	4. Cross-training within the Division	4. Large projects-JICA	4. New information systems developing too slowly

## Executive Summary of Planning and Project Development Division Annual Operational Plan 2005-06

As the year begins the Division is implementing a re-structuring was approved in 2004-05. The restructuring is intended to strengthen capability in operational planning and performance management, information management and labour market analysis. The routine development of Community-Based Training projects has been devolved to the CBT Department to facilitate the Division focusing on major projects and partnerships.

The main focus of this Division for the year will be:

- Orientation and training of new staff in the Division
- Upgrading the operational planning and performance monitoring system using a web-based collaborative software solution (under development with ITC)
- Development and coordination of existing and new projects and partnerships that increase access to training (e.g. Team Jamaica, MCST/IDB Human Capital) and improve training quality (e.g. JICA automotive)
- Improving information management, analysis and dissemination
- Conducting analysis and research on the labour market, community training needs, and training outcomes to adjust the agency's training portfolio
- Developing relevant responses to new investments in tourism, bauxite and ICT
- Conducting stakeholder consultations to identify needs and inform stakeholders of new developments
- Conducting programme evaluations in collaborative efforts with programme operators

Among the major outputs of the Division are:

1. Providing planning support for training programmes aimed at the expansion of tourism, bauxite and ICT
2. Upgrading operational planning and performance monitoring systems to a new software platform that facilitates dynamic planning, cross-functional coordination of performance and clearer reporting of results
3. Completing labour market analyses, training needs analyses and sector studies that inform agency capacity planning
4. Completing a Tracer Study and continuing implementation of improved Outcome and Impact monitoring systems
5. Facilitating new and stronger projects and partnerships to increase access to training opportunities and improve training quality
6. Coordinating Programme Evaluations
7. Strengthening effective and efficient management of resources, especially focusing on staff "induction" and training

***Planning and Project Development Division***

<b>Strategies/Objectives Results &amp; Weight</b>	<b>Performance Indicators</b>	<b>Means of Verification</b>	<b>Weight</b>
1. Planning support for training programmes aimed at the economic expansion in tourism, bauxite and ICT provided  <b>Weight 8</b>	1.1 Capacity analysis and recommendations completed by 03/06	Capacity Analysis Report	3
	1.2 Six new training programmes for expansion sectors established by 03/06	Statistical Report	5
2. Operational planning and performance monitoring systems upgraded and maintained  <b>Weight 19</b>	2.1 New software platform facilitates dynamic planning, cross-functional coordination of performance and clearer reporting of results by 09/05	Web-based tools available	3
	2.2 Training in Log Frame facilitation provided to 10 facilitators by 03/06.	Training Registers	3
	2.3 Training in Log Frame Planning process provided to 120 staff by 03/06.	Training Registers	2
	2.4 New Corporate Strategic Plan completed for 2005-2008	Plan Document	3
	2.5 Log Frame planning and performance monitoring maintained	Quarterly reports, annual report, annual plan	6
	2.2 Conversion to LMS for statistical reporting completed by 03/06	New Statistical report	2

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
3. Labour market analyses, training needs analyses and sector studies that inform agency capacity planning completed  <b>Weight 10</b>	3.1 Training Needs Analyses completed for bauxite, I.T. and tourism by 03/06	Report	4
	3.2 Labour Market Analysis informs capacity analysis by 12/05	Report	6
4. Tracer Study and continuing implementation of improved Outcome and Impact monitoring systems completed  <b>Weight 13</b>	4.1 Tracer study of 2003-04 cohort completed by 03/06	Report	5
	4.2 Impact monitoring system improved by 03/06	Report	2
	4.3 Impact Monitoring Report completed by 12/06	Report	2
	4.4 Labour Market Status Report completed by 03/06.	Report	4
5. New and stronger projects and partnerships to increase access to training opportunities and improve training quality facilitated  <b>Weight 30</b>	5.1 Partnerships for training in three new sectors established by 03/06.	Project documents	6
	5.2 Three externally financed partnerships for training developed and two implemented by 03/06	Project agreements	9
	5.3 Planning support provided for ten firms to participate in Special Incentives Programme by 03/06.	Special Incentive reports	6
	5.4 Existing major partnerships supported through 03/06	Partnership Report	6
	5.5 Partnership monitoring reports produced by 03/05	Reports	3

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
6. Programme Evaluations processes coordinated  Weight 10	6.1 Evaluation of TVET Business Model in firms completed by 06/05 and decisions implemented by 03/06.	Evaluation Report	3
	6.2 Programme evaluations completed for call centre training, bauxite construction, and VTC hospitality programmes by Division staff by 03/06.	Programme Evaluation Reports	3
	6.3 Programme evaluations coordinated with providers for six programmes by 03/06.	Programme Evaluation Reports	2
	6.4 Training in programme evaluation for 16 staff completed by 03/06	Training Registers	2
7. Effective and efficient management of resources, especially focusing on staff “induction” and training strengthened  Weight 10	7.1 New staff recruited by 06/05.	Personnel records	1
	7.3 Comprehensive orientation and training programme completed by 09/06.	Special Report	3
	7.3 Staff Development Plan completed by 11/05	Staff Development Plan document	1
	7.4 Staff Development Plan implemented by 03/06	SDP Report	3
	7.5 Budget variance kept below 5% by 03/06	Financial Statements	2
<b>Total</b>			<b>100</b>

## ***2.5 TECHNICAL SERVICES DIVISION (2005 – 2006)***

In this operating year, the Technical Services Division will strengthen and increase its efforts to assist in the full implementation of the New TVET Business Model. The Division will continue to provide relevant technical services to facilitate an increase in the number and quality of certified workers to meet labour demands by monitoring the modifications to the technical framework for training and certification.

The Vocational Training Development Institute (VTDI) will play a major role in ensuring the achievement of outputs to support the various activities under the new model. A key output for the institution will be the training and registration of additional assessors to support the expansion of the New TVET Business Model. Another important focus of the Department will be the expansion of new training modalities for Distance Education and the development and implementation of degree and other advanced programmes for TVET professionals.

The Learning Management Services Department will continue its supporting role for the TVET system through the provision of relevant learning resources and instructional materials. Primarily, the department will strengthen its capabilities to redefine itself as a quality manager in instructional materials development and significant efforts will be placed on capacitating learning facilitators to create quality instructional resources to support the delivery of their programmes. The Department will also focus much of its attention to the strengthening and monitoring of the integration of information and communication technologies (ICT) in the delivery system. Similarly, some attention will be given to the upgrading of library facilities and resources within the HEART/NTA institutions and to finding new ways of meeting the research and reference needs of learners in the Institution-Based, Community-Based and Enterprise-Based Programmes.

PROGIS will continue to strengthen the career development programme in HEART Trust/NTA institutions and, in collaboration with the Ministry of Education Youth and Culture (MOEYC), expand the integration of Career Development in the curricula of Teachers Colleges and the general school system. Most importantly, PROGIS will continue to define and implement strategies for Lifelong Learning within the HEART Trust/NTA and the wider society.

The Entrepreneurial Skills Development Unit, among its other major outputs, will continue to facilitate the strengthening and expansion of the entrepreneurial skills development programme within HEART/NTA, Technical High Schools and the wider society.

**Technical Services Division**

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
1. Number of certified individuals increased  <b>Weight 9</b>	1-1 Number of VTDI completers certified increased to 1219 by 03/06	Certification Report	5
	1-2 Student enrolment in all established programmes at the VTDI increased to 3481 by 03/06	Statistical report	4
2. Access to training increased  <b>Weight 18</b>	2-1 Distance education strategies /modalities expanded by 03/06	Monthly report	2
	2-2 Technical support services for the facilitation of distance education provided to the HEART system by 03/06	Monthly report	2
	2-3 Access programme strengthened at the VTDI by 03/06	Monthly report	2
	2-4 Five (5) new firms partnering with VTDI to provide training by 03/06	Partnership agreement	4
	2-5 At least seven (7) new programmes developed/implemented at the VTDI by 03/06?	Programme documents	6
	2-6 One hundred and fifty (150) individuals enrolled in distance education programme by 03/06	Monthly report	2
3. Existing partnerships strengthened and new partnerships developed  <b>Weight 15</b>	3-1 Qualification framework extended through MOEYC, UCJ, Community Colleges and Universities by 03/06	Monthly report	2
	3-2 New partnerships with universities initiated to reconfigure three (3) programmes within competency based framework by 03/06	Partnership agreement	3

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
	3-3 Four (4) externally financed partnerships for provision of technical services established by 03/06	Partnership agreement	2
	3-4 At least two (2) new sectors targeted for partnership for training by 03/06	Monthly report	2
	3-5 B.Ed. programme continued and strengthened by 03/06	Monthly report	3
	3-6 Linkages with CARICOM strengthened by 03/06	Monthly report	2
	3-7 At least one (1) new partnership (articulation agreement) in place with accredited University by 03/06	Articulation agreement	1
4. Effective and efficient management of resources strengthened  <b>Weight 10</b>	4-1 Non 3% enterprise activity increased to sixty nine million dollars (\$69,000,000.00) by 03/06	Revenue statements	6
	4-2 Budget variance does not exceed 5% by 03/06	Variance analysis	2
	4-3 Organizational arrangements and administration procedures established in the VTDI to support expansion in TVET by 03/06	Monthly report	2
5. Technical services to support New TVET system maintained  <b>Weight 25</b>	5-1 Five hundred (500) assessors trained and registered by 09/05	Trained assessors	4
	5-2 Instructional materials developed/acquired to support competency standards for fifteen (15) sectors by 03/06	Monthly Report	7
	5-3 Entrepreneurship programme extended and strengthened in fourteen (14) Technical High Schools by 03/06	Extended ESD	3
	5-4 Career development programme developed and implemented for the new TVET Business Model by 03/06	Monthly report	5

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
	5-5 Career Development materials for the New TVET Business Model in at least two (2) new industries developed by 03/06	Career development materials	2
	5-6 All libraries in HEART/NTA are provided with direction and technical assistance and are maintained at the required standard by 03/06	Monthly report	4
6. Quality of training delivery improved  <b>Weight 15</b>	6-1 Lifelong Learning strategies and policy Framework developed and promoted by 03/06	Monthly report	4
	6-2 Career Development Policy Framework developed by 03/06	Policy Framework	2
	6-3 Technology integration programme strengthened and expanded to all HEART institutions by 03/06	Monthly Report	3
	6-4 Technical assistance in ESD given to at least sixteen (16) additional institute-based commercial enterprises by 03/06	Monthly report	4
	6-5 Technical support provided for the design of model technology driven classrooms by 03/06	Designs	2
7. Strategic HRPD programmes strengthened and expanded  <b>Weight 4</b>	7.1 Leadership Development and Management Development Programmes implemented in HEART/NTA system by 03/06	Monthly report	4
	7.2 Technical skills of instructors in selected occupational areas developed by 03/06	Monthly report	4
<b>Total</b>			<b>100</b>

### 2.5.1 Vocational Training Development Institute

The VTDI, a department of the HEART Trust/NTA is committed to providing quality tertiary education and training, equipping graduates for a globally competitive workforce through outcomes-based, technology driven programmes, guided by professionalism, integrity and teamwork.

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
1. Number of certified individuals increased  <b>Weight 20</b>	1-2 Number of VTDI completers increased for certification to 1219 by 03/06	Certification Report	10
	1-2 Student enrolment in all established programmes at the VTDI increased to 3481 by 03/0	Statistical report	10
2. Access to training increased  <b>Weight 24</b>	2-1 Distance education strategies /modalities expanded by 03/06	Monthly report	2
	2-2 Technical support services for the facilitation of distance education provided to the HEART system by 03/06	Monthly report	1
	2-3 Access programme strengthened at the VTDI by 03/06	Monthly report	1
	2-4 Five (5) new firms partnering with VTDI to provide training by 03/06	Partnership agreement	1

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
	2-5 At least <b>seven (7)</b> new programmes developed/implemented at the VTDI by 03/06 <ul style="list-style-type: none"> <li>• B.Sc. Beauty Services (Developed)</li> <li>• Fashion Designing &amp; Merchandising (Developed)</li> <li>• Gerontology (Developed)</li> <li>• ICT Degree (Implemented)</li> <li>• Technology Resource Technologist Diploma (Implemented)</li> <li>• Digital Technology (Developed)</li> <li>• Facilities Maintenance Management (Developed)</li> </ul>	Programme documents	14
	2-6 150 individuals enrolled in distance education programmes/courses by 03/06	Monthly report	3
	2-7 Entrepreneurship diploma programme offered by distance by 03/06	Monthly report	2
3. Existing partnerships strengthened and new partnerships developed  <b>Weight 7</b>	3-1 B. Ed. Programme continued and strengthened by 03/06.	Actual Participation	2
	3-2 (1) new partnership agreement with universities/colleges initiated to reconfigure one (1) programme within competency based framework by 03/06	Partnership agreement	1
	3-3 Linkages with CARICOM strengthened by 03/06	Partnership agreement	3
	3-4 At least one (1) new partnership (articulation agreement) in place with accredited University by 03/06	Partnership agreement	1

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
4. Effective and efficient management of resources strengthened  <b>Weight 8</b>	4-1 Non 3% enterprise activity increased to \$44M by 03/06	Revenue statements	5
	4-2 Budget variance does not exceed 5% by 03/06	Variance analysis	1
	4-3 Organizational arrangements and administration procedures established in the VTDI to support expansion in TVET by 03/06	Monthly report	1
	4-4 Receivable Records maintained with no more than 5% of the total balance	Income Statement	1
5. Technical services to support New TVET system maintained  <b>Weight 13</b>	5-1 500 assessors trained and registered by 09/06	Trained assessors	7
	5-2 One Hundred-fifty (150) persons enrolled in Industry Trainers programme	Statistical report	5
	5-3 Expenditure for library resources increased by ten percent (10%) over last budget by 03/06	Income Statement	1
6. Quality of training delivery improved  <b>Weight 11</b>	6-1 Technical support provided for the design and installation of model technology driven classrooms by 03/06	Report	1
	6-2 MOEYC upgrading programme expanded by 03/06	Programme report	1
	6-3 VTDI CAD Lab established as certifying centre for AutoDesk by 03/06	Report	2

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
	6.4 Representation for implementation of a comprehensive infrastructural development plan effected by 12/05	Minutes of Meetings	2
	6.5 Jamaica represented in World Skills Competition in Helsinki by 05/05	Actual Participation	3
	6.6 Preparation work conducted for National Skills Competition in 2007 by 12/06.	Actual Participation	2
7. Strategic HRPD programmes strengthened and expanded  <b>Weight 10</b>	7-1 Leadership and MDP programmes implemented in HEART/NTA system by 03/06	Monthly report	4
	7-2 Technical skills of instructors in selected occupational areas developed by 03/06	Monthly report	2
	7-3 MDP implemented for external clients to HEART by 03/06	Monthly report	2
	7-4 At least 5 non-teacher trained lecturers enrolled in teacher training programme by 03/06.	Actual Enrolment	2
8. Progress towards degree granting Status facilitated  <b>Weight 7</b>	8.1 At least two (2) staff members enrolled in doctoral programmes by 03/06	Actual enrolment	1
	8.2 At least two (2) research papers published by 03/06	Research Papers	1

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
	7.4 At least eight (8) research papers presented by 03/06	Presentation of Research Papers	2
	7.5 Proposal of intent to achieve degree granting status presented to the Ministry of Education Youth and Culture by 03/06	Letter to the Ministry	1
	7.6 Fifty percent (50%) of staff are members of appropriate professional associations by 03/06	Actual Membership	1
	7.7 Industry furlough programme for lecturers and managers expanded by 03/06	Monthly report	1
<b>Total</b>			<b>100</b>

## 2.5.2 Learning Management Services

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
1. Relevant instructional materials and learning resources for training system developed/acquired  <b>Weight 35</b>	1-1 Instructional materials developed/acquired to support the delivery of qualifications for fifteen (15) sectors by 03/06	Instructional Materials	10
	1-2 Learner Guides produced in electronic format (PDF) to support the delivery of qualifications for fifteen (15) sectors by 03/06	Electronic Materials	5
	1-3 Ten (10) original Level I publications are packaged electronically (CDs) by 03/06	CD ROMs	3
	1-4 Training video to support instructional delivery in one (1) sector developed by 03/06	Training Video	3
	1-5 Integrated library system implemented in six (6) institutions in conjunction with ITC by 03/06	Monthly Report	5
	1-6 Purchase of resource materials for all HEART programmes representing 95% of the purchase orders received completed by 03/06	Monthly Report	4
	1-7 Knowledge database expanded with information on five (5) additional sectors by 03/06	Knowledge Database	5
2. Technical services to support New TVET system provided  <b>Weight 25</b>	2-1 All IBT libraries in HEART Trust/NTA are provided with direction and technical assistance to ensure their maintenance at the required standard by 03/06	Monthly Report	7

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
	2-2 At least twenty (20) workshops conducted for facilitators on using competency standards to develop instructional materials (learner guides/lesson plans) conducted by 03/06	Monthly Report	5
	2-3 At least five (5) training workshops conducted for librarians and other library personnel by 03/06	Monthly Report	3
	2-4 At least ten (10) Information Management seminars for learners conducted by 03/06	Monthly Report	5
	2-5 Electronic Facilities and Learning Resources Directory implemented by 03/06	Electronic Directory	3
	2-6 Technical support provided for the design of model technology driven classrooms by 03/06	Document with Designs	2
3. Technology integration in HEART/NTA programmes strengthened  <b>Weight 15</b>	3-1 At least two (2) regional ICT integration “Clinics” conducted by 03/06	Monthly Report	5
	3-2 ICT integration and learning facilitation training sessions/interventions conducted for HEART programmes (10-IBT, 8-CBT and 2-EBT) by 03/06	Monthly Report	5
	3-3 Training sessions for selected facilitators in four (4) regions in the use of online delivery conducted by 03/06	Monthly Report	5

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
4. Management performance of HEART Trust/NTA resources to promote efficiency and effectiveness strengthened  <b>Weight 10</b>	4-1 Non 3% enterprise activity increased to twenty five million (\$25,000,000.00) by 03/06	Revenue Statements	8
	4-2 Budget variance does not exceed 5% by 03/06	Variance Report	2
5. Staff HR development initiatives and strategies implemented  <b>Weight 10</b>	5-1 Staff training as indicated in the Staff Development Plan 03/06 for all Units in the department conducted by 03/06	Monthly Report	7
	5-2 Training interventions in ICT skills enhancement for selected members of staff conducted by 03/06	Monthly Report	3
6. Technical support services for clients/customers provided  <b>Weight 5</b>	6-1 Increased technical assistance (products and services) extended to at least five (5) local/regional organizations by 03/06	Monthly Report	3
	6-2 Technical partnership in “Microsoft Partners in Learning Project” established by 03/06	Partnership Agreement	2
<b>Total</b>			<b>100</b>

### 2.5.3 Professional Guidance Information Services

Career development programmes and Lifelong Learning initiatives promoted and strengthened nationally.

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
1.Existing partnerships strengthened and new partnerships developed  <b>Weight 20</b>	1.1 Teachers' college programme strengthened by 03/06.	Monthly Report	5
	1.2 Career programme in the formal school system strengthened as necessary by 03/06 - Technical high schools - Career Development Initiative Project - Secondary Schools - Rationalisation Project	Monthly Report	10
	1.3 Partnerships with agencies/NGOs developed/maintained by 03/06	Monthly Report	5
2. Effective and efficient management of resources strengthened  <b>Weight 5</b>	2.1 Budget variance does not exceed 5% by 03/06.	Variance Report	2
	2.2 Staff training plan implemented as scheduled by 03/06.	Monthly Report	3
3. Technical services/products to clients provided  <b>Weight 40</b>	3.1 Career Guidance materials for New TVET Business Model in at least two (2) industries developed by 03/06.	Materials	9
	3.2 Career Development programme developed and implemented for the for New TVET Business Model by 03/06.	Monthly Report	9

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
	3.3 Three newsletters developed and three comics published by 03/06.	Newsletters/comics	10
	3.4 Thirty (30) career talks conducted by 03/06.	Monthly Report	5
	3.5 Fifteen thousand (15,000) pieces of career materials disseminated by 03/06.	Monthly Report	5
	3.6 Workshops/seminars for mature clients convened as necessary by 03/06	Monthly Report	2
4. Quality of training/ delivery improved  <b>Weight 35</b>	4.1 Lifelong Learning strategies and policy framework developed and promoted by 03/06.	Monthly Report/Draft document	10
	4.2 Forum re best practices in lifelong learning convened by 03/06.	Monthly Report	5
	4.3 National Lifelong Learning Conference convened by 03/06.	Monthly Report	15
	4.4 Career Development Policy framework developed by 03/06.	Monthly Report/Draft document	5
<b>Total</b>			<b>100</b>

## 2.5.4 Entrepreneurial Skills Development Unit

Programme developed, implemented and marketed to facilitate the development of the Entrepreneurial Culture within the TVET System

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
1. Entrepreneurship programme extended and strengthened in fourteen (14) Technical High Schools by 03/06  <b>Weight 11.5</b>	1.1 Two (2) seminars conducted for teachers in all fourteen (14) Technical High Schools by 03/06.	Seminars Monthly Report	4.5
	1.2 At least one (1) coaching session conducted in each Technical High School by 03/06. CEFE Trainers certified	Monthly Report	7
2. Technical assistance in ESD given to twelve institute-based commercial enterprises by 03/06  <b>Weight 23</b>	2.1 Standardized structure in each Commercial Enterprise developed by 03/06	Seminars Monthly Report	4
	2.2 Develop economic linkages among Commercial Enterprises on a regional basis by 03/06	Monthly Report	4
	2.3 Technical assistance given to twelve (12) Commercial Enterprises in six (6) Business related areas by 03/06	Monthly Report	12
	2.4 Client/customer requests responded to by ESD unit within an agreed period	Monthly Report	3
3. ESD Exposition Conducted  <b>Weight 16.5</b>	3.1 Programme of activity developed by 12/05	Monthly Report	1.5
	3.2 Institutions and participants contacted by 12/05 booking of venue done by 06/05	Monthly Report	3

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
	3.3 Exposition conducted by 03/06	Monthly Report	12
4. Entrepreneurial Skills Development Programme strengthened by 03/06  <b>Weight 26</b>	4.1 Five CEFE trainers certified by 03/06	Certificates distributed Monthly Report	5
	4.2 Five (5) TOE workshops conducted for entrepreneurs by 03/06	Seminars Conducted	9
	4.3 Two (2) TOT workshops conducted by 03/06	Workshops	5
	4.4 One (1) upgrading workshop conducted by 03/06	Monthly Report	3
	4.5 Two (2) new advanced programmes in ESD developed by 03/06	Programme in Place Monthly Report	4
5. Entrepreneurial Skills Development programme marketed by 03/06  <b>Weight 10</b>	5.1 Website maintained throughout 03/06	Monthly Report	4
	5.2 ESD programme marketed on Two (2) electronic media by 03/06	Programme Aired Monthly Report	3
	5.2 ESD services marketed to Four (4) interest groups by 03/06	Monthly Report	3
6. One (1) existing partnership strengthened and One (1) new partnership developed by 03/06	6.1 Four (4) COK/HEART Seminars conducted by 03/06	Seminars held	6

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
Weight 9	6.2 One (1) new partnership developed by 03/06	Monthly Report	3
7. Effective and Efficient Management of Resources strengthened by 03/06	7.1 Non 3% Enterprise activity increased to \$1m by 03/06	Funds Raised Monthly Report	3
Weight 4	7.2 Budget variance of ESD Unit not to exceed 5% by 03/06	Monthly Report	1
<b>Total</b>			<b>100</b>

**2.6 NATIONAL PROGRAMMES DIVISION (2005-2006)**

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight												
<p>1. Number of certified individuals increased</p> <p><b>Weight 20</b></p>	<p>1.1 NVQJ certification achieved by 18,524 persons by programmes and levels by 03/06</p> <table border="1" data-bbox="611 483 926 662"> <thead> <tr> <th>Source</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>IBT</td> <td>11,369</td> </tr> <tr> <td>EBT</td> <td>2,899</td> </tr> <tr> <td>CBT</td> <td>3,824</td> </tr> <tr> <td>CIT</td> <td>434</td> </tr> <tr> <td><b>NPD Total</b></td> <td><b>18,524</b></td> </tr> </tbody> </table>	Source	Target	IBT	11,369	EBT	2,899	CBT	3,824	CIT	434	<b>NPD Total</b>	<b>18,524</b>	<p>Monthly departmental reports and National Register.</p>	<p>6</p>
	Source	Target													
	IBT	11,369													
	EBT	2,899													
CBT	3,824														
CIT	434														
<b>NPD Total</b>	<b>18,524</b>														
<p>1.2 Joint Certification achieved by 9,413 persons by 03/06</p>	<p>Departmental reports</p>	<p>4</p>													
<p>1.3 Unit competencies achieved by 24,202 persons by 03/06.</p> <table border="1" data-bbox="611 938 993 1109"> <thead> <tr> <th>Source</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>IBT</td> <td>13,747</td> </tr> <tr> <td>EBT</td> <td>8,928</td> </tr> <tr> <td>CBT</td> <td>1,527</td> </tr> <tr> <td>CIT</td> <td>nil</td> </tr> <tr> <td><b>NPD Total</b></td> <td><b>24,202</b></td> </tr> </tbody> </table>	Source	Target	IBT	13,747	EBT	8,928	CBT	1,527	CIT	nil	<b>NPD Total</b>	<b>24,202</b>	<p>Departmental and NR reports</p>	<p>4</p>	
Source	Target														
IBT	13,747														
EBT	8,928														
CBT	1,527														
CIT	nil														
<b>NPD Total</b>	<b>24,202</b>														
<p>1.4 Non-NCTVET certification achieved by 6,139 persons by 03/06</p>	<p>Monthly reports</p>	<p>3</p>													

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight													
	1.5 Five hundred (500) non-NCTVET certification track enrollees on NVQJ certification path by 03/06.	Certification lists	3													
2. Access to training increased  Weight 16	2.1 Higher level enrolment in NCTVET courses increased from 6,284 to 10,021 an increase of 59.46% by 03/06. <table border="1"> <thead> <tr> <th>Source</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>IBT</td> <td>7,627</td> </tr> <tr> <td>EBT</td> <td>1,000</td> </tr> <tr> <td>CBT</td> <td>180</td> </tr> <tr> <td>CIT</td> <td>1,214</td> </tr> <tr> <td><b>NPD Total</b></td> <td><b>10,021</b></td> </tr> </tbody> </table>	Source	Target	IBT	7,627	EBT	1,000	CBT	180	CIT	1,214	<b>NPD Total</b>	<b>10,021</b>	Director's/PPDD reports	3	
	Source	Target														
	IBT	7,627														
EBT	1,000															
CBT	180															
CIT	1,214															
<b>NPD Total</b>	<b>10,021</b>															
2.2 Enrolment in HEART financed training programmes increased to 74,853 by 03/06 <table border="1"> <thead> <tr> <th>Source</th> <th>Target</th> </tr> </thead> <tbody> <tr> <td>IBT</td> <td>43,605</td> </tr> <tr> <td>EBT</td> <td>18,095</td> </tr> <tr> <td>CBT</td> <td>11,549</td> </tr> <tr> <td>CIT</td> <td>1,244</td> </tr> <tr> <td>Jamalco Pvt Providers</td> <td>360</td> </tr> <tr> <td><b>NPD Total</b></td> <td><b>74,853</b></td> </tr> </tbody> </table>	Source	Target	IBT	43,605	EBT	18,095	CBT	11,549	CIT	1,244	Jamalco Pvt Providers	360	<b>NPD Total</b>	<b>74,853</b>	Director's/PPDD reports	6
Source	Target															
IBT	43,605															
EBT	18,095															
CBT	11,549															
CIT	1,244															
Jamalco Pvt Providers	360															
<b>NPD Total</b>	<b>74,853</b>															
2.3 ATO status maintained by 26 institutions by 03/06.	Monthly Reports	2														

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
	2.4 30 new firms/projects partnering with HEART institutions to provide work based training by 03/06.	Monthly Reports	3
	2.5 Procedure for the management of offsite programmes designed and implemented by 09/05.	Approved Procedural Document	2
3. Existing partnership strengthened and new partnerships developed  <b>Weight 12</b>	3.1 20% of existing partnerships maintained and at least 2 new ones established in each institution/project by 03/06	Partnership Report	3
	3.2 Articulation agreements reviewed and deepened and discussions initiated for at least 1 new agreement by 03/06.	Agreement correspondence	3
	3.3 Employers' participation in on-the-job training modality increased by 20% by 03/06.	EBT on the job training report	3
	3.4 Firms/industries participation in job readiness exercises increased by 20% by 03/06	RPS Report	3
4. Effective and efficient management of resources strengthened  <b>Weight 18</b>	4.1 Non 3% programmes and commercial enterprise activity earnings increased to M\$264.78 by 03/06	Income statement	3
	4.2 Budget variance of cost centres not to exceed 5%	Variance analysis	3

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
	4.3 Policies, organizational arrangements and administrative procedures to support expansion in TVET in place by 12/05.	Completed Manual	3
	4.4 Audit rating of cost centres to be no less than 3 and an average of 3.5 achieved by 03/06	Audit report	2
	4.5 New technologies relating to budget preparation and planning (MIS/ LMS) adopted and implemented by 03/06	Reports generated	2
	4.6 Draft Capital Budget and Enrolment Projections submitted to HTF by 10/05.	Draft Budget and Enrolment Projections	5
5. Technical Services to Support the TVET System maintained.  <b>Weight 8</b>	5.1 NPD Enrolment/Assessment Plan analysed and persons referred to VTDI for assessor training to fill identified gaps by 09/05	Monthly Reports	5
	5.2 Awareness of the New Business Model promoted among employers and potential customers by 03/06.	Monthly Reports	3
6. Quality of Training/Delivery improved.  <b>Weight 10</b>	6.1 90% certification rate achieved for programmes by 03/06	Certification Report	4
	6.2 Instructor Quality Service Programme (IQSP) average score of 90% achieved for instructors by 03/06.	IQSP Report	3

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
	6.3 Quality Assurance improved and maintained in all institutions/ programmes and projects by 03/06.	Systems Manual	3
7. Relevance of Programme to Labour Market and Social Demand improved.  <b>Weight 10</b>	7.1 Employers' requests for services increased by 15% by 03/06.	Quarterly customer analysis report EBT /RPS.	3
	7.2 Training Capacity adjustment plan completed by 03/06.	Documentation	2
	7.3 Training needs Analysis completed by 06/06.	Completed community profiles	2
	7.4 Job Placement rate increased by 15% over 03/05 by 03/06.	RPS Monthly Report	3
8 Strategic Human Resource Planning and Development Programmes strengthened and expanded  <b>Weight 6</b>	8.1 55% of instructors corps enrolled/ upgraded to the degree level to facilitate higher level training by 03/06	Instructor qualification	3
	8-2 Divisional restructuring reviewed and adjusted to support Revised TVET Model by 03/06.	Revised Adjustments	3
<b>Total</b>			<b>100</b>

### 2.6.1 Institution Based Training Department

Strategies/Objectives Results & Weight	Performance Indicators	Means Of Verification	Weight
1. Number of certified individuals increased.  Weight 22	1.1 NVQJ certification achieved by 11,369 persons by programmes and levels by 03/06.	▪ Monthly departmental reports and NCTVET (NR)	7
	1.2 NCTVET joint certification achieved by 6,873 persons by 03/06.	▪ Monthly reports NCTVET (NR)	5
	1.3 Unit competencies achieved by 13,747 persons by 03/06.	▪ Monthly reports	7
	1.4 2,428 non-NCTVET track completers certified by 03/06.	Monthly reports	2
	1.5 500 non – NCTVET certification track completers on certification path by 03/06.	Monthly reports	1
2. Access to training increased.  Weight 18	2.1 Higher level enrolment in NCTVET courses increased from 5,564 to 7,627 an increase of 37% by 03/06.	▪ Director's/PPDD reports	4
	2.2 Enrolment in HEART Academies, Institutes and VTCs increased to 43,605 by 03/06.	▪ Director's/PPDD reports	6
	2.3 ATO status maintained by 26 Academies/Institutes and VTCs by 03/06.	▪ Quality Assurance unit (NCTVET) reports.	4

Strategies/Objectives Results & Weight	Performance Indicators	Means Of Verification	Weight
	2.4 All new programmes implemented in institutions by Dec. 05, accredited by 03/06.	<ul style="list-style-type: none"> <li>▪ Monthly reports,</li> <li>Statistical reports</li> </ul>	2
	2.5 At least one off-site training location established by each institution by 03/06.	- Partnership agreement	2
3. Existing partnership strengthened and new partnerships developed.  Weight 7	3.1 20% of existing partnerships maintained and a minimum of one new one established in each institution.	<ul style="list-style-type: none"> <li>▪ Partnership Report</li> </ul>	3
	3.2 Articulation agreements reviewed and deepened and discussions initiated for at least 1 new agreement by 03/06.	<ul style="list-style-type: none"> <li>Registration reports</li> <li>Statistical Reports</li> </ul>	2
	3.3 Job readiness and employability skills programmes structured and standardized in all institutions by 03/06.		2
4. Effective and efficient management of resources strengthened.  Weight 20	4.1 Non 3% programmes and commercial enterprise activity earnings increased to \$264.78 by 03/06.	<ul style="list-style-type: none"> <li>▪ Income Statements</li> </ul>	4
	4.2 Budget variance of cost centres not to exceed 5%.	<ul style="list-style-type: none"> <li>▪ Variance Analysis</li> </ul>	2

Strategies/Objectives Results & Weight	Performance Indicators	Means Of Verification	Weight
	4.3 Accurate and up –to date Accounts Receivables records maintained with no more than 5% of total balance aging beyond 30 days.	▪ Audit Report	4
	4.4 Draft capital budget and Enrolment/assessment plans 06/07 submitted to NPD by 09/05.	Budget submissions	5
	4.5 Audit rating of cost centers to be no less than 3.5 and an average of 3.9 achieved by 03/06.	▪ Audit Report	3
	4.6 Management and implementation of SHIP improved in all institutions to attain/maintain overall average rating of no less than 4 by 03/06.	SHIP audit report	2
	4.7 New technologies relating to budget preparation and planning (MIS/ LMS) adopted and implemented by 03/06	▪ LMS Statistical reports generated	4
5. Quality of training delivery improved.  Weight 14	5.1 Management, quality assurance systems and administrative procedures to support the expansion in TVET reviewed and implemented in 26 institutions by 03/06.	Report of management review	4
	5.2 90% certification rate achieved for programmes by 03/06.	▪ Certification Reports	4

Strategies/Objectives Results & Weight	Performance Indicators	Means Of Verification	Weight
	5.3 Instructor Quality Service Programme (IQSP) average score of 90% achieved for instructors by 03/06.	<ul style="list-style-type: none"> <li>▪ IQSP Reports</li> </ul>	2
6. Relevance of programme to labour market and social demand improved.  <i>Weight = 12</i>	6.1 Relevance of training programmes reviewed and analysis submitted by 07/05.	<ul style="list-style-type: none"> <li>▪ Directors'/NCTVET monthly reports</li> </ul>	6
	6.2 Recommended adjustments in institutions' programme offerings submitted by 08/05.	<ul style="list-style-type: none"> <li>▪ Department's monthly report</li> </ul>	4
	6.3 Training capacity adjustment plans submitted by 10/05.	Training plans	2
7. Staff Human Resource development programmes strengthened and expanded.  <i>Weight - 7</i>	7.1 55 % of instructors' corps enrolled/ upgraded to the degree level to facilitate higher-level training by 03/05.	<ul style="list-style-type: none"> <li>▪ Report from HRPD</li> <li>▪</li> </ul>	3
	7.2 Institutions' restructuring reviewed and adjusted to support Revised TVET Model by 09/05.	Recommended adjustments	4
<b>Total</b>			<b>100</b>

## 2.6.2 Enterprise Based Training Department

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
1. Number of certified individuals increased  <b>Weight 20</b>	1.1 NVQJ certification achieved by persons by Level 1 2389 Trainees Level 2 510 Trainees Total 2899 Trainees	Monthly department reports National Register	8
	1.2 Joint certification achieved by 1204 persons by 03/06	Department reports	6
	1.3 Unit Competencies achieved by 8928 persons by 03/06	Department reports	6
2. Access to training increased  <b>Weight 16</b>	2.1 Enrolment in HEART financed training programmes increased 18,095 by 03/06	Monthly reports	5
	2.2 ATO status achieved by 26 firms by 03/06	Monthly Reports	5
	2.2 30 new firms/projecting with HEART institutions to provide Training by 03/06.	Monthly Reports	6
3. Existing Partnerships Strengthened and new Partnership developed  <b>Weight 12</b>	3.1 Employers, participation in on- the-job work based training increased by 20% by 03/06	WIP/SL-TOP's Report	3

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
	3.2 Number of firms participating in on-the-job and work-based certification programme increased by 20% by March 2005.	Monthly departmental reports	6
	3.3 500 new/reactivated firms participating in training achieved by March 2005.	Monthly departmental reports	3
4. Effective and efficient management of resources strengthened  <b>Weight 18</b>	4.1 Budget variance of cost centres not to exceed 5%	Variance Analysis	4
	4.2 Policies, organizational arrangements and administrative procedures to support expansion in TVET in place by 12/05	Monthly departmental reports	4
	4.3 New technologies relating to MIS/LMS adopted and implemented by 03/06.	Report generated	3
	4.4 Drafted Capital Budget and Enrolment Projections submitted to HTF by 10/05	Draft Budget and Enrolment Projections	7
5. Technical Services to Support the TVET System maintained  <b>Weight 8</b>	5.1 Learning Management System implemented and operational in all institutions by 03/06.	Monthly Report	5

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
	5.2 Awareness of the New Business Model promoted among employers and potential customers by 03/06.	Monthly Reports	3
6. Quality of Training/Delivery imported.  Weight 10	6.1 90% certification rate achieved for programmes by 03/06.	Certification Report	6
	6.2 Quality Assurance improved and maintained in all companies, programmes and projects by 03/06.	System Manual	4
7. Relevance of Programme to Labour Market and Social Demand improved.  Weight 10	7.1 Employers' request for services increased by 15% by 03/06.	Monthly Report	5
	7.2 On-the -job placement rate increased by 15%over 03/05 by 03/06.		5
8. Strategic Resource Planning and Development Programmes strengthened and expanded  Weight 6	8.1 Divisional restructuring reviewed and adjusted to support Revised TVET Model by 03/06	Revised Adjustments	6
<b>Total</b>			<b>100</b>

### 2.6.3 Community Based Training Department

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
1. Number of certified graduates increased  <b>Weight 20</b>	1.1 NVQ-J certification achieved by 3,824 learners by 03/06.	NCTVET Exam Results	5
	1.2 NCTVET/Joint Certification achieved by 1,336 learners by 03/06.	Exam results	4
	1.3 Non- NCTVET certification achieved by 888 learners by 03/06.	Exam Results	2
	1.4 Unit competencies achieved by 1,527 learners by 03/06.	NQR	5
	1.5 All learners on NVQJ certification track by 03/06.	Monthly Reports	4
2. Access to training increased  <b>Weight 20</b>	2.1 Enrolment in HEART financed training programmes increased to 11,549 by 03/06.	Monthly Statistical Reports	8
	2.3 A minimum of 180 persons enrolled in higher-level programmes by 03/06	Monthly Reports	4
	2.3 ATO status achieved by ten (10) projects by 03/06.	Monthly Reports	3
	2.4 At least 2 new projects implemented to fill needs in communities in parishes under- served by 03/06	Monthly Reports	5

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
3. Existing partnerships strengthened and new partnerships developed  <b>Weight 10</b>	3.1 Existing partnerships strengthened and ten (10) new ones formed by 03/06.	Monthly Reports	5
	3.2 Organizational arrangements to support devolution of projects responsibility implemented by 09/05		5
4. Effective and efficient management of resources strengthened  <b>Weight 16</b>	4.1 Budget variance of cost centres not to exceed 5%.	Variance analysis	4
	4.2 Policies, organizational arrangements and administrative procedures to support expansion in TVET, in place by December 2005.	Completed Manuals	5
	4.3 Audit rating of cost centres to be no less than 3 and an average of 3.9 achieved by 03/06.	Audit Reports	2
	4.4 Draft capital budget and enrolment/assessment plans submitted to NPD by 09/05.	Budget	5
5. Technical services to support the TVET System Maintained  <b>Weight 8</b>	5.1 50 interventions implemented to increase awareness of the New Business Model among employers and potential customers by 03/06.	Monthly Reports	3
	5.2 All projects implement the New Business Model by March 2006.	Monthly Reports	5

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
6. Quality of training delivery improved  <b>Weight 10</b>	6.1 90% certification rate achieved for programmes by 03/06.	NCTVET Certification Reports	5
	6.2 Instructor Quality Service Programme (IQSP) average score of 90% achieved by all facilitators.	IQSP Report	5
7. Relevance of programme to labour market and social demand improved  <b>Weight 10</b>	7.1 Relevance of training programmes reviewed and adjustments made in response to market needs by 03/06.	End of Cycle Reports	5
	7.2 Hospitality, IT and construction training expanded by 10% to meet market demand by 03/06.	Monthly Reports	5
8. Strategic Human Resource Planning and Development programmes strengthened and expanded  <b>Weight 6</b>	8.1 60% of all facilitators to meet VTDI requirement for instructors by 03/06.	Monthly reports	3
	8.2 At least one training seminar/workshop held for facilitators by 03/06.	Monthly Reports	3
<b>Total</b>			<b>100</b>

## 2.6.4 Regional Programme Services

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
1. Access to training increased  Weight – 12	1.1 Access to training facilitated for 74,803 clients to HEART/NTA financed programmes by 03/06.	Monthly Reports (TIMS/LMS)	4
	1.2 Business Model marketed to 90 targeted stakeholders by 03/06.  24 - Sector Groups 24 - Civic Groups & Associations 16 - NGO's 24 - Government Agencies 399 - School 460 - community	Monthly reports	8
2. Career Development interventions facilitated  Weight 18	2.1 Case profiles prepared for 1,500 working age Jamaicans by 03/06	Case profiles/Monthly Report	2
	2.2 430 # of firms/industry participate in job readiness exercises by 03/06.	Monthly reports	3
	2.3 350 career seminars scheduled for schools, graduates and walk in clients by 03/06	Planning schedule/Monthly Report	3

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
	2.4 Monthly public education interventions to increase awareness of expanded National Career Development Services.	One year plan/Monthly report	3
	2.5 4 Career Development centres fully established and launched at the regional level by 03/06.	Completed facilities	3
	2.6 Establish linkages with career guidance providers to support Career Development Services	Partnership agreement	2
	2.7 Maintain and strengthen linkages with Ministry of Labor for local and overseas employment	Monthly Report	2
3 Marketing and promotions programmes strengthened  Weight 20	3.1 973 of new firms Marketed by 03/06	New Firm Listing/Monthly report	3
	3.2 1,320 # of existing firms targeted for Public education intervention by 03/06.	Marketing Schedule /Monthly Report	2
	3.3 235 # of existing firms reactivated by 03/06	Firms Listing/Monthly Report	2
	3.4 352 # of new firms participate in a marketed programme by 03/06.	Monthly Report Firm Listing	3
	3.5 Three stakeholder expositions planned and executed by 03/06.	• Completed Expositions	3
	3.6 Twelve stakeholder for a planned and executed by 03/06	Monthly Reports	4

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
	3.7 Six (6) Regional certification ceremonies planned and staged by December 2005	Executed ceremonies/ Monthly Reports	3
4. Effective and efficient management of resources strengthened.  Weight - 11	4.1 Budget variance for cost centre kept at below 5% by '03/06.	Monthly Variance report	2
	4.2 Annual Instructor's Conference and pre-conference workshops planned and staged by July 2005.	Conference and pre-conference executed.	4
	4.4 Capital Budget, Recurrent and staffing expenditure projections submitted to NPD by 09/05.	Draft Budget Plan	3
	4.4 New technologies relating to MIS/LMS adopted and implemented by '03/06.	LMS/MIS Report	2
5. Relevance of programmes to labour market and social demand improved.  Weight - 21	5.1 4,576 # of requests for services received from employers by 03/06.	Employers' request log/Monthly report	4
	5.2 Job placement of certified completers increased to 4137 by 03/06.	Monthly Report	5
	5.3 Eighty Percent (80%) placement for Job Training of completers from level 1 programmes achieved by 03/06.	Monthly Report	5
	5.4 An average of 60% customer satisfaction achieved in all Regions by '03/06	Customer satisfaction survey	3
	5.5 Data collected for 03/04 completers in four regions to inform PPDD tracer studies by 12/05.	Completed Tracer Study	2

Strategies/Objectives Results & Weight	Performance Indicators	Means of Verification	Weight
	5.6 Data collected in collaboration with PPDD to update one Community Profile per region by 03/06	Completed Community Profile	2
6. Data Management Systems Improved	6.1 Management of Work Experience System reviewed and recommendations made to improve the system by 07/05.	Work Experience Analysis Report	3
<b>Weight: - 12</b>	6.2 Quarterly audit of IBT's Level 1 and Level 2 programmes conducted according to prescribed format, to support Learner Enrolment (LMS/TIMS) verification by '03/06.	Learner Enrolment Audit Reports	5
	6.3 Systems and procedures developed to support implementation of an Electronic Labour Exchange by 03/06	Completed Procedures.	2
	6.4 Admissions system devolved to ten (10) institutions to support LMS and NBM by 03/06.	Admissions Systems Report	2
7. Strategic HRPD programmes strengthened and expanded	7.1 Quarterly training interventions for regional staff conducted to support operations and expanded access.	<ul style="list-style-type: none"> <li>• Monthly reports</li> <li>• Training interventions</li> </ul>	2
<b>Weight: - 6</b>	7.2 Department restructuring reviewed and adjusted to support revised TVET Model by 03/06.	Reports	2
	7.3 Customer service training intervention conducted to unit competency standard for all RPS staff by 10/05	Post Implementation Report	2
<b>Total</b>			<b>100</b>

