

LEADERS OF LEARNING

RE-IMAGINING LEARNING

Annual Learning Report
2020/2021



Corporate
Learning Campus

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National Commercial
Bank Jamaica Limited

Vision

To create a world class financial ecosystem that serves to power the advancement of individuals, businesses and communities, wherever we operate.



Group Human Resources
& Facilities Division

Mission

To facilitate a culture that embodies and enables people empowerment, diversity, innovation and a world class employee experience.



Corporate Learning
Campus

Mission

Delivering Next-in-Class Learning for Sustainability.

General Manager's Message

As we focus on the digital future, we have to understand and accept that the modern workforce will not be entirely human. Technology will become further enmeshed - performing tasks essential to the business with little to no human intervention; chatbots field customer inquiries; robots handle tedious administrative tasks; drones perform safety inspections; cognitive systems analyze and pull insights from massive amounts of data to name a few. While it would be foolhardy to preserve/promote jobs that will be replaced by technology, in partnership with our employees, we have a responsibility to engender agility, resilience, adaptability and upskilling so that we can leverage

the digital capabilities and create competitive advantage. Enter the Employee of the Future. Who is this Employee of the Future? This is someone who shows ownership of their professional and personal enhancement by developing the human skills needed to successfully lead self and others, remaining technically relevant and committed to continuous learning while consistently delivering delightful customer experiences.

In the context of the Corporate Learning Campus (CLC), the future-ready, modern workforce is embedded in a culture of continual, lifelong learning in which learning displays 4 main characteristics. Firstly, it is experiential i.e. learning is committed to memory by connecting a personal result/

human emotion with the learning event. Secondly, learning is integrated into work i.e. it occurs just as it is needed during day-to-day activities so that it becomes more applicable, efficient and memorable. Thirdly, it is blended i.e. learning is delivered using a mix of digital and face-to-face experiences that makes it more accessible and scalable. Finally, it is lifelong i.e. learning offers professional and personal development that contributes to employees' ongoing future employability. Learning provides opportunities for the employee of the future to seamlessly transition through retooling and reskilling. The CLC also provides avenues to develop the enduring human skills needed build lasting and valuable relationships with our customers.

We believe that organizations that embrace and nurture the development of enduring human capabilities will be well positioned to gain and maintain a strategic advantage in the years to come.

In closing, the World Economic Forum (WEF) stated that more than a billion people would need to be reskilled by 2030. I firmly believe that the Corporate Learning Campus is preparing our teams to be a part of the workforce of the future. I want to thank the members of the Governing Council, the Learning Council, the members of the respective Schools of Learning, the Learning Faculty and our other partners for their unwavering leadership and support in enabling learning and assisting our workforce to thrive in an environment of relentless disruption. I look forward to the continued opportunities to win together.

Euton Cummings

General Manager
Group Human Resources and
Facilities Division



Team Lead's Message

Hybrid work, the combination of working remotely and in the office, evolved as a temporary solution during the throes of the pandemic. As companies continue to refine their business models to achieve efficiency and sustainability however, it now seems that hybrid work models are here to stay. To remain competitive and add value therefore, it was necessary to reimagine learning development and delivery from the traditional instructor-led model to a digital modality incorporating efficiency and personalization. Digital learning expanded the opportunities for employee reskilling and upskilling while simultaneously enhancing the employees' user experience and engagement.

The increasingly competitive business landscape, rising complexity and uncertainty, a multi-generational workforce and a shorter shelf life for knowledge, placed positive pressure on the CLC to ensure its interventions allowed employees to quickly acquire new skills and competencies. The Schools of Learning helped to develop and shape the learning strategy in alignment with the Company's talent and business strategies and safeguarded the currency of our learning suite through their ongoing reviews.

The Corporate Learning Campus (CLC) completed the build out of its learning management system that will be launched in the upcoming financial year. This system will

improve our ability to extract analytic insights from learning data to enhance our catalogue of learning interventions and assist us in future proofing our Company. Through innovations such as the micro-learning series and our mobile learning site, we were able to incorporate learning in the flow of work by ensuring the relay of relevant information in a timely manner to meet the employees' needs.

Looking ahead, a new learning & development landscape is emerging in which technology advancements such as artificial intelligence (AI) and augmented reality (AR) will utilize data to create learning initiatives that are adaptive, customized and offer realistic experiences. Wider talent priorities such as employee well-

being, fostering a growth/resilience mind-set and talent acquisition and retention will drive the continued reimagining of the learning function at the CLC in ways such as becoming:

- ▶ An enabler of business transformation
- ▶ A catalyst for collaboration across teams, functions, business units and/or geographic locations

A popular quote by legendary basketball coach Phil Jackson reads: **“the strength of the team is each individual member. The strength of each member is the team”**. Successfully completing the past financial year would not have been possible without our great team. We acknowledge the support and commitment of the members of the Governing Council, the Learning Council,

the Schools of Learning and the faculty (internal and external) of the Corporate Learning Campus who have contributed significantly to the accomplishment of our goals. We also recognise the participation of our avid learners who have seized the varied opportunities offered to improve their performance through continuous learning.

Sandra Grey

Assistant General Manager
Group Human Resources and
Facilities Division



Learning & Development

International Data Corporation (IDC) in its article entitled: IDC FutureScape: Worldwide Future of Work 2020 Predictions stated that by 2024, two-thirds of employees in high-performing companies will shift from static roles to dynamic, multi-disciplinary, outcome-focused and reconfigurable teams. Reskilling, upskilling and increasing cross-functional collaboration will become even more important to business success and in order to maintain our ability to add value in this context, the Corporate Learning Campus (CLC) has continued its journey into understanding the ways adults learn, alternate teaching methodologies and strategies for developing and distributing learning content. Foundational work in learning to manage and engage

remote work teams and leveraging collaborative tools to optimize performance also continued.

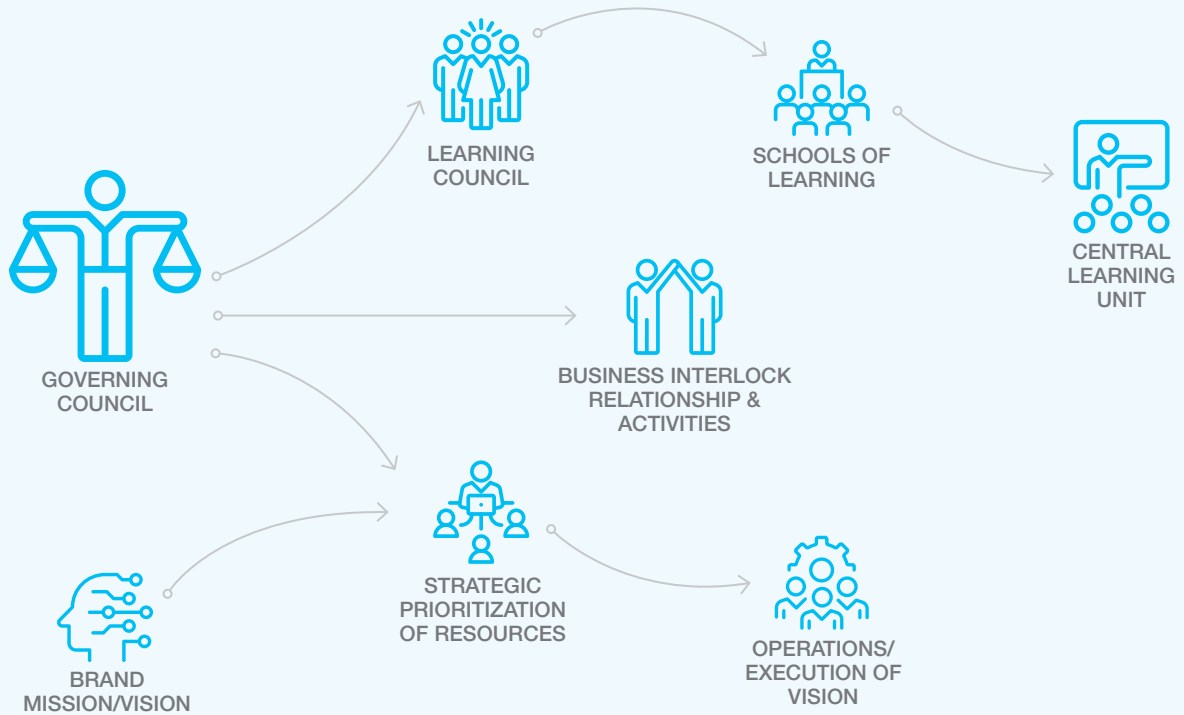
We acknowledge that skills can expire so we have sought to develop employees who can continually learn and adapt by ensuring both the right technology and the options needed to facilitate a continuous learning culture. Our learning and development strategy supports upskilling through career development and the provision of learning resources that help to close the gaps identified in performance reviews and support the development of goals.

During the last financial year, we focused on new digital resources such as an online learning

management system, real-time data analytics tools and web-based collaboration suites to enable facilitators and the CLC to enhance students' learning experiences. Technology afforded our facilitators the opportunity to choose from a multitude of pedagogical approaches, including project-based, blended, virtual, game-based and collaborative-based learning to personalize education for learners and increase learning engagement.

We will continue to leverage technology in developing creative and innovative ways to advance the development of our workforce.

The Governance Structure



The Governing Council



Patrick Hylton
President and Group Chief Executive
Officer, NCB Financial Group



Dennis Cohen
Group Chief Financial Officer and
Deputy CEO, NCB Financial Group



Euton Cummings
General Manager, NCB Group Human
Resources & Facilities Division



Amb. Ralph Thomas
External Academic Advisor

Our Governing Council provides:

- ▶ Strategic insight and direction
- ▶ Sound governance
- ▶ Leadership and direction
- ▶ Prioritization of learning programmes to support business growth and mitigate risk

The Learning Council



Tanya Watson Francis
Institute of Leadership and
Organizational Development



Steven Gooden
School of Wealth Management



Anne McMorris Cover
School of Banking Applications,
Technology and Risk Management



Sheree Martin
School of Client Relationship
Management



Peter Higgins
School of Digital Transformation
and Analytics

The role of our learning council is to:

- ▶ Articulate line of business goals and implications for the business strategy
- ▶ Analyze existing learning applications and/or interventions in the respective Divisions to ascertain whether learning outcomes meet the needs for NCB sustainability
- ▶ Influence the vendor selection process to determine suitable Learning Partners for course delivery Learning Partner selection aligned to business needs
- ▶ Partner with the Campus to ensure learning deliverables are achieved

The Schools of Learning



ILOD



WM



BATRM



CRM



DTA

Our learning strategy is delivered through five (5) Schools of Learning that are aligned to and representative of the key drivers of our business. These are: the School of Wealth Management, the School of Client Relationship Management, the School of Banking Applications, Technology and Risk Management, the School of Digital Transformation and Analytics and the Institute of Leadership and Organizational Development. Each School

offers a suite of courses and/or programmes designed to develop the competencies of our employees and build organizational capability. Our Schools of Learning provide:

- ▶ A perspective on industry trends and the potential impact on employee competence development
- ▶ An analysis of the impact of learning interventions in relation to the demands of the business

- ▶ A collaborative approach to the formulation of the learning and development strategy
- ▶ Ongoing assessment of learning interventions for currency and relevance

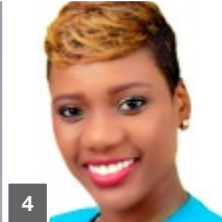




1	▶	Tanya Watson-Francis HEAD OF SCHOOL
2	▶	Misheca Seymour-Senior
3	▶	Angus Young
4	▶	Jodi Ann Archer
5	▶	Kevin Ingram
6	▶	Samuel McKenzie
7	▶	Cheryl McIntyre-Hall
8	▶	Keisha Batchelor
9	▶	Raymond Donaldson

STRATEGIC FOCUS:

Employee development with emphasis on leadership and people management.



STRATEGIC FOCUS:

Support business growth through wealth management, sales effectiveness & efficiency.

- 1 ▶ Steven Gooden
HEAD OF SCHOOL
- 2 ▶ Kerryann McCourty Simmonds
- 3 ▶ Antonio Spence
- 4 ▶ Sharon Williams

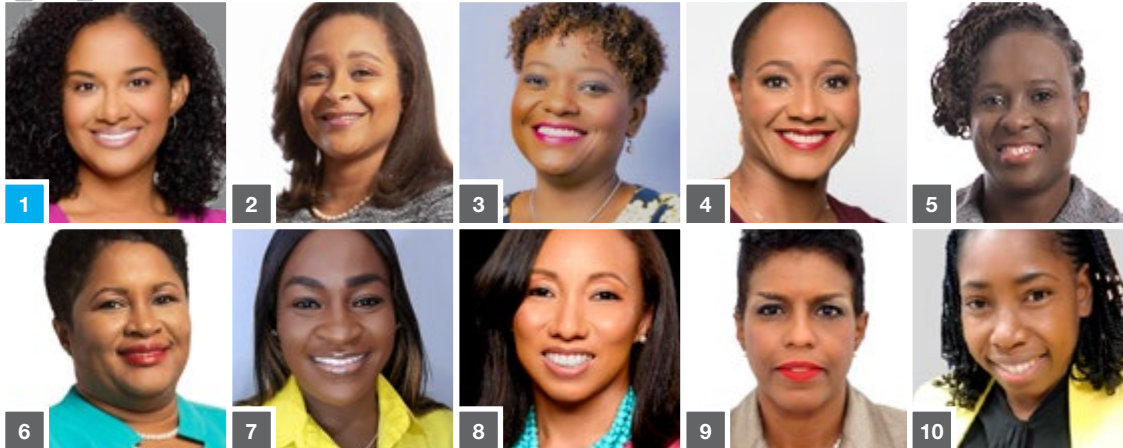
- 5 ▶ Tracy-Ann Spence
- 6 ▶ Stuart Barnes
- 7 ▶ Gregory Peart
- 8 ▶ Rory Evans
- 9 ▶ Anntonette Cowan-Palmer



STRATEGIC FOCUS:

Ensuring the acquisition of the technical, operational and risk competencies required to perform optimally in this competitive business landscape.

1	▶ Anne McMorris Cover HEAD OF SCHOOL	6	▶ Sophia McCook Henry
2	▶ Allison Wynter	7	▶ Michelle Thomas
3	▶ Kevin McDonald	8	▶ Nikki Chen
4	▶ Alison Lynn	9	▶ Simone Wint
5	▶ Dr. Karlene Bailey	10	▶ Audie Rodgers
		11	▶ Joan Guthrie



STRATEGIC FOCUS:

Building employee competence to positively impact customer relations through the delivery of excellent service across the enterprise.

- 1 ▶ Sheree Martin
HEAD OF SCHOOL
- 2 ▶ Gabrielle Banbury Kelly
- 3 ▶ Mona-Lisa Stewart
- 4 ▶ Najah Peterkin
- 5 ▶ Mukisa Ricketts

- 6 ▶ Marsha Clarke Bruce
- 7 ▶ Nichole Brackett Walters
- 8 ▶ Ky-Ann Taylor
- 9 ▶ Audrey McIntosh
- 10 ▶ Audie Rodgers



1



2



3



4



5



6



7

1	▶	Peter Higgins HEAD OF SCHOOL
2	▶	Nicole Brown
3	▶	Anya Walker
4	▶	Ramon Lewis
5	▶	Xavier Allen
6	▶	Nadeen Matthews Blair
7	▶	Nicole Downie

STRATEGIC FOCUS:

Build a strong workforce and a sustainable ecosystem of stakeholders with the digital and analytical mind-sets, skills, capabilities and behaviours that will enable NCB's transformation to a fully digital and agile enterprise while supporting the broader Jamaican transition to a digital economy.

eCampus

The workplace of the future will be characterised by an increase in the use of artificial intelligence, machine learning and other robotic machines to perform tasks that require minimal human interaction. The future proofing of our Organization will require upskilling and reskilling our workforce to spend more time on higher-level tasks as well to successfully navigate the digital environment. The global pandemic has continued to be a leading driver of the adoption of virtual learning and it presented

the CLC with the opportunity to expand the available learning resources and digital skill building possibilities. Indeed, successfully navigating the VUCA era requires a combination of readily available just-in-time and targeted, long-term learning opportunities so as to build enterprise digital capacity and resilience. Our eCampus online learning portal hosts a suite of internal and external resources: eCourse, eMentor, eLibrary, eBook, eTest, eOrientation and m-Learning (mobile learning), which facilitate capability building.

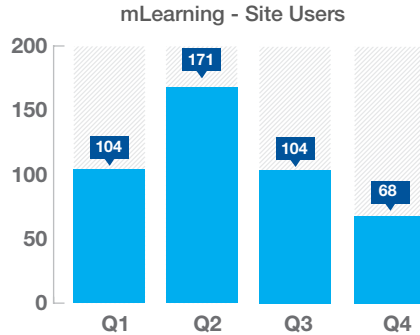


eCampus Cont'd

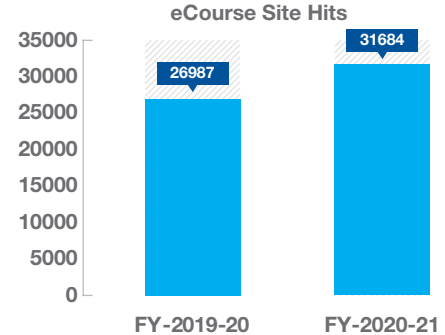
During the financial year, we supported key projects and initiatives intended to drive the business priorities. As the Group continued to standardize its core banking platform across its subsidiaries, the upgrade of Finacle in Clarien was supported with virtual training and sensitization eCourses using the eMentor site. Also, the eCampus platform was upgraded to accommodate all the Group subsidiaries.

Empowerment through learning and development is transformative. Those who will benefit the most from the unimaginable possibilities in the future of work are those who have prepared themselves with the contemporary skills needed for

the futuristic tasks ahead. We will continue to be innovative with our learning and development suite to play our part in building an enterprise aspiring to being digital to the core.



Our m-Learning site serves as a host for bite-sized, learn-on-the-go content, as well as it provides access to relevant external content from massive open online course (MOOC) providers. During the period, there were a total of 447 unique users of mLearning, which represents 19% of staff.



For the financial year 2020-21, eighteen (18) new courses were added to the Learning Catalog and there were 31684 hits to the eCourse site, a 17.4% increase over the prior period.

Quality Assurance

In this age of agility and higher customer expectations, organizations are expected to deliver a seamless customer experience at speed. To achieve this, a focus on agile, leveraging new technologies and a robust QA function are imperative. The Quality Assurance function in the CLC acts as both the standard bearer and the watchdog of all learning events and learning partners. It ensures that all programmes are subject to a robust quality assurance process ranging from identification of a learning need to delivery and evaluation of effectiveness. The quality assurance process warrants that irrespective of where and how a learning intervention is delivered, the agreed standards of the CLC are adhered to and that a cycle of continuous improvement is embedded at all stages and levels of learning. World class programmes and courses require a world class quality assurance framework and supporting processes.

The primary initiatives undertaken during the year were:

- ▶ Delivering on the enhancements identified through our partnership with a Quality Assurance Specialist from the University of the West Indies. Elements of the ILOD programmes were reconfigured and enhanced in line with recommendations received from the University Council of Jamaica reaccreditation
- ▶ team. Creation of a Quality Assurance Guideline for digital courses
- ▶ The design, development and delivery of an internally built new learner management system that will be launched in the Financial year 2021/2022
- ▶ Continued focus on our marketing campaign so as to increase the visibility of the Corporate Learning Campus and uptake of the learning opportunities



Major Achievements 2020 – 2021

SCHOOL OF
LEARNING

HIGHLIGHTS AND ACHIEVEMENTS



School of Wealth Management (WM)

The School of Wealth Management:

The School concentrated its course offerings around the strategic theme of “strong financial performance”. While it is clearly recognized that the learning interventions were not the sole contributing factor, the positive correlation between the wealth learning strategy and the financial results as reported in the audited financial statements for NCB Financial Group (NCBFG) as at September 30, 2021 is displayed below:

- ▶ 11% increase in Operating Revenue when compared to the prior year
- ▶ 29% increase in Banking & Investment Activities when compared to the prior year
- ▶ 8% increase in Net Underwriting Income when compared to the prior year
- ▶ 50% increase in Investment Securities when compared to the prior year
- ▶ 16% increase in Loans and Advances net of credit impairment when compared to the prior year
- ▶ 13% increase in Deposits when compared to the prior year
- ▶ 7% increase in Annuity and Insurance contracts when compared to the prior year



School of Client Relationship Management (CRM)

The School of Client Relationship Management:

The strategic focus of the School of Client Relationship Management (SoCRM) is to build employee competence to positively influence customer relations through the delivery of excellent service across the enterprise.

Achievements and focus areas:

- ▶ We offered the Customer Experience Management (Non-Managers) webinar three times throughout the period and had a total uptake of 28 staff members. The course was well received by the participants, which was evident in the feedback they gave. Both the course and facilitator, received full ratings of 100%.
- ▶ Staff members accessed and completed over twenty (20) e-Courses throughout the period. The top 3 e-Courses completed were Customer Care Centre Authentication, Customer Care Centre Transfer Guidelines and Call Tagging Sensitization and our newest course, “How to Interact with People with Disabilities”. The Customer Experience Refresher course was made available to all members of staff throughout the year.

Major Achievements 2020 – 2021

SCHOOL OF
LEARNING

HIGHLIGHTS AND ACHIEVEMENTS



School of Banking Applications, Technology and Risk Management (BATRM)

The School of Banking, Application, Technology and Risk Management in executing its mandate ensured that the activities of the School were aligned to the vision of the Organization and was able to achieve the following:

Provided strategic learning support to the AiDPS Release 6 Upgrade Implementation Project. The AiDPS R6 is an upgrade to the Release 5.1.11 of the Aperta AiDPS Platform to execute cheque processing activities. This project saw an improvement to the business cheque clearing and cheque sorter operating system. One hundred and sixty-three (163) staff members from across the branches successfully completed the training and assessment prior to the launch date.

- ▶ Strategic learning support was provided for the 2nd phase of the Finacle 10 Implementation Project at Clarien Bank. Using a train-the-trainer strategy, 20 internal SMEs identified by Clarien's leadership team were selected. They participated in an intensive 3-week training program geared at providing the knowledge and skills required to effectively navigate the Finacle 10 Internet Banking System. From the group trained, 8 participants were recommended to lead on-the-ground training for Clarien end-users and customers.
- ▶ In collaboration with the Group Risk Management Division, the Power of Business Continuity Planning online course was developed and successfully completed by 42 Business Continuity Analysts across the Group.
- ▶ In alignment with our "Digital to the Core" strategic theme, the Teller Operations training program targeting Branch Services Representatives was converted and delivered for the first time using a virtual format with 100% success rate.



**Institute of
Leadership &
Organizational
Development (ILOD)**

To achieve the NCBFG's bold aspiration to become a Caribbean financial ecosystem and meet the accelerating pace of change, ILOD continued to develop and hone the leadership and management skills of employees through our accredited Leadership and Management Development Programmes.

Accomplishments:

- ▶ Courses such Agile Leadership and Change Management, Strategic Planning, Business Ethics, Sales Management and Leadership, Coaching for Performance etc. were carefully crafted and selected to prepare employees to cope with the challenging and dynamic business environment thereby allowing employees to succeed in the new highly digital model of financial services.
- ▶ The School of ILOD delivered thirteen (13) instructor-led sessions with a 91% customer satisfaction rating which is significantly higher than the CLC's benchmark of 75%.
- ▶ Introduction of an on-demand Soft Skills Series utilizing the Allison platform. This was offered enterprise-wide to supervisors and managers. The series focused on building critical competencies such as Problem Solving and Critical Thinking Skills, Group Communication, Teamwork and Leadership and Emotional Intelligence and Career Engagement in the Workplace.

Major Achievements 2020 – 2021

SCHOOL OF
LEARNING

HIGHLIGHTS AND ACHIEVEMENTS



School of Digital Transformation & Analytics (DTA)

The School of Digital Transformation & Analytics (DTA) continued to meet its mandate to develop the digital and analytical mind-sets, skills, capabilities and behaviours that will enable NCB's transformation to a fully digital and agile enterprise.

For the FY 2020/21, the school delivered 155 learning interventions sessions to over 928 employees in 5795 instances of learning.

Achievements and focus areas:

- ▶ Launched Digital Wings learning platform in conjunction with Barclays Bank. Barclays Digital Wings is an online learning solution designed to help individuals become more tech savvy and keep up-to-date on recent digital trends. It is accessible from anywhere, by anyone and from any device. To date over 1000 employees have accessed the platform to avail of digitally focused materials such as articles, webinars and courses. The platform also allows employees to earn competency badges in digital literacy, a key skill required for NCB Employees of the Future.



- ▶ Launched a partnership with iCreate to further develop digital and analytical capabilities. This partnership has afforded a pilot group of employees, access to the Edx.org platform with over 150 digital and analytics certification courses.
- ▶ Launched Visa University learning platform in conjunction with Visa Inc. Employees within the Payments Services Division have utilized these courses to enhance their competences in the payment services landscape.
- ▶ Launched the following programme bundles to deepen analytical and digital competencies and expertise:
 - Build AI Solutions with Azure Machine Learning
 - Micro Masters – Digital and Data Science
 - Data Science Foundations
 - Digital and Analytics Expert

“We’ve Moved!”



On January 29, 2021, The Corporate Learning Campus completed the move from the Altamont Crescent location to the more central corporate office at the NCB Atrium. The Covid-19 pandemic triggered a shift from the traditional brick and mortar method of operation such that approximately 62% of all

staff have transitioned to working remotely. Given the commitment of the NCB Financial Group to the ongoing development of its employees, we were determined to seamlessly facilitate the continuous learning of new competencies and skills within the remote work environment. While the Corporate

Learning Campus will continue to facilitate some face-to-face training across various disciplines, the new facility features 2 smart labs with cutting edge audio visual capability that will provide interactive and stimulating virtual learning opportunities.



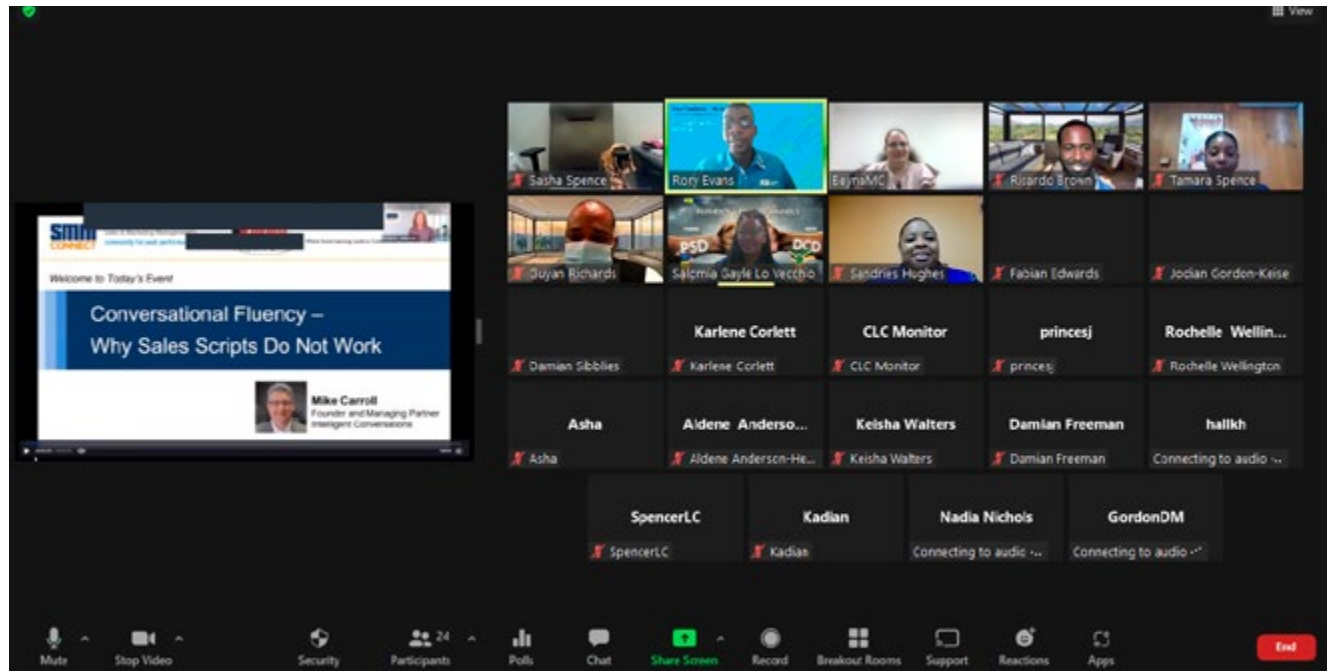
“The NCB Financial Group is the leading financial institution in the Caribbean today thanks to the dedicated service, ingenuity, innovative thinking and efficiency of our staff members. This Corporate Learning Campus is just one of the ways in which we are investing in

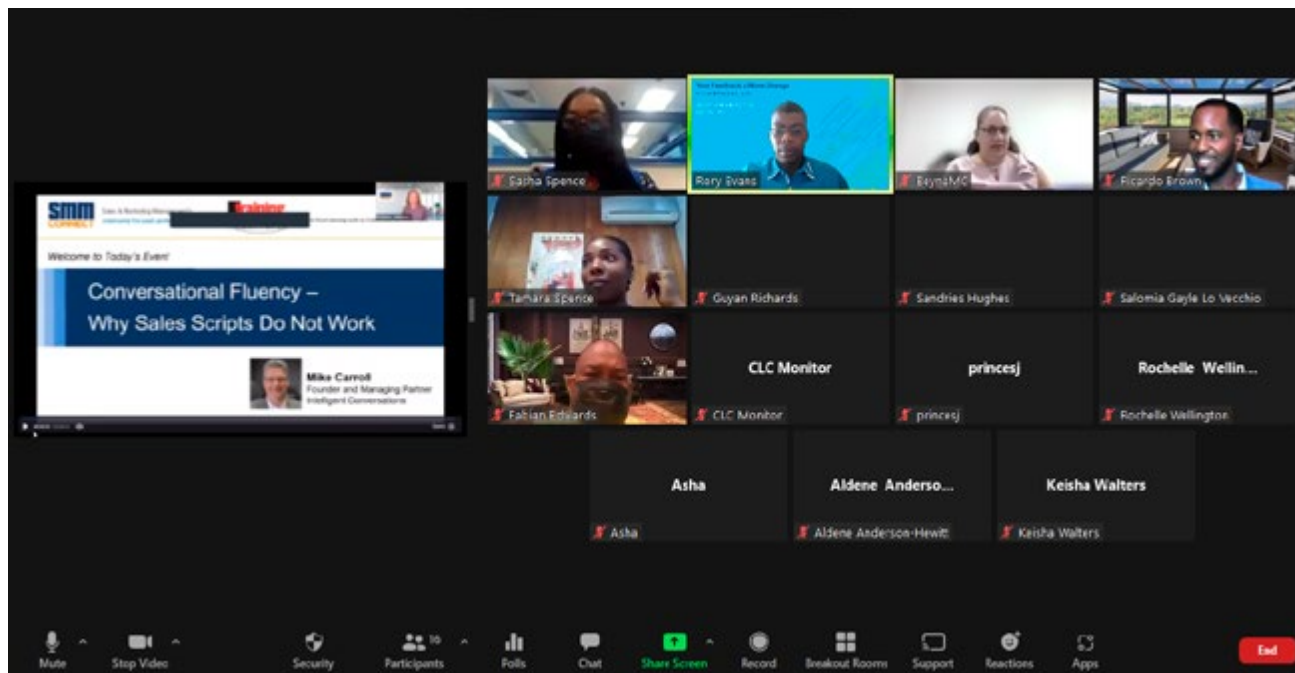
our staff. It will allow them to not only be better prepared for working remotely and navigating the new digital economy, but also provides a space to continuously enhance their competencies and position themselves for the jobs of the

future so they can add even more value as they progress on their various career paths, whatsoever they may choose,”
Septimus Blake, CEO NCB

Pictorial Highlights

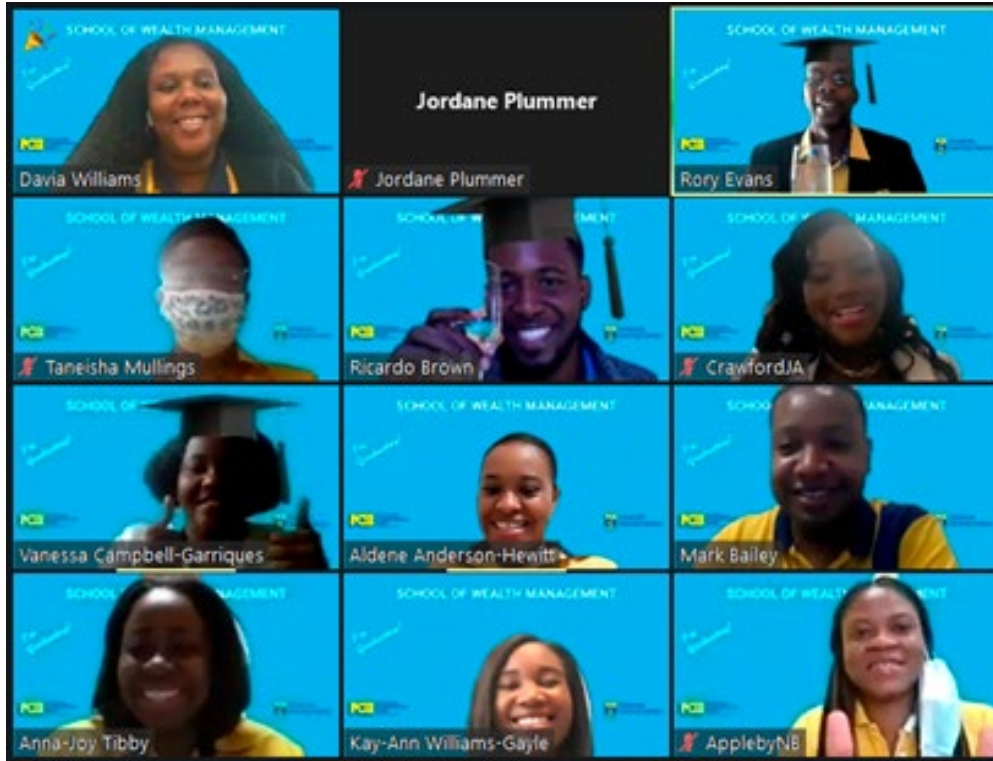
Sales Webinar: Conversational Fluency – Why Sales Scripts Do Not Work

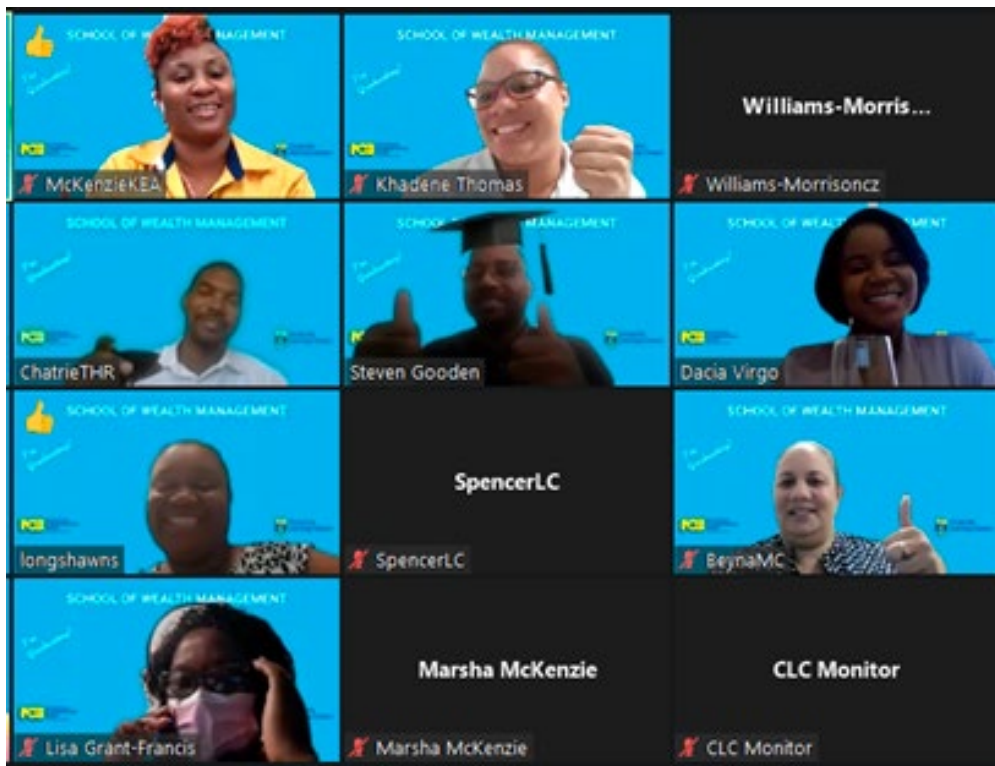




Pictorial Highlights Cont'd

School of Wealth Management - Virtual Graduation





On a Roll



OUR
2020/2021
STARS!

Each quarter we recognize learners who have achieved academic excellence over the period. The qualification for the two (2) categories are:

1. eCampus Learner of the Quarter – This is awarded the employee who completes the highest number of non-mandatory courses with a minimum 6 non-mandatory courses completed. Transfer

ECAMPUS LEARNERS OF THE QUARTER (LOQ)



Q1

Curtis Johnson

Never stop learning, developing new skills, and improving old ones; continuous improvement is critical for personal and professional growth. Strive to improve day by day, not for perfection. “Develop a passion for learning; you will never cease to grow if you do.”
Anthony J. D’Angelo



Q2

Shantinique Virgo

“You’d be astonished to know that there was something you did not know! After all : “An investment in knowledge, pays the best interest”. - Benjamin Franklin

and application of learning must also take place on the job and be evidenced by the supervisor's feedback in the six-month post course review.

2. The Corporate Learning Campus (CLC) Learner of the Quarter – This is awarded to the employee who received the highest graded score of an Instructor Led Course with a minimum score of 90%. Transfer and application of learning must

also take place on the job and be evidenced by the supervisor's feedback in the six-month post course review.



Q3

Petrina Grant-Wright

The courses I have undertaken during the period have heightened my awareness of my role in delivering excellent customer service to our internal and external customers. I am more confident in my delivery of information to my colleagues on matters relating to the Bank and other general matters in my professional and personal life. I know continuing the pursuit of information shared on this platform will aid me in putting my best life forward.



Q4

Pamara Leachman

Learning is the platform that massively enhances wisdom over time, therefore: “The more I live, the more I learn. The more I learn, the more I realize, the less I know.” - Michel Legrand

On a Roll Cont'd



OUR
2020/2021
STARS!

INSTRUCTOR LED - LEARNERS OF THE QUARTER (LOQ)



Q1

Sas-kay Lawrence

The Business Process Improvement (BPI) course has helped me to apply the various disciplines not only to my profession, but also my personal journey. It has guided me in assessing obstacles and failures, implementing more effective strategies to mitigate them and developing a more structured, systematic approach towards achieving my goals.



Q2

Shadae Lewis

Fundamentals of Selling has equipped me with the most solid foundation I need in order to excel in not just my role as a Business Development Repetitive (BDR), but as a person. I garnered a whole new level and perspective of confidence and drive for excellence (and) essential life skills, that I know will be instrumental in the daily execution of my tasks, both professionally and personally



Q3

Tamishe Lue

“The difficulties of not knowing are always much greater than the effort of learning” – Andrew Loomis.



Q4

Sheri-Ann Solarge

Since completing this course I have found myself more aware of detecting and preventing fraud in my daily functions. The skills I have learnt have also taught me to pay keen attention to certain documents reviewed.

From a personal perspective I’m also more cognizant of my surroundings when using a POS and ABM at any location, taking nothing for granted.

CLC Objectives 2021/2022

Our objectives for the financial year **2021/2022** are listed below:



Learning Metrics

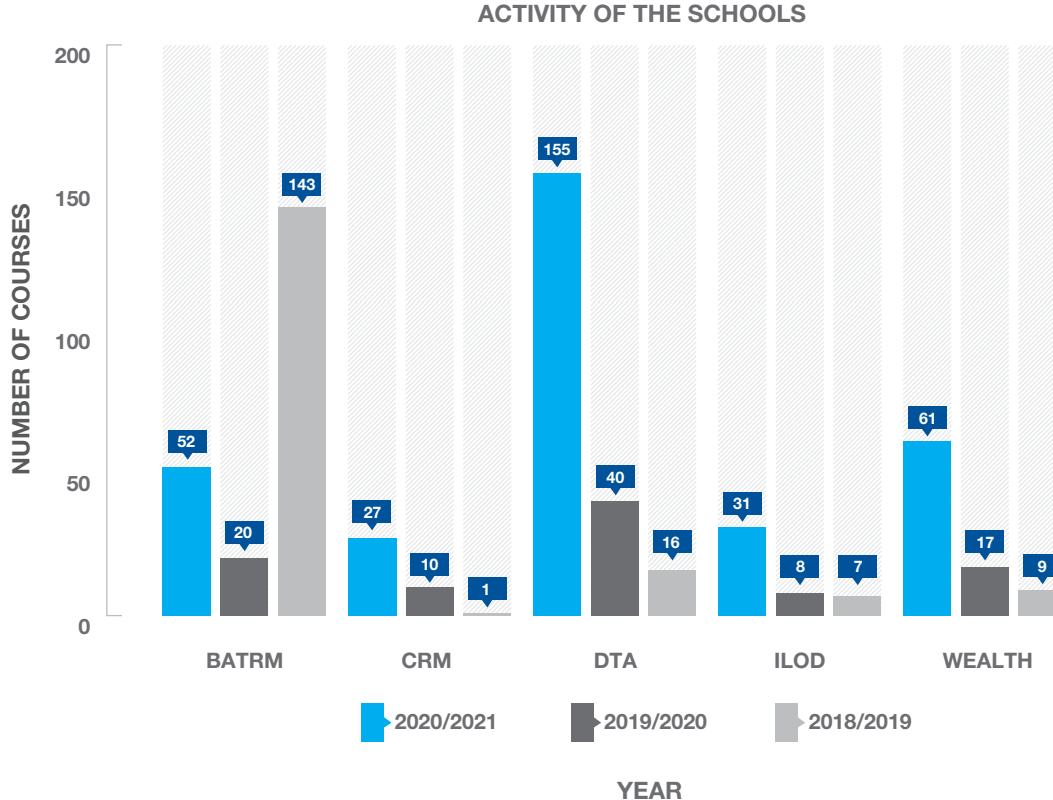


FIGURE 1

During the 2020/21 financial year, we deepened our focus on improving digital literacy and adoption by increasing the number of learning interventions from all Schools that utilized virtual instructor-led and virtual on-demand models.

Learning Metrics Cont'd

AVERAGE ANNUAL LEARNING HOURS

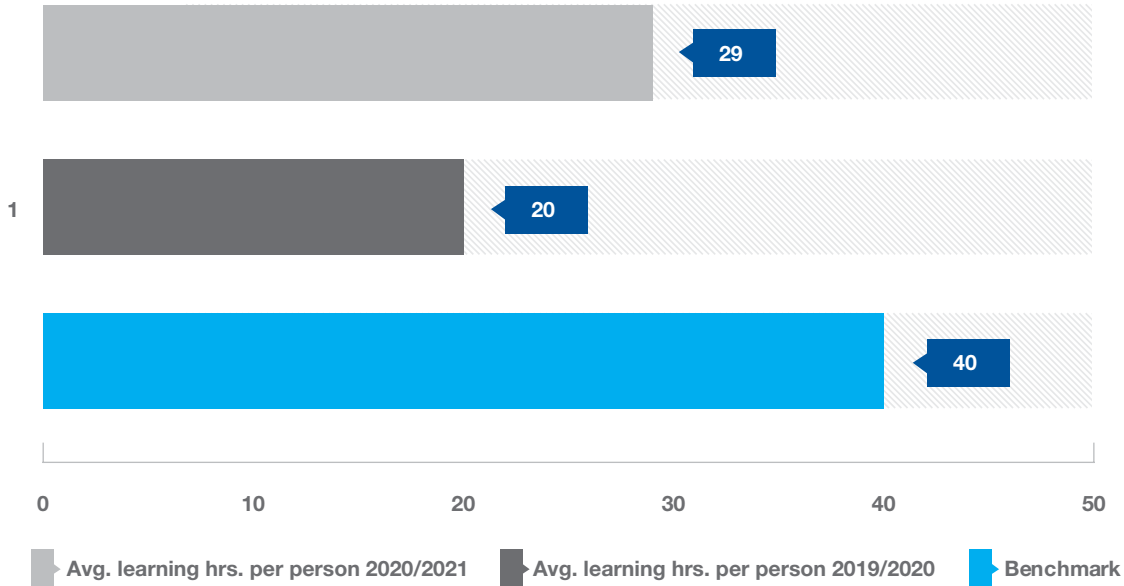


FIGURE 2

The financial year 2020/2021 showed an average increase of nine (9) learning hours per employee.

Source: Benchmark of 40 hours per employee – Association for Talent Development

COURSE SATISFACTION RATING

AVERAGE COURSE SATISFACTION RATING

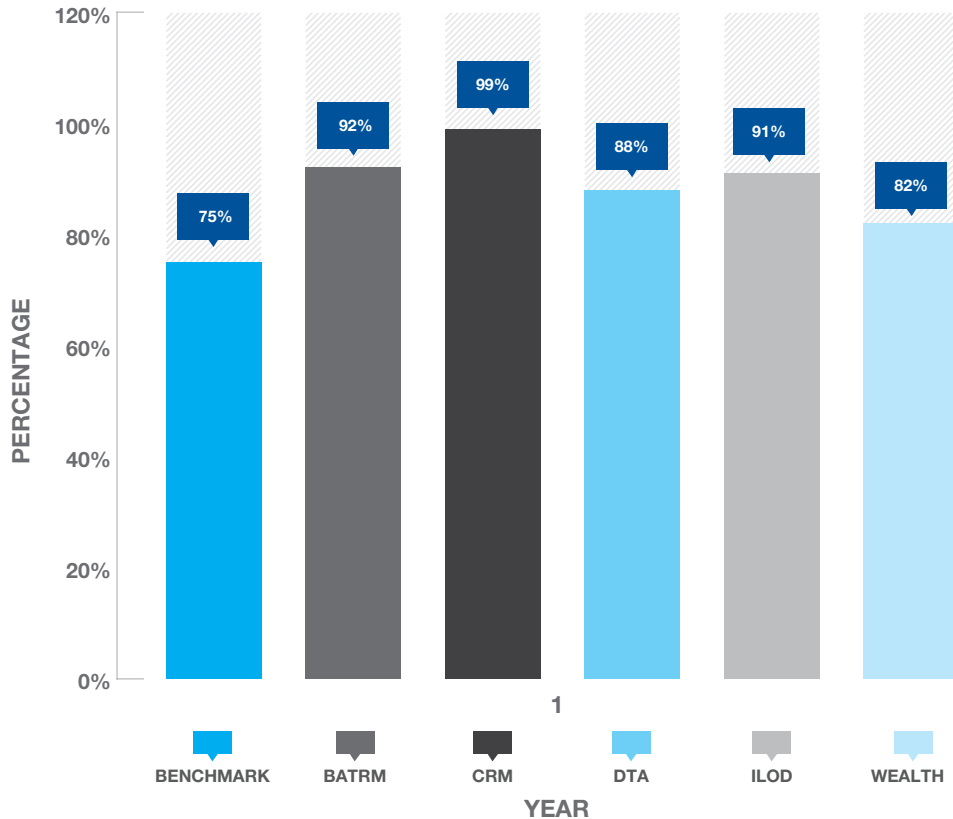


FIGURE 3

Participants' feedback following a learning intervention is essential in determining the extent of the employees' engagement with content and delivery (i.e. Level 1 of Donald Kirkpatrick's Four Levels of Training Evaluation). The CLC obtained an average satisfaction rating of 90% for the 2020/21 year. This was above the internal benchmark of 75%.

Learning Metrics Cont'd



POST COURSE REVIEWS

Level 3 of Kirkpatrick's Four Levels of Training Evaluation (dubbed the Post Course Review), measures the application of learning on-the-job up to 6 months after the participant engaged in the learning event. Participants and their supervisors gave their evaluation on a sample of courses (shown below) based on the strategic impact of these interventions on our business operations:

- ▶ Advanced Credit Analysis
- ▶ Agile Leadership & Change
- ▶ Agile Project Management
- ▶ Business Communication
- ▶ Business Ethics
- ▶ Business Process Management
- ▶ Coaching for Performance
- ▶ Credit Analysis
- ▶ Customer Experience Management
- ▶ Customer Relationship Management
- ▶ Effective Sales Strategy
- ▶ Fraud Prevention & Deterrence
- ▶ Fundamentals of Selling
- ▶ International Project Financing
- ▶ Introduction to Strategic Human Resource Management
- ▶ Sales Management & Leadership
- ▶ Selling in a Digital Age
- ▶ Stepping Up to Leadership
- ▶ Strategic Planning

APPLICATION OF LEARNING BEFORE AND AFTER ATTENDING THE COURSE

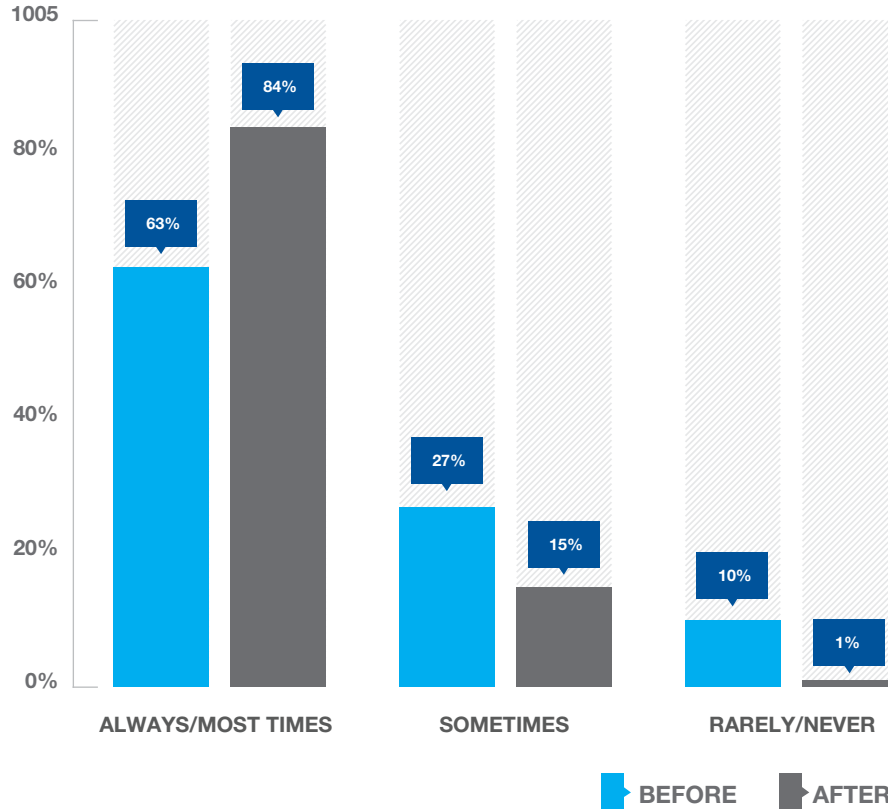


FIGURE 4

The chart reflects the behavioral change before and after training. The chart indicates 99% of participants' applying the knowledge and skills always or sometimes following the learning event.

Learning Metrics Cont'd

OVERALL LEARNING APPLICATION

Supervisor's assessment of whether employees had the opportunity to use the knowledge and skills learned in the course.

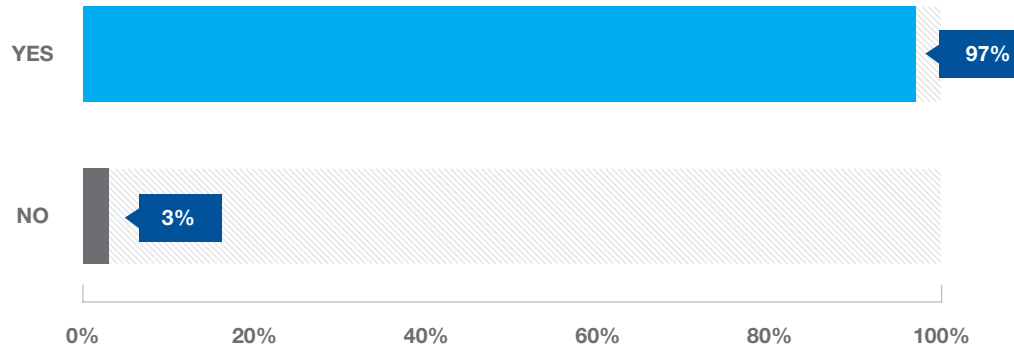


FIGURE 5

The chart reflects the opportunity to use the knowledge and skills learned in the course on the job. 97% of supervisors surveyed indicated that the skills learnt were being applied on the job.

INCREASE IN JOB PERFORMANCE AS A RESULT OF TRAINING

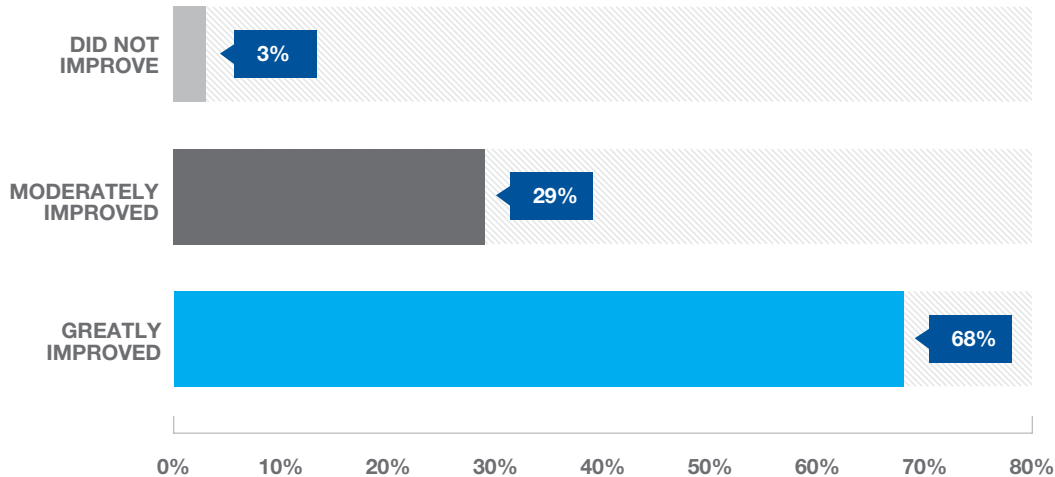


FIGURE 6

Learning effectiveness is a key indicator of performance improvement of the learner. Figure 6 indicates that supervisors saw an improvement in 97% of the participants' (whether greatly or moderately) performance level.

Learning Metrics Cont'd

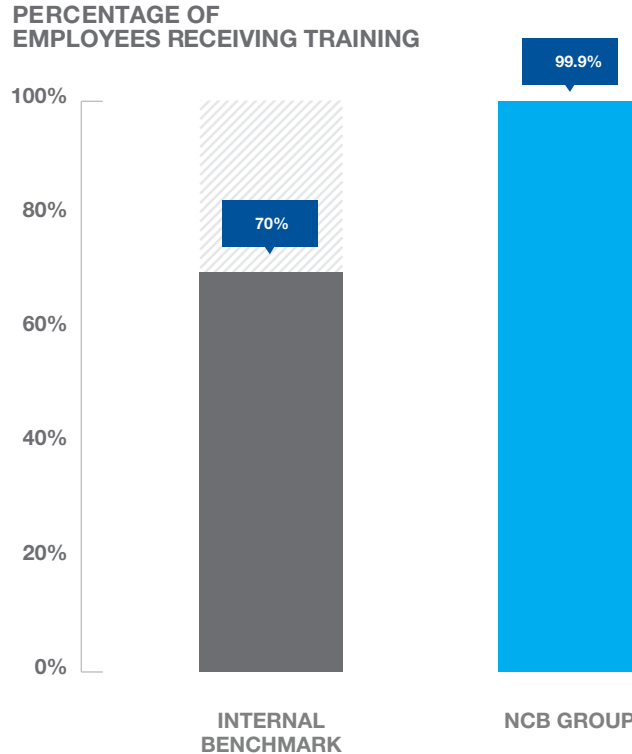


FIGURE 7

Figure 7 outlines the percentage of employees receiving training, which was 99.9% over the period. This continues to be a significant achievement for the CLC in comparison to our internal benchmark of 70%.



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