

The Civil Service Strategic Plan 2024-2026 – Summary

Our Journey to World-Class: Building on a Solid Foundation



Our Purpose

To Make the Lives of Those We Serve Better.

Our Mission

We are dedicated to supporting the elected government by delivering caring, modern and customer-centric public services and programmes, which deliver value for money.

Our Vision

To Be a **World-Class Civil Service**.

Our Core Values



Passion

We care intensely about the success of the Cayman Islands and its people. We are committed to teamwork, innovation and the achievement of results.



Integrity

We act honestly, impartially and fairly. We welcome public scrutiny of our work and conduct.



Professionalism

We deal with the public and their affairs efficiently, effectively and sensitively. We strive to be the best.

Goal 1

Deliver an Outstanding Customer Experience

Goal 2

Develop Exceptional Leadership

Goal 3

Pursue Excellence in Talent Development

Goal 4

Foster Effective Communication

Goal 5

Demonstrate Excellence in Governance Practices

Goal 6

Create a Culture of Accountability

Our Desired Outcomes: What success looks like when our best becomes our everyday business

Our customers offer high praise and look forward to utilising our services and our elected leaders value our work to deliver their policy objectives.

We are highly engaged and motivated to achieve results and to make a difference in the lives of those we serve.

We are skilled, competent and qualified, in the right position at the right time.

We achieve awareness and buy-in for government's policy priorities among internal and external stakeholders.

We deliver results whilst maintaining the confidence of those we serve.

We are evaluated on our results and the behaviours related to the deliverables for which we are responsible.

Our Strategic Initiatives

At the CIG Level
(Centrally managed initiatives)

Provide support and toolkits to develop Key Performance Indicators (KPIs) and service standards to drive improved service delivery.

Design, develop and implement an intervention for cohorts of senior leaders to work collaboratively to solve problems and deliver the Government's priorities.

Ensure access to relevant learning at scale for corporate level learning - Core Competencies, Formal Education Opportunities and Leadership Development. Work with Heads of Profession to support the development of strategically-aligned functional learning pathways.

Implement a programme of work to ensure ministries/ portfolios and departments have communications plans and their websites have the most up-to-date information, ensuring that our customers get timely, relevant and accurate information.

Develop and implement a whole-of-government (WoG) Performance Management Framework which informs how CIG sets priorities, plans activities, allocates money and monitors progress and performance.

Create a culture of accountability across the CIG, by streamlining disciplinary laws and processes in order to support more timely consequences for persons who fail to meet expected behavioural and/or performance targets and creating performance incentives to recognise persons who meet or exceed expectations.

At the Ministry/
Portfolio Level

Develop public policy initiatives where consideration of the needs of the citizen is central to the design and delivery of services, resulting in improved delivery of the Government's priorities and making lives better.

Develop a strategic plan for your ministry/portfolio with clear strategic objectives, projects and an implementation plan which helps to ensure that the focus is on doing the right things and delivering the Government's priorities.

Support the creation of a high performance learning culture through role-modelling learning at the senior level, championing performance management processes and developing talent and succession plans for key positions.

Develop and implement a ministry/portfolio annual communications plan and ensure that your website has the most up-to-date information and conforms to the CIG brand standards so that our customers receive timely, relevant and accurate information.

Demonstrate good governance by ensuring policy teams are trained at the appropriate levels. Actively monitor and manage your ministry/portfolio's risk register.

Create a culture of accountability across the ministry/portfolio, by monitoring departmental performance and ensuring that every department, section and unit will be evaluated on its results.

At the Department Level

Develop and mainstream KPIs and service standards into the business to drive a superior customer experience and deliver on the Government's priorities.

Develop a strategic plan for your department/section/unit with clear strategic objectives, projects and an implementation plan which helps to ensure that the focus is on doing the right things and delivering the Government's priorities.

Conduct reviews to understand department level capability needs and skill gaps. Integrate departmental needs into individual learning plans to optimise learning impact and alignment with organisational strategy.

Develop and Implement a departmental communications plan and ensure that your website has the most up-to-date information and conforms to the CIG brand standards so that our customers get timely, relevant and accurate information.

Develop and maintain an effective departmental risk register.

Create a culture of accountability in your department in which every individual, section and unit will be evaluated on their results and the behaviours related to the deliverables for which they are responsible.

At the Individual Level

Demonstrate that you understand the CIG customer service DELIVER pledge in the way you deal with internal and external customers.

Continuously ask for feedback that is factual, accurate, and timely, and which you can use to improve your capability and how you perform your work.

Create and implement a personal development plan which helps you to bridge any gaps between your current capability and the capability you need to do your current role, to be ready for future roles, and to enhance your personal impact and effectiveness at work.

Take ownership of your language (verbal and body) and behaviour during interactions with others.

Demonstrate an understanding of the Cayman Islands' good governance framework.

Take responsibility for your actions and seek out honest feedback and evaluation of your behaviours and your achievement in delivering results.

Our Performance Indicators

- Customer satisfaction index (by department & overall)
- % of departments with published service standards
- % of departments with key performance indicators (KPIs)
- # of e-Government services

- Employee engagement
- % of leaders participating in 360 Reviews
- % of ministries / portfolios and key departments with strategic plans
- # of leadership and professional networking / communities of practice in operation

- % of employees achieving annual training targets
- % of of managerial and technical posts held by Caymanians
- % of ministries / portfolios and departments with succession plans
- % of employees with personal development plans

- % of ministries/ portfolios and key departments with communication plans
- # of government priorities supported by communication campaigns
- # of ministries / portfolios and key departments with up-to-date websites
- # of websites with platform for customer feedback

- % of ministries/ portfolios and departments with risk registers
- # of business processes defined and documented
- # of persons trained in policy development, implementation and evaluation
- # of ministries / portfolios participating in the WoG performance framework

- % of employee grievances addressed
- % of employees meeting or exceeding annual performance objectives each year
- % of employees with performance agreements
- % of processes that are documented in ministries/ portfolios and key departments