



## **ADMINISTRATIVE CIRCULAR 1 OF 2015**

**TO:** All Civil Servants  
**FROM:** Deputy Governor  
**DATE:** 13<sup>th</sup> February 2015

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Dear Colleagues,

I pray you are enjoying the New Year. As I enter my third year as Deputy Governor, I am encouraged by the many accomplishments of the Civil Service during this time. I know these successes were only possible through hard work and sacrifice and I wish to record my sincere thanks to each of you for your contributions.

In my letter to you in January 2014, I stated that the Civil Service would focus on improving e-services, customer service, performance management and internal communications. I also said we would be developing a medium term strategy for the Civil Service.

What made significant progress towards achieving those goals:-

The roll out of e-services is imminent following the recent recruitment of a highly qualified Director of E-Government who is quickly assessing the inventory of services we provide to identify priority services that can be re-engineered and delivered electronically thereby improving our efficiency and enhancing customer convenience.

In the area of performance management, we are making history this year as we close in on 100% compliance of our staff having performance agreements and appraisals. Having each member of our team understand his/her individual and collective responsibility for delivering Government services sets the proper foundation to improving customer service and driving accountability.

We have made significant strides to improve internal communications over the past year by (i) significantly reducing occasions where civil servants learn about matters impacting their employment from external rather than internal voices; and (ii) increasing internal communication channels including my hosting HoD meetings, creating a dedicated email address for staff to access me at [deputygovernor@gov.ky](mailto:deputygovernor@gov.ky) which many of you use, and commissioning an employee survey to obtain all of your views about conditions within the service. There is still much to achieve within this area but already invaluable feedback has been received from you which is informing HR policies across the Civil Service. Additionally, the Portfolio of the Civil Service will shortly establish a confidential tip line for staff to pass on information including whistleblowing. As a next step to improving communications, I will visit more

departments this year and I will hold quarterly town hall style meetings where I will invite at least 20 randomly selected civil servants to meet with me for 1.5 hours where they can openly ask questions, express concerns and offer advice on how we can improve the Civil Service.

In relation to our strategic plan, last year's staff survey is being used to inform the plan. We are keenly aware that all civil servants must have a voice in developing the plan and to this end you will be contacted in the coming weeks as we mobilise to formulate the 5-Year Strategic Plan for the Civil Service.

While we have much good news to communicate, what is evident is that collectively we are not doing enough in the area of customer service. You will have seen a recent survey in the Cayman Compass rating customer's satisfaction with the Civil Service. I am sure you share my disappointment and concern to see that the majority of those polled, rated our service as terrible or poor. Colleagues, providing excellent service is the benchmark of success for any modern Civil Service. If we fail in this area we harm our reputation with the public and our elected leaders.

This year and in consultation with the Civil Service team, the Portfolio of the Civil Service, Chief Officers and I will focus on dramatically improving customer service and accountability across the Civil Service. We will put greater emphasis on customer service training in partnership with a brand that is globally recognized as a leader in customer service. The Ritz-Carlton has collaborated with the Cayman Islands Government in the past to help formulate the successful orientation which is now provided to new civil servants. I am delighted that they have agreed to work with us again as we seek to provide the gold standard customer service that our customers deserve. I will update you once details have been finalized.

At the same time, improved performance management systems will hold all civil servants to account for their customer service. I will mandate that providing a high level of customer service is a key component of your performance agreement and will seek to further recognize and reward those who do while holding to account those who repeatedly fail to do so. Colleagues, I want you to understand that civil servants who consistently provide poor customer service will be required to separate from the Civil Service. Otherwise, such persons by association harm the reputation of the majority of staff who do exceptional work and they harm the public's confidence in the Civil Service overall. I am not prepared to allow a few poor performers to ruin the hard work that is being achieved by the majority of civil servants who delight our customers every day. Additionally, I expect all managers to not only hold their staff accountable for their performance but to develop a positive working environment in which staff feel valued and feel they have the tools, training and support of managers to meet or exceed customer's expectations.

I am aware that many of you have worked exceptionally hard and sacrificed greatly as a result of successive years of austerity measures within the Civil Service. These sacrifices have paid off in tangible ways including the delivery of over a \$100 million surplus in 2013/14 which was partly driven by achieving expenditure reductions. Your contributions to making this success possible, was rewarded last year with the grant of a 2.5% honorarium being paid to civil servants. In addition, the Government has approved the return of the 3.2% Cost of Living Award plus an additional 0.8% award for an overall increase of 4% in your take home pay. On behalf of the Civil Service, I again extend our most profound thanks to the Premier and his elected colleagues for these awards. We also wish to reinstate within-grade increments and other rewards for those who perform to a high level.

Colleagues as I said last year, we face continued challenges that will require continued hard work. Many of you have given your best and today we reap the rewards of this effort. I expect that each of you will give your best. Going forward we must not only acknowledge that every person is entitled to courtesy and respect but we must reflect that basic truth in our interactions with customers and fellow colleagues, each and every day.

I thank you for your cooperation over the past year and I am counting on your full cooperation in the year ahead.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'Franz Manderson'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Franz Manderson

Deputy Governor and Head of the Civil Service