

Public Service Strategic Plan 2024 – 2027

Enhancing the lives of the people of Bermuda



GOVERNMENT OF BERMUDA
The Cabinet Office



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Contact us:

If you would like any further information about the Public Service Strategic Plan 2024 – 2027, we look forward to hearing from you.

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Message from the Premier

I am pleased to present the Public Service Strategic plan for 2024 to 2027.

The Public Service Strategic Plan charts a course for the future of Bermuda's public service. Building on the robust groundwork established by the previous Government Reform Plan 2019 - 2023, this strategy is poised to further enhance the efficiency and effectiveness of public service delivery. With a focus on accelerating key initiatives, the plan underscores a commitment to excellence, as demonstrated by the institution of the Public Service Excellence Awards and the Leadership Programme. These initiatives have not only recognized outstanding public servants but have also fostered a culture of continuous improvement and innovation.



The Public Service Strategic Plan embodies our commitment to enhancing the lives of Bermudians while also continuing to advance the professional growth of public officers. Guided by five strategic goals—Acting Strategically, Being Customer-centric, Putting People First, Effecting Digital Transformation, and Delivering Excellence—this plan aligns public service with the evolving needs of the people. These goals, rooted in core values such as customer focus, future readiness, and the promotion of prosperity, create a roadmap for a public service that is efficient, inclusive, and poised to thrive in a changing world, setting a new standard for excellence.

The dedication and hard work of public officers are the backbone of any government, providing essential services that add value to the country as a whole. As we embark on the journey from 2024 to 2027, the outcomes of the Public Service Strategic Plan are eagerly anticipated. These outcomes will reflect the commitment of our public officers and the government's vision for growth and development. The collaborative efforts of all involved are crucial for the successful execution of the plan. The government's heartfelt acknowledgement and appreciation of public officers' service underscore the importance of their role in realising these ambitious goals.

A handwritten signature in black ink, appearing to read 'E. David Burt'.

The Hon. E. David Burt, JP. MP
Premier of Bermuda

Head of the Public Service Introduction



I am pleased to present the Public Service Strategic Plan for the period 2024 to 2027.

Much was accomplished under the former Government Reform Plan. The opportunity now exists to build on the lessons learned and modernize the public service.

The Public Service Strategic Plan is not just a document; it is a blueprint for transformation, crafted through widespread collaboration to reflect the collective vision of a future-proof public service. The transition from the old reform plan to this new strategic plan is not merely a change in documentation; it is an intentional leap towards a more efficient, responsive, and innovative public service. The plan is designed to align the public service with the Government's strategic priorities, providing a clear and actionable framework for the operational administration that will drive a **future-forward Government**.

Embracing core values such as being Customer Centric, Future-Focused, and Promoting Prosperity is essential for any forward-thinking public service. These principles serve as a compass, guiding every decision and action towards the pursuit of service excellence. By committing to these values in all aspects of operations, the public service will be better prepared to meet the current and future needs of the people we serve.

Our mission to “**Enhance the lives of the people of Bermuda**” is a powerful declaration of purpose. It is a mission that will be pursued with dedication and an unwavering focus on **five strategic goals: Acting Strategically, Being Customer Centric, Putting People First, Effecting Digital Transformation, and Delivering Excellence**. Each goal is not just a statement of intent but a commitment to action, a roadmap for the public service to follow as it seeks to improve the lives of Bermudians.

Realizing the vision of a “**future -forward Government for the people of Bermuda**” is a journey we embark on together, with a shared commitment to contributing to the prosperity and well-being of all Bermudians.

I humbly request your cooperation and invite every public officer to play their part in shaping the future of Bermuda's public service.

A handwritten signature in black ink, appearing to be 'Cherie-Lynn Whitter', written over a light blue grid background.

Cherie-Lynn Whitter
Head of the Public Service

Strategic Plan at a Glance

The Public Service Strategic Plan sets out the operational priorities for the public service for the period 2024 to 2027. The Plan builds on the achievements of the Government Reform Plan 2019 – 2023, to drive improvements for employees and the public.

An Operational Plan for the Public Service

The purpose of this Plan is to ensure the public service is well positioned to deliver on the Government's strategic priorities. It sets out a strategic framework for the operational administration of the public service, and details five strategic goals.

Our **VISION** is for *“A future-forward Government for the people of Bermuda”*

Our **MISSION** is *“To enhance the lives of the people of Bermuda”*

Our **CORE VALUES** are to be *Customer Centric, Future-Focused, and Promote Prosperity in everything we do.*



OUR VISION
is for a
future-forward
Government for the
people of Bermuda



OUR MISSION
is to enhance the
lives of the people
of Bermuda



OUR CORE VALUES
are to be Customer
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and Promote Prosperity
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Our **GOALS** are to:

1. Act Strategically
2. Be Customer Centric
3. Put People First
4. Effect Digital Transformation
5. Deliver Excellence

Timeframe: The Plan will be implemented over three years by the Public Service Leadership Team.

Achievement: The Plan's effectiveness will be measured through annual surveys of employees, customers, public opinion, and service digitization.

Current State

Opportunity Awaits

The public service faces a number of challenges and opportunities in the current context of Bermuda's social, economic, and political situation. Some of the key issues include the impact of the COVID-19 pandemic, the fiscal deficit and debt burden, the need for reform and modernization, the demand for greater transparency and accountability, and the aspiration for more inclusive and participatory governance.

Over the past several years, owing to austerity, the pandemic, and more recently, the cyber-attack in 2023, the public service repeatedly rose to the challenge and continued to deliver services and public policy priorities of the government of the day. However, the many challenges have taken a toll on employees and on programmes. Some services are reportedly under-staffed, compromising quality and efficiency. Too many public officers are reporting stress and burnout. Rates of illness are an ongoing concern.

The public service leadership is determined to reverse these trends. Great strides were made under the previous Government Reform Plan. The opportunity is now here to build on that progress, build on all we learned from the pandemic and the cyber-attack, and move forward to re-build the public service into what we and Bermuda deserve.

From Reform to Strategic Plan

Public sector reform is a deliberate improvement of public services. The Bermuda Public Service Strategic Plan 2024 – 2027 sets the operational priorities for continuous improvement of public services.

Building on Successes

The Strategic Plan builds on the achievements of the Government Reform Plan 2019-2023, including strengthened capacity and capability in the Service, such as:

- ▶ Implementation of the Public Service Excellence Awards
- ▶ Establishment of the Leadership Programme
- ▶ Development of a succession planning policy
- ▶ Job evaluation modernization started

Finish What We Started

Although the Plan did not realize all intended outcomes, key foundational initiatives were implemented, such as:

- ▶ Implementation of digital forms through the Paperless Team



Public Service Employee of the Year Awards Annual recognition:
Frederica Lambert (top) **2023**
Todd Fox (bottom) **2022**

- ▶ Establishment of the IT Governance policy
- ▶ Establishment of the Policy Hub on GovConnect
- ▶ Establishment of **forum.gov.bm**

Additionally, critical gaps were identified that have informed the new strategic plan to ensure greater success in the future.

Creating a Public Service to be Proud of

The Government Reform Plan 2019 – 2023 was developed with significant consultation. Its purpose and vision remain as relevant today. Despite the pandemic, which disrupted services and society for over two years, and despite the cyber-attack, the Government Reform Plan delivered significant achievements, and began the process of transforming the Public Service into one befitting of 21st century Bermuda. That is a journey that we must complete.

The Strategic Plan 2024 – 2027 builds on the successes of the previous Plan and incorporates lessons learned during that implementation cycle such as resource planning, increased involvement, and engagement in the development process, streamlined goals and actions, a more targeted approach to implementation, and incorporation of measurement and evaluation.

Joining the Digital Revolution

For the next period, a key focus is digital transformation, which is positioned as a catalyst to improve effectiveness and efficiency. The Plan proposes that digital transformation will benefit the public and employees alike, by leveraging technology to close resource gaps.



Our Vision, Mission and Values

VISION

A future-forward Government for the people of Bermuda
We are committed to progress and the use of forward-thinking strategies.



MISSION

To enhance the lives of the people of Bermuda
We are proactive, innovative, and focused on preparing for the future while serving the interests and needs of the people of Bermuda.



CORE VALUES



Customer Centric
We are user-friendly and put our customers' needs front and centre.



Future-Focused
We are agile and innovative, make decisions based on data and focus on the future.



Promote Prosperity
We promote economic and environmental sustainability in the public service and Bermuda.



Our Goals



The Public Service has five goals to achieve our mission. These goals will drive everything we do over the next three years.

Our **GOALS** are to:

- 1. ACT STRATEGICALLY** 
- 2. BE CUSTOMER CENTRIC** 
- 3. PUT PEOPLE FIRST** 
- 4. EFFECT DIGITAL TRANSFORMATION** 
- 5. DELIVER EXCELLENCE** 

GOAL 1: Act Strategically

Know the Government's strategic public policy direction

- 1.** Communicate the strategic direction
- 2.** Drive strategic alignment throughout public service
- 3.** Align strategic and fiscal priorities

GOAL 2: Be Customer Centric

Be a customer-focused public service

- 4.** Improve customer service
- 5.** Implement the customer feedback system
- 6.** Reduce red tape to improve efficiency

GOAL 3: Put People First

Enhance Retention, Recruitment and Attraction

- 7.** Develop staff and leadership
- 8.** Recognize employees and promote high-flyers
- 9.** Update compensation and benefits systems
- 10.** Improve organizational culture and wellness
- 11.** Promote Government careers

GOAL 4: Effect Digital Transformation

Deliver accessible and secure digital services

- 12.** Introduce AI-driven customer interactions
- 13.** Create a unified payment portal
- 14.** Establish a one-stop shop for Government transactions
- 15.** Prepare workforce for the digital future

GOAL 5: Deliver Excellence

Achieve a culture of performance and accountability

- 16.** Complete outstanding operational improvements
- 17.** Improve operational effectiveness
- 18.** Modernize the public service governance structure
- 19.** Align performance management systems

Making it Happen

This Plan will be implemented over the coming three years, until December 2027.

Action items will be incorporated into Ministry and Department Business Plans and in individual employee annual performance objectives.

The Public Service Leadership will make it happen

Responsibility for implementation will rest with:

- ▶ Head of the Public Service (HOPS)
- ▶ Deputy Head of the Public Service (DHOPS)
- ▶ Permanent Secretaries (PS)
- ▶ Heads of Department (HOD)
- ▶ Digital Transformation Team (DTT)
- ▶ Information and Digital Technologies Department (IDT)
- ▶ Department of Employee and Organizational Development (DEOD)
- ▶ Department of Communications (DC)

The agencies responsible for each action item are detailed in Annexes 2 and 3.



The Plan will be achieved over three years

Establishment of specific timelines for each action is delegated to the Public Service Leadership Team (Permanent Secretaries and Heads of Department), to accommodate timeframes for public policy priorities and specific needs of each Department and Ministry. However, it is expected that over the coming three years, the objectives and actions will be accomplished.



Activities will be funded from operational budgets

The Digital Transformation initiative is funded in 2024/25. Remaining initiatives are expected to be accommodated within existing budgets and/or to be budgeted for the remaining years until the end of this planning cycle.



The Service will be kept informed

Communication will be a core part of implementation. Building on the previous achievements, mechanisms will be put in place to ensure all public officers have an opportunity to be aware of administrative and public policy developments within the Service.

Making a Difference

We will measure our progress and achievement through annual monitoring and reporting within the public service.



Annual employee feedback surveys will measure staff satisfaction and embracing of our mission and values



Customer satisfaction surveys will measure service user satisfaction



The number of new services digitized will be tracked



Annual public perception surveys will gauge public opinion of the public service overall

These measures will be coordinated by the Deputy Head of the Public Service and reported annually to Cabinet, the Public Service Executive, the Leadership Team and to staff via individual Departments and Teams.



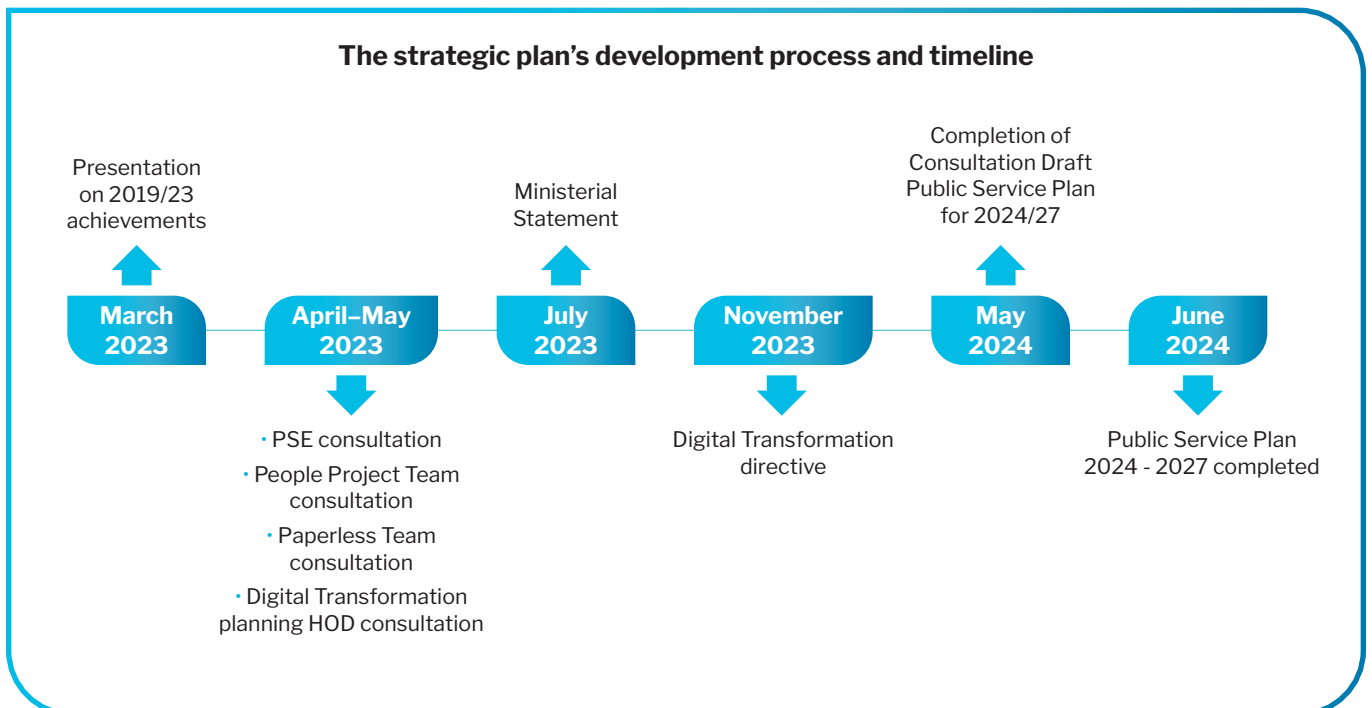
Annex 1: Development and Consultation

The strategic plan’s development process and timeline is a testament to comprehensive and inclusive planning. Development was interrupted by the cyber-attack and recovery thereafter, with the process completed in Summer 2024.

The planning process began with a situational analysis, identification of performance gaps and determination of what needs to carry over from the last Reform Plan to this new plan. A critical review of our Strengths, Opportunities, Future Aspirations and Results was completed.

The actual strategy formulation was iterative and participatory. The collaborative effort across the service ensured a wide range of insights contributed to establishing core values, and formulating new goals, objectives and actions, setting a solid foundation for future aspirations and results. The following were involved throughout the planning process:

- ▶ Public Service Executive
- ▶ Heads of Department
- ▶ People Project Team
- ▶ Paperless Team
- ▶ Department-based IT Professionals



Annex 2: Strategic Planning Framework

Action	How	Executive Sponsor & Responsible Leader	Performance Measure	Measured By
GOAL 1: ACT STRATEGICALLY Objective is to Know the Government's strategic public policy direction			<ul style="list-style-type: none"> ▶ 90% of Leadership know the strategic priorities ▶ 75% Staff know our mission and core values 	Employee feedback survey
1. Communicate the strategic direction	<ul style="list-style-type: none"> ▶ Consolidate the Government's public policies ▶ Ensure the Leadership and Staff are aware of it 	DHOPS DC		
2. Drive strategic alignment throughout public service	Include strategic priorities in Ministry and Departmental Business Plans, and in PS, HOD and Managers' annual performance objectives	HOPS Leadership Team		
3. Align strategic and fiscal priorities	Use Public Value Assessments to streamline services to inform the annual budget process	Permanent Secretaries		
GOAL 2: BE CUSTOMER CENTRIC Objective is to Be a customer-focused public service			Improved service user satisfaction	Customer satisfaction surveys
4. Improve customer service	<ul style="list-style-type: none"> ▶ Complete implementation of Customer Service Standards across the public service ▶ Train Leadership, management, and customer-facing staff on customer service 	HOPS Leadership Team		
5. Implement the customer feedback system	Roll out and launch the customer feedback portal to all Departments inclusive of satisfaction questions	DHOPS DC		
6. Reduce red tape to improve efficiency	Implement viable proposals from red tape reduction consultation and amend administrative policies to reduce administrative burden on the public and officers	Cabinet Secretary Permanent Secretaries		
GOAL 3: PUT PEOPLE FIRST Objective is to Enhance Retention, Recruitment & Attraction			Improve employee satisfaction	Employee feedback survey
7. Develop staff and leadership	<ul style="list-style-type: none"> ▶ Train management and Leadership on public sector management skills and competencies ▶ Train employees in technical job-based skills, and competency soft skills ▶ Improve recruitment managers' responsiveness and continue to streamline recruitment processes 	DHOPS DEOD		
8. Recognize good employees and promote high-flyers	<ul style="list-style-type: none"> ▶ Enhance Public Service Excellence Awards ▶ Award performance bonus for "exceeding expectations" appraisals for BPSU employees, and establish a standard relevant to each CBA ▶ Implement succession planning 	HOPS Office DEOD		
9. Update compensation and benefits systems	<ul style="list-style-type: none"> ▶ Design and implement new job evaluation tool ▶ Upgrade human resource and payroll systems 	DHOPS DEOD		

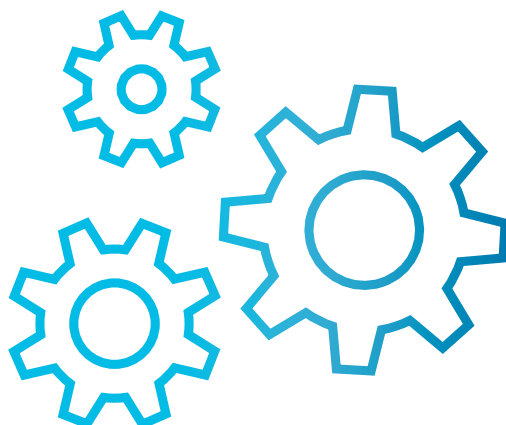
Annex 2: Strategic Planning Framework cont'd

Action	How	Executive Sponsor & Responsible Leader	Performance Measure	Measured By
10. Improve organizational culture and wellness	<ul style="list-style-type: none"> ▶ Increase participation in employee wellness programme ▶ Increase education and support to combat bullying and harassment ▶ Develop plan for 'workplace for the future' 	HOPS Leadership Team		
11. Promote Government careers	<ul style="list-style-type: none"> ▶ Conduct PR campaign to promote opportunities in and achievements of the public service ▶ Promote pension and insurance benefits and continue work to stabilize plans 	HOPS DC		
GOAL 4: EFFECT DIGITAL TRANSFORMATION				
Objective is to Deliver accessible and secure digital services				
12. Introduce AI-driven customer interactions	Identify services ready for digitalization and begin using AI to improve processing times	DHOPS, DTT & HODs	Annual count of additional services	Number of services digitized
13. Create a unified payment portal	Launch the Government's online payment system, inclusive of E1 integration	DHOPS, DTT & MOF		
14. Establish a one-stop shop for Government transactions	Identify eligible digital services and consolidate into a single, easily navigable online portal	DHOPS & DTT		
15. Prepare workforce for the digital future	Train Leadership and Staff on Office 365, AI, data security, and emerging technologies	DHOPS, DTT & IDT		
GOAL 5: DELIVER EXCELLENCE				
Objective is to Achieve a culture of performance and accountability				
16. Complete outstanding operational improvements	Complete outstanding initiatives from Government Reform 2019 – 2023, listed in Annex 3	HOPS Permanent Secretaries	Reduce the percentage of public with a negative opinion of the public service	Public perception survey
17. Improve operational effectiveness	Implement service improvements based on the customer feedback systems and employee feedback	HOPS Leadership Team		
18. Modernize the public service governance structure	Amend PSC Regulations to be consistent with Immigration and Employment law and to expand role of the Leadership Team in workforce matters	HOPS Office DEOD		
19. Align performance management systems	<ul style="list-style-type: none"> ▶ Achieve non-BIU 100% appraisals completion ▶ Establish appraisal system for BIU ▶ Incorporate Throne Speech commitments and Service Standards in Business Plans and performance objectives ▶ Include fiscal discipline measures in performance metrics for each budget Head from 2025/26 ▶ Implement reporting on performance against performance measures in budget statements February 2025 	HOPS Leadership Team		

Annex 3: Government Reform Ongoing Actions

A number of key initiatives from the Government Reform Plan 2019 – 2023 were not completed fully by the Plan’s conclusion. We are committed to finishing what we started. Action 16 of the Public Service Strategic Plan 2024 – 2027 continues the commitment to ‘**Complete outstanding operational improvements**’. Accordingly, the Public Service will complete the following outstanding initiatives, with updated timeframes:

Action Item	Action Owner (HOD)	Executive Sponsor (PS)
1. Harmonize codes of conduct for the public service by 2026	PSE	HOPS
2. A comprehensive Fiscal Management Process has been documented and approved by 2027	Domestic Deputy FS	Financial Secretary
3. A detailed Asset Register including key performance metrics is approved by 2026	Leadership	Public Service Executive
4. An Asset Management Plan that outlines sustainability and usage of infrastructure for the next 20 years is approved by 2027 and is refreshed annually	PSE	FS
5. Develop data standards besides definitions which enhance the quality and reliability of digital information by 2027	CIO	PS for Cabinet Office
6. Institute the Information Technology Governance Team (“ITGT”) by 2025, who will be responsible for technological decision making for the Government	CIO	PS for Cabinet Office
7. Identify, as appropriate, 30% of current IT applications and move to cloud-based applications by 2027	DTT and CIO	DHOPS and PS for Cabinet Office
8. 80% of roles in the Public Service have documented detailed job descriptions by 2027	Leadership	HOPS





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