



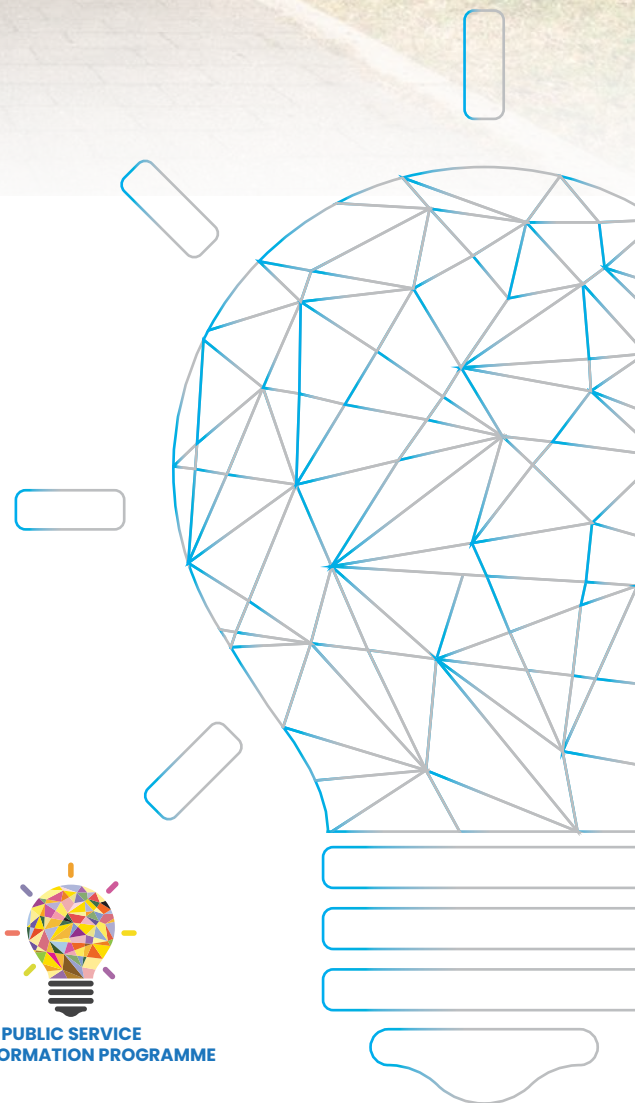
PUBLIC SERVICE TRANSFORMATION

# STRATEGIC FRAMEWORK

# 2025



PUBLIC SERVICE  
TRANSFORMATION PROGRAMME





## PUBLIC SERVICE TRANSFORMATION PROGRAMME

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## FOREWORD

**Mrs. Kishann Cupid Braithwaite**  
**Public Service Transformation Manager**

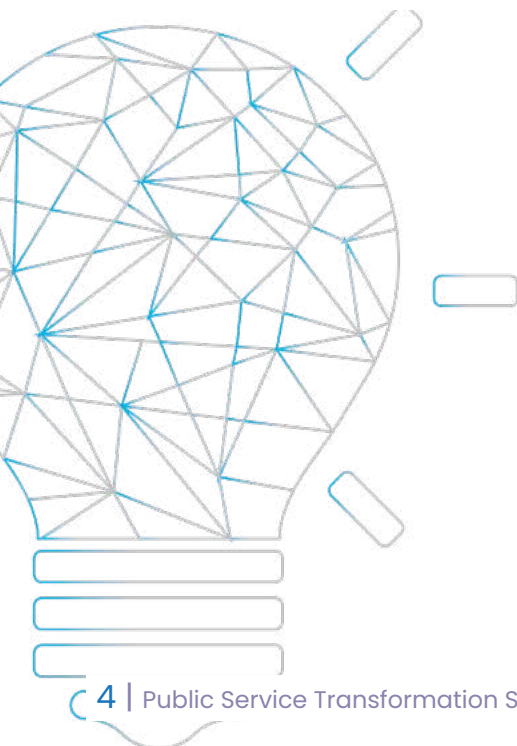
As we continue on this transformative journey, I am both honoured and energized to serve in this capacity as we advance towards building a modern, efficient, and citizen-centred Public Service. The Public Service Transformation Strategic Framework represents more than just a roadmap—it is a call to action for all of us to embrace change, challenge the status quo, and work collaboratively to achieve our shared vision of excellence.

Our mission is clear: to enhance the quality of our services, improve governance, and create a Public Service that is responsive, innovative, and trusted by the people we serve. This transformation is not about temporary fixes or isolated improvements; it is about fundamentally reshaping how we operate, think, and deliver value.

The Framework emphasises key areas such as digital transformation, workforce development, customer service excellence, and good governance. These priorities are not only aligned with national development goals but are also essential to meeting the evolving needs of our citizens and stakeholders. Success in this endeavour will require commitment, creativity, and collaboration at every level of the Public Service. Our unique perspectives, ideas, and contributions are invaluable in shaping a future where our organisation is recognised for its integrity, efficiency, and impact.

I encourage each of you to take an active role in this transformation, whether through innovation in your daily tasks, leadership in your teams, or intentional collaboration across ministries/departments. Together, we have the opportunity to redefine what it means to serve, creating a Public Service that not only meets but exceeds expectations.

Let us move forward with purpose, determination, and unity as we build a Public Service that reflects the highest standards of excellence and ensures a brighter future for all.





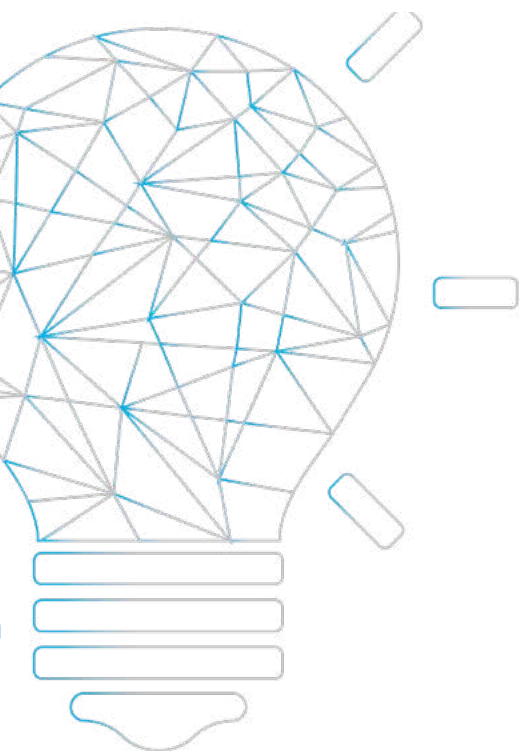
## MESSAGE

### His Excellency the Governor, Mr. Daniel Pruce

As Governor, I wholeheartedly endorse the Public Service Transformation Programme. This initiative aims to facilitate the comprehensive redesign of our Public Service, fostering efficiency, resilience, proactivity, adaptability, responsiveness, and a steadfast commitment to excellence in public service provision, all underpinned by the highest standards of governance.

We are driving the digitisation of our Public Service, ensuring that public officers are equipped for this transition. Our efforts are not only directed towards setting benchmarks in digitisation but also in cultivating a culture of excellence, efficiency, and exceptional customer service.

As Governor, I share the same motivation as every dedicated public officer: a commitment to serving the public, enhancing lives, and advancing the prosperity of our Territory for future generations. This collective purpose lies at the core of the Public Service Transformation Programme. I know all public officers will play their part in its successful delivery.





## MESSAGE

**Honourable Dr. Natalio D. Wheatley**  
**Premier and Minister of Finance**

The purpose of Public Service Transformation is unequivocal: to revolutionise our operations, elevate the standard of customer-service delivery, and enhance our ability to serve our clients. This transformation therefore entails evolving into a more responsive, efficient, client-centred, cost-effective, transparent, and accountable entity.

As we continue to make strides on this journey of transformation, it is imperative that we collectively recognise the significance of this endeavour and our pivotal role in driving positive change. This transformation is not merely a superficial change; it is a fundamental shift in our approach to governance and public service. It requires us to challenge the status quo, embrace innovation, and cultivate a culture of continuous improvement. This transformation holds the potential to significantly improve the lives of the people of the Virgin Islands and all those engaging with the Public Service. Embracing this initiative signals our commitment to progress and excellence.

Therefore, as we move forward, I encourage each of you to actively engage in this process. Your insights, ideas, and dedication are invaluable as we navigate through the complexities of transformation. Together, we have the opportunity to shape a future where our Public Service is renowned for its excellence, integrity, and unwavering commitment to serving the public to the best of our abilities, 100% of the time. I am confident that by working collaboratively and embracing the spirit of transformation, we will achieve our goals and usher in a new era of success for our organisation and the communities we serve.





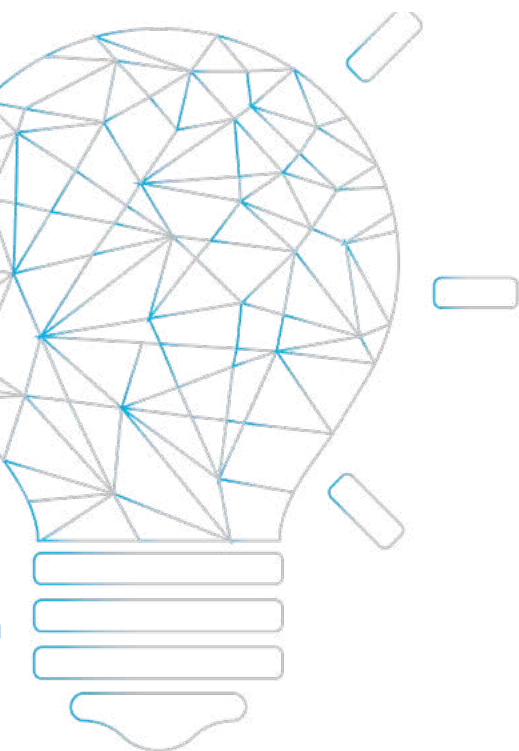
## MESSAGE

Mr. David D. Archer, Deputy Governor

As Deputy Governor, I am profoundly enthused by the prospects presented by the Public Service Transformation Programme and its implications for both the Public Service and our valued clientele. Positioned on the forefront of history, we have the unique opportunity to sculpt a revitalised and illustrious future for the Virgin Islands.

Central to this vision is the cultivation of a vibrant and metamorphosed Public Service, placing people at its very nucleus. Our commitment extends beyond mere rhetoric; it is anchored in the steadfast delivery of world-class services, propelling our collective journey towards excellence.

Indeed, this ethos encapsulates the essence of Public Service Transformation – a dynamic process that heralds a new era of innovation, efficiency, and unparalleled service delivery. Together, let us continue to persevere on this transformative journey with vigour, determination and focus, shaping a future that embodies the very essence of progress and prosperity for all.





## INTRODUCTION – THE VISION REALISED

### THROUGH THE PUBLIC SERVICE TRANSFORMATION PROGRAMME

The Public Service Transformation Programme (PSTP; “the Programme”) seeks to establish a modern, efficient, and client-centred Public Service that is fully equipped to deliver high-quality services, champion national development, and build public trust through a commitment to good governance, innovation, and digital transformation.

The Programme envisions a transformed Public Service as a modern organisation that proactively responds to the evolving needs of residents, positioning itself as a dynamic force for positive change in society. It aims to shift the Public Service from a reactive model to one that anticipates and meets emerging challenges, acting as a key driver of economic growth, social well-being, and sustainable development.

Through a focused approach on leadership excellence, service quality, and the adoption of advanced digital tools, the Programme continues to cultivate a Public Service that is resilient in the face

of change, agile in its operations, and dedicated to achieving long-term national objectives. By embedding core principles such as transparency, accountability, and inclusiveness, this strategy will empower public officers to innovate, streamline services, and make data-driven decisions that enhance the quality of life for all citizens.

Ultimately, our aim is to continue to build a Public Service that upholds the highest standards of integrity and responsiveness, inspiring trust and confidence among the public and setting a benchmark for excellence across the government. As the Public Service advances through these transformative stages, it will strengthen its role as a leading partner in national progress, contributing to a thriving, equitable, and future-ready Territory.







## SECTION 1

# THE PUBLIC SERVICE WE ENVISION



PUBLIC SERVICE

## THE AIM OF THE STRATEGIC FRAMEWORK FOR PUBLIC SERVICE TRANSFORMATION

The Public Service Strategic Transformation Framework is a roadmap designed to guide our Public Service through a pivotal period of reform, innovation, and enhanced service delivery. In an era of evolving public expectations and rapid advancements in technology, the need to modernise and improve our operations has never been more critical. This Framework provides a clear structure for driving meaningful changes that will enable the Public Service to operate with greater agility, transparency, and accountability, while focusing on client-centred, efficient, and sustainable practices.

This transformation journey is about more than simply updating processes or adopting new technologies; it represents a comprehensive reimagining of how we serve the public. By fostering a culture of continuous improvement, this Framework seeks to build a resilient, future-ready Public Service capable of addressing emerging challenges and capitalising on new opportunities. Through a renewed focus on strategic priorities – such as digital transformation,

workforce development, good governance, and customer service – this Framework aims to elevate service delivery standards and strengthen accountability across all levels of government.

The Framework serves as both a vision and a call to action, mobilising every individual within the Public Service to contribute to our shared goals. By aligning our efforts across ministries/departments and focusing on measurable outcomes, we are committed to building a Public Service that embodies integrity, responsiveness, and excellence. With this Framework, we continue our journey toward a future where the Public Service is trusted, respected, and admired for its commitment to the people it serves.



# LINKING PUBLIC SERVICE TRANSFORMATION

## WITH NATIONAL OVERARCHING PLANS

The Public Service Transformation Strategic Framework is intricately aligned with both the National Sustainable Development Plan (NSDP) and the Governance Reform Transition Plan (G RTP), ensuring a cohesive and collaborative approach to achieving national development goals and governance reforms.

### ALIGNMENT WITH THE NATIONAL SUSTAINABLE DEVELOPMENT PLAN (NSDP)

The NSDP provides the overarching vision for national growth, prioritising economic resilience, social well-being, environmental sustainability, and equitable opportunities for all citizens. The Public Service Transformation Strategic Framework serves as a key enabler for realising this vision by:

- 1. Enhancing Service Delivery:** Modernising the Public Service ensures more efficient, transparent, and citizen-focused processes, which directly support the NSDP's goal of improving access to quality public services.
- 2. Fostering Economic Growth:** By streamlining operations and digitising key functions, the Public Service supports the NSDP's emphasis on creating a conducive environment for economic activity, investment, and entrepreneurship.
- 3. Promoting Environmental Sustainability:** The transformation framework includes initiatives like digitisation and green adaptation, which contribute to the NSDP's objectives of reducing environmental impacts and promoting sustainable practices.
- 4. Supporting Inclusive Governance:** By prioritising good governance, the framework aligns with the NSDP's focus on building trust and accountability, which is essential for inclusive and sustainable national development.

### ALIGNMENT WITH THE GOVERNANCE REFORM TRANSITION PLAN

The Governance Reform Transition Plan outlines medium and long-term reforms aimed at strengthening governance structures, enhancing accountability, and fostering transparency. The Public Service Transformation Strategic Framework complements these efforts by:

- 1. Strengthening Institutional Capacity:** The framework focuses on building a skilled, adaptable, and high-performing workforce, which is essential for implementing the governance reforms outlined in the transition plan.
- 2. Accelerating Digital Transformation:** The digitisation initiatives in the framework support the transition plan's goals of streamlining government processes, improving accessibility, and enhancing decision-making through data-driven governance.
- 3. Promoting Good Governance Practices:** By embedding transparency, accountability, and ethical standards into the Public Service, the framework directly contributes to the governance reforms needed to ensure the Public Service functions at established good governance standards.
- 4. Facilitating Stakeholder Engagement:** The framework emphasises collaboration, consultation, and communication, which align with the transition plan's goals of fostering public trust and stakeholder participation in governance reforms.

### INTEGRATION ACROSS PLANS

Together, the National Sustainable Development Plan, the Governance Reform Transition Plan, and the Public Service Transformation Strategic Framework create a unified roadmap for the Virgin Islands. While the NSDP outlines the broader national vision, the Governance Reform Transition Plan details structural improvements to governance, and the Public Service Transformation Strategic Framework operationalises these aspirations by equipping the Public Service to act as a catalyst for change.

By aligning strategic priorities, leveraging shared goals, and fostering cross-sector collaboration, these plans ensure a cohesive, transformative approach to building a resilient, inclusive, and future-ready nation.





## SECTION 2

# THE STRATEGIC FRAMEWORK



PUBLIC SERVICE  
TRANSFORMATION PROGRAMME



# STRATEGIC FRAMEWORK

## FOR THE TRANSFORMATION OF THE VIRGIN ISLANDSPUBLIC SERVICE

“Building A World-Class Public Service”

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### Purpose

To build an effective, trusted, and modern Public Service that is capable of delivering high-quality services to its clients, driving national development, and fostering economic and social progress.

### Mission

To transform the Public Service into a high-performing, client-centric organisation that leverages technology, innovation, and a skilled workforce to ensure good governance, exceptional service delivery, and sustainable development.

### Vision

A respected, trusted and efficient Public Service with people at the centre of all that we do.

### Values

- 1. Integrity and Accountability**  
Upholding the highest standards of ethics, honesty, and transparency in all actions and decisions.
  - 2. Client-Centric Approach:**  
Putting the needs and expectations of citizens and stakeholders at the forefront of service delivery.
  - 3. Excellence and Innovation:**  
Continuously seeking new and better ways to deliver services and achieve results through innovation and excellence.
  - 4. Collaboration and Partnership:**  
Fostering a collaborative environment, both within the Public Service and with external stakeholders, to achieve shared goals.
  - 5. Adaptability and Resilience:**  
Embracing change, adapting to evolving circumstances, and building resilience to respond effectively to challenges.
  - 6. Inclusivity and Diversity:**  
Promoting an inclusive workplace and ensuring that diversity is reflected in policies, programmes, and service delivery.
-

# COMPONENTS OF AN EFFECTIVE

## PUBLIC SERVICE TRANSFORMATION PROGRAMME

An effective Public Service Transformation Programme requires a comprehensive and strategic approach that ensures alignment with national priorities, enhances operational efficiency, and delivers tangible improvements in service delivery. The following components are essential to its success:

### CLEAR VISION AND OBJECTIVES

- Establish a well-defined transformation vision aligned with national development goals and organisational priorities.
- Develop S.M.A.R.T objectives to guide the programme.

### PERFORMANCE MANAGEMENT AND ACCOUNTABILITY

- Establish KPIs to track progress and measure success.
- Monitor, evaluate, and report on the programme's impact, using data to inform decision-making and adjustments.

### COLLABORATION AND PARTNERSHIPS

- Foster collaboration across the Public Service to break silos and promote integrated service delivery.
- Partner with the private sector, academia, and civil society to leverage resources, expertise, and ideas.

### SUSTAINABILITY AND RESILIENCE

- Ensure that transformation efforts are sustainable by embedding changes into the organisational culture and operations.
- Build resilience to adapt to future challenges and opportunities.

### STAKEHOLDER ENGAGEMENT AND COMMUNICATION

- Engage internal and external stakeholders to build buy-in and gather diverse perspectives.
- Implement a robust communication strategy to share progress, celebrate successes, and address challenges.

### CLIENT-CENTRIC APPROACH

- Place citizens and clients at the centre of transformation initiatives by prioritising their needs and expectations.
- Design services and processes with a focus on accessibility, responsiveness and quality.

### POLICY AND LEGISLATIVE REFORMS

- Update policies and legislation to support new ways of working and address systemic challenges.
- Align reforms with long-term governance and development goals.

### RECOGNITION AND REWARD SYSTEMS

- Celebrate milestones and recognise the contributions of individuals and teams driving transformation.
- Create incentive structures to encourage innovation and excellence.

### DIGITAL TRANSFORMATION AND INNOVATION

- Leverage technology to streamline processes, enhance service delivery, and improve decision-making.
- Promote the adoption of digital tools and platforms for greater efficiency and transparency.

### CAPACITY BUILDING AND WORKFORCE DEVELOPMENT

- Invest in training and professional development to equip public officers with the skills and knowledge needed for transformation.
- Foster a high-performance culture that values innovation, adaptability, and accountability.

### STRONG LEADERSHIP AND GOVERNANCE

- Appoint transformation leaders and establish a governance framework to oversee the programme.
- Ensure high-level political and administrative support to drive change.
- Foster accountability by defining roles and responsibilities at all levels.

By incorporating these components, the Public Service Transformation Programme can create a sustainable foundation for improved governance, operational efficiency, and service excellence, ultimately enhancing trust and confidence among citizens.







## SECTION 3

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# RESPONSIBILITIES ACROSS LEVELS



PUBLIC SERVICE  
TRANSFORMATION PROGRAMME



# OVERVIEW

## OF THE KEY FOCUS AREAS

The Public Service Transformation Strategic Framework is built around the following four key focus areas that aim to transform the Public Service into a respected, trusted, and efficient organisation that places people at the centre of all that it does:

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### 1. **Good Governance:**

- o Strengthen policy frameworks to promote transparency, integrity, and accountability across all levels of the Public Service.
- o Enhance the capacity of oversight bodies and agencies to monitor and enforce good governance standards.
- o Foster a culture of ethical conduct and compliance through regular training, public awareness, and stakeholder consultations.

### 2. **Digital Transformation:**

- o Implement a comprehensive digital transformation strategy, prioritising e-government services, automation, and data-driven decision-making.
- o Build digital skills and competencies within the Public Service to support the adoption of new technologies.
- o Develop a robust cybersecurity framework to safeguard digital assets and ensure the security of public information

### 3. **Human Resources Management/Public Administration:**

- o Implement strategic workforce planning to attract, develop, and retain top talent in the Public Service.
- o Promote merit-based recruitment and advancement, ensuring diversity and inclusivity in the workforce.
- o Enhance employee engagement and satisfaction through targeted well-being programmes and career development opportunities.

### 4. **Customer Service Improvement:**

- o Establish a “One-Stop-Shop” model for public services to simplify access for clients.
- o Institute customer service standards and performance benchmarks to ensure high-quality service delivery.
- o Implement regular feedback mechanisms to measure customer satisfaction and drive continuous service improvements.

## RESPONSIBILITIES ACROSS LEVELS

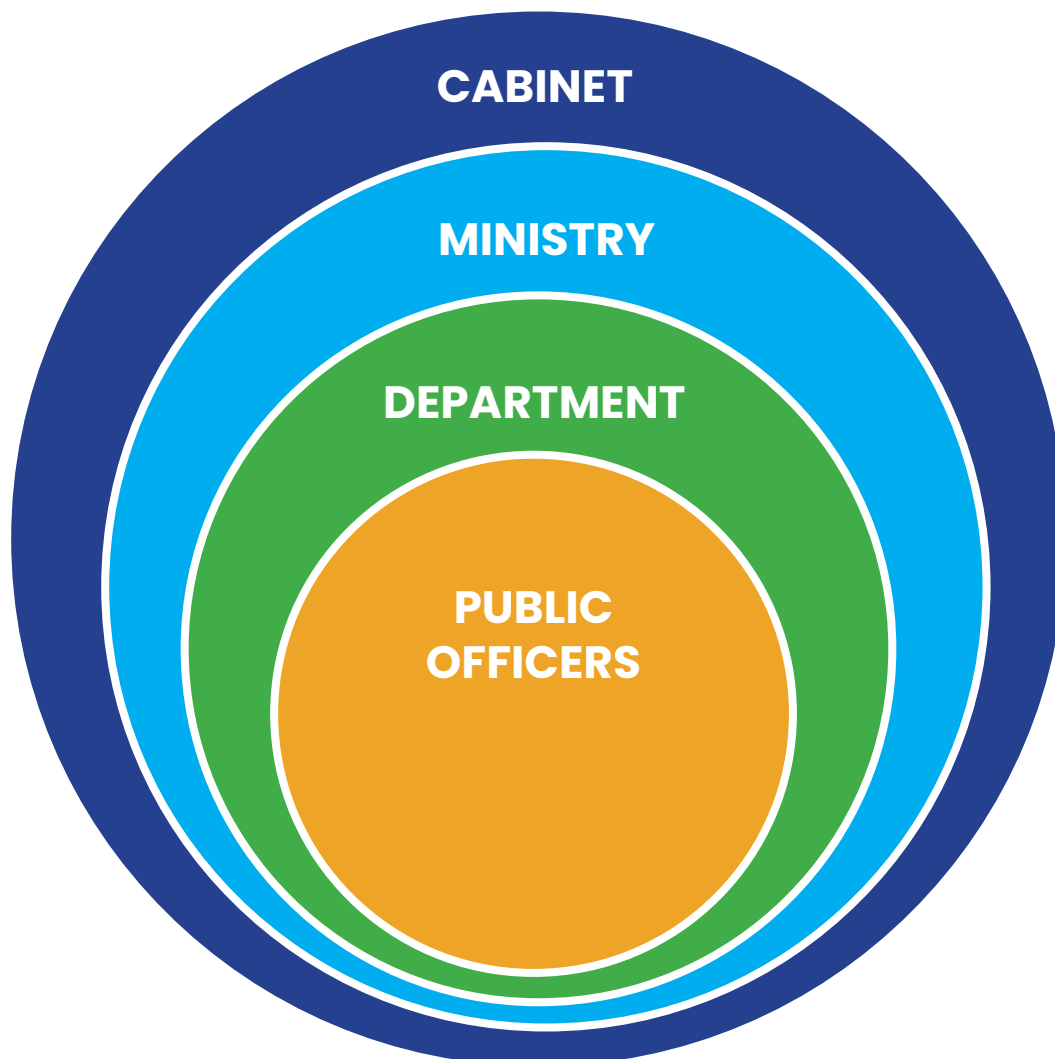
### FOR PUBLIC SERVICE TRANSFORMATION GOALS

Public Service Transformation has been ongoing since 1999 with the introduction of the National Integrated Development Strategy. Throughout each stage of our transformation journey, we have realized that achieving our vision for Public Service Transformation is only possible through the unified efforts of everyone working cohesively across all levels of the Public Service. Therefore, to enhance the Public Service Transformation Framework developed in 2019, this Strategic Framework outlines specific responsibilities of all levels of the organisation using a tiered approach.

This approach ensures that each level within the Public Service is clear of its role in achieving the goals of good governance, digital transformation, human resources management, and customer service

improvement. By aligning responsibilities, the Public Service can drive cohesive and impactful change across all areas.

In sum, each level plays a distinct yet interconnected role, from high-level strategic planning at the Cabinet level to hands-on practice at the Individual level. This layered responsibility approach helps ensure that the transformation goal is embedded into the Public Service's culture and operations.



# RESPONSIBILITIES ACROSS LEVELS

## FOR PUBLIC SERVICE TRANSFORMATION GOALS

### 1. GOOD GOVERNANCE

#### Cabinet Level Responsibilities

- **Governance Frameworks:** Approve national frameworks and policies for accountability, transparency, and ethical conduct within the Public Service.
- **Resource Allocation for Governance Programmes:** Ensure ministries have the resources needed to implement governance practices.
- **Oversight and Accountability:** Monitor and evaluate ministries' adherence to governance policies and standards, ensuring alignment with national priorities.
- **Anti-Corruption Initiatives:** Endorse legislation that strengthen anti-corruption mechanisms and public integrity across government agencies.

#### Ministry Level Responsibilities

- **Policy Development and Enforcement:** Develop ministry-specific governance policies that promote transparency and ethical practices.
- **Internal Audit and Compliance:** Establish internal audit functions to monitor and enforce compliance with governance standards.
- **Ethical Culture:** Foster a culture of ethics within the ministry through training and regular communication on integrity.
- **Risk Management:** Identify and manage risks associated with governance, ensuring robust mechanisms are in place to mitigate these risks.
- **Anti-Corruption Initiatives:** Integrate policies that strengthen anti-corruption mechanisms and public integrity into daily operations.

#### Department Level Responsibilities

- **Governance Protocols:** Apply governance policies within departmental operations to ensure transparency and accountability.
- **Compliance:** Track adherence to governance protocols, with regular checks to ensure compliance with ministry standards.
- **Internal Reviews:** Undertake regular internal reviews of processes and practices to improve governance.
- **Reporting of Issues:** Identify and report any governance-related concerns to ministry leaders or compliance officers.

#### Public Officers' Responsibilities

- **Governance Standards:** Uphold principles of transparency, accountability, and integrity in all work activities.
- **Training and Development:** Engage in governance and ethics training to understand and comply with policies.
- **Misconduct:** Actively report any unethical behavior or non-compliance encountered in the workplace.
- **Ethical Decision-Making:** Make decisions and perform duties based on principles of good governance and accountability.



## 2. DIGITAL TRANSFORMATION

### Cabinet Level Responsibilities

- **National Digital Agenda:** Define the digital transformation vision and goals for the Public Service.
- **Resource Allocation for Technology:** Secure funding for digital infrastructure and ensure ministries have the necessary resources to implement digital initiatives.
- **Cybersecurity Standards:** Approve national cybersecurity standards and data protection policies for secure digital transformation.
- **Greening Initiatives:** Endorse environmentally sustainable practices and ensure ministries have resources to adopt green initiatives.

### Ministry Level Responsibilities

- **Digital Strategy:** Create a digital strategy that aligns with the national agenda and includes specific objectives for digitising ministry operations.
- **Cybersecurity Protocols:** Ensure the ministry adheres to cybersecurity and data privacy regulations to protect digital assets.
- **Digital Projects:** Manage and prioritise digital transformation projects within the ministry to enhance efficiency and service delivery.
- **Training and Upskilling:** Provide staff with training in digital tools and emerging technologies necessary for transformation.
- **Sustainability Initiatives:** Introduce policies to reduce the environmental footprint, including green procurement and resource efficiency.
- **Risk and Security Management:** Establish risk and security management frameworks that protect data and service delivery infrastructure.
- **Performance and Accountability Oversight:** Facilitate the tracking and evaluation of progress in achieving efficiency and digital transformation goals.
- **Inter-Ministerial Collaboration:** Promote co-operation among ministries for unified digital initiatives and sharing of digital resources.

### Department Level Responsibilities

- **Digital Tools and Processes:** Implement digital solutions and automation within department processes to improve workflow and efficiency.
- **Digital Literacy:** Encourage staff to develop digital competencies, providing department-specific training and support.

- **Monitoring of Digital Progress:** Track and report on department digital transformation initiatives, including achievements and challenges.
- **Data Security:** Adhere to data protection protocols and cybersecurity practices within department-level digital operations.
- **Greening and Adaptation Initiatives:** Integrate sustainable practices within department operations, such as energy-saving measures and waste reduction.
- **Security Protocols:** Adopt and enforce department-level security measures, protecting sensitive information and maintaining service integrity as established by the Department of Information Technology.

### Public Officers' Responsibilities

- **Digital Tools:** Actively use digital tools to improve productivity and streamline tasks.
- **Data Privacy and Security:** Follow cybersecurity protocols to safeguard sensitive information.
- **Digital Training and Development:** Participate in training programmes to improve digital skills and stay updated with new technologies.
- **Opportunities for Digitisation:** Suggest areas for digital improvement in daily tasks to contribute to the department's digital transformation efforts.
- **Security Practices:** Follow department security protocols and contribute to a secure and trustworthy public service environment.
- **Green Practices:** Embrace eco-friendly practices in daily work, such as reducing paper use and conserving energy.





### 3. HUMAN RESOURCES MANAGEMENT/PUBLIC ADMINISTRATION

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#### Cabinet Level Responsibilities

- **Workforce Development Policies:** Approve policies for public sector recruitment, retention, and professional development.
- **Workforce Development:** Ensure sufficient funding for human resources initiatives, including talent development, training, and employee engagement through the Virgin Islands Public Service Learning Institute (VIPSLI).
- **Performance and Accountability:** Support human resources policies and programmes that align with national human resources goals.
- **Inclusive Workforce Policies:** Endorse policies that ensure a diverse, equitable, and inclusive workplace across all levels of government.
- **Innovation Culture:** Endorse policies and programmes that cultivate an environment that supports innovation, high performance, and collaboration.
- **Policy Direction for Skills Development:** Support policies that prioritise skills development, leadership training, and innovation in the Public Service.

#### Ministry Level Responsibilities

- **Human Resources Policies:** Implement policies to support recruitment, training, retention, and performance management within the ministry.
- **Talent Development Programmes:** Establish programmes for skills development, leadership training, and succession planning, promoting a high-performance and innovative culture with the assistance of VIPSLI.
- **Inclusivity and Well-being:** Ensure that workplace policies promote inclusivity, employee Well-Being, and work-life balance.
- **Performance Management:** Implement systems to monitor, review, and support employee performance and professional growth.
- **Innovation Projects:** Create and support initiatives that encourage employees to develop new ideas and contribute to emerging industries.
- **Change Management Support:** Design change management processes to help departments adapt to new policies, technologies, and processes.
- **Collaboration Mechanisms:** Encourage collaborative projects within and outside the ministry to foster teamwork, knowledge-sharing, and resource pooling.

#### Department Level Responsibilities

- **Human Resources Policies:** Execute ministry HR policies at the department level, assisting with recruitment for devolved grades, and managing training and performance monitoring.
- **Performance Culture:** Regularly assess staff performance, providing feedback and identifying development opportunities and reward incentives to promote a high-performance culture.
- **Workplace Well-being:** Encourage a supportive work environment that prioritises employee well-being and job satisfaction.
- **Workforce Planning and Management:** Identify department-specific staffing needs, skills gaps, and opportunities for training and development through VIPSLI.
- **Innovative Thinking:** Encourage team members to propose and test new ideas, with resources or recognition for successful initiatives.
- **Collaborative Practices:** Establish regular cross-departmental meetings or task forces to encourage collaboration on projects and problem-solving.
- **Change Management:** Equip staff with training and resources for managing change effectively, and enhancing adaptability.

#### Public Officers' Responsibilities

- **Personal Development:** Participate in VIPSLI's training and development opportunities to build the relevant skills and leadership capabilities towards career growth.
- **Human Resources Policies:** Follow HR policies, including those related to performance, attendance, and conduct.
- **Positive Workplace:** Foster a respectful and supportive work environment and engage in team-building activities.
- **Performance Feedback:** Actively participate in performance reviews and offer constructive feedback to support human resources improvements.
- **Change Management:** Embrace changes in work processes and contribute positively to the transformation goals of the ministry/department.
- **Team Collaboration:** Actively collaborate with colleagues, sharing knowledge and contributing to group initiatives.
- **Innovation:** Seek opportunities to improve processes, suggest ideas, and support the implementation of innovative projects.

## 4. CUSTOMER SERVICE IMPROVEMENT

### Cabinet Level Responsibilities

- **Client-Centric Policies:** Support national priorities for a citizen-focused Public Service, with policies that enhance service accessibility and responsiveness.
- **Resources for Service Excellence:** Ensure funding and resources are available to support customer service improvement initiatives across ministries.

### Ministry Level Responsibilities

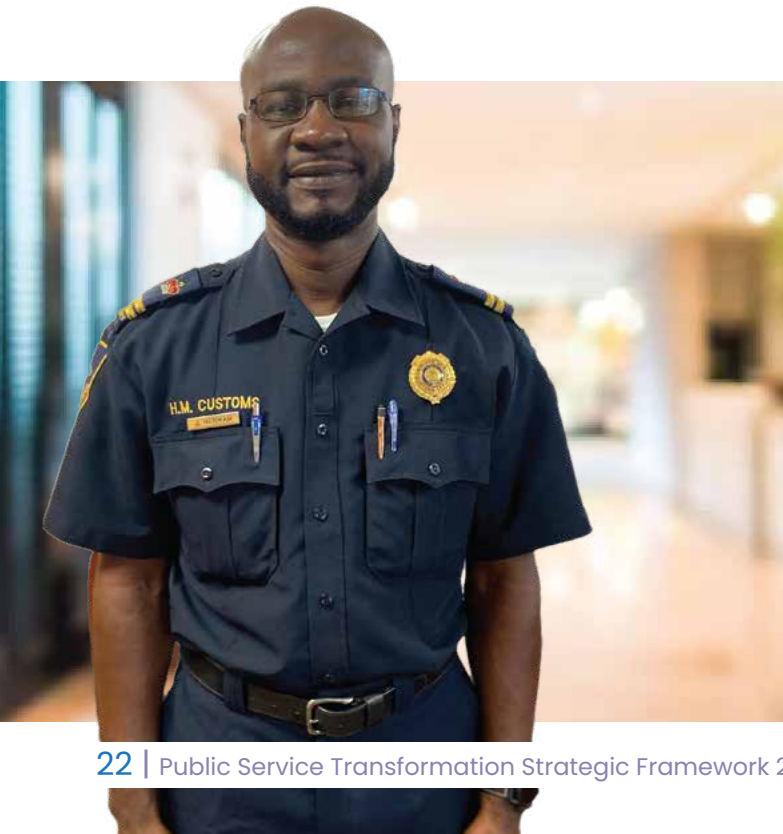
- **Customer Service Initiatives:** Launch ministry-specific customer service improvements, including feedback mechanisms and service quality standards based on the Customer Service Framework.
- **Feedback Mechanisms:** Utilise feedback channels, such as surveys and encourage participation from associated departments in the Rate Us programme for citizens to provide input on ministry services based on the Customer Service Framework.
- **Training in Customer Service Excellence:** Provide training and resources for employees to enhance customer service skills and responsiveness.
- **Performance Measurement:** Implement systems to measure and report on customer service quality, tracking improvements and areas needing attention.

### Department Level Responsibilities

- **Service Standards Implementation:** Apply established service standards in day-to-day operations, ensuring consistent quality based on the Customer Service Framework.
- **Service Quality Improvement:** Monitor service delivery and take corrective actions when standards are not met.
- **Customer Feedback:** Regularly gather and review customer feedback from the Director of Customer Service and the Manager, Customer Service Care Centre to identify service improvement opportunities and address service delivery gaps.
- **Customer Service Issues:** Respond to and resolve customer complaints or concerns promptly to enhance satisfaction.
- **Customer Feedback Mechanisms:** Monitor and address customer feedback regularly to identify and address service delivery gaps.

### Public Officers' Responsibilities

- **Excellent Service Delivery:** Commit to providing high-quality, responsive service in every interaction with the public.
- **Customer Service Training:** Participate in training to build skills in communication, problem-solving, and customer care.
- **Customer Feedback:** Listen to customer feedback and make adjustments to improve service delivery.
- **Personal Responsibility:** Own customer service outcomes and proactively address any issues that may arise in service interactions.
- **Service Standards:** Provide consistent, customer-focused service, and follow set protocols to maintain good governance in day-to-day activities.





## SECTION 4

# MONITORING AND EVALUATION



PUBLIC SERVICE



## MONITORING AND EVALUATION FRAMEWORK

To ensure the successful implementation of this strategic framework, a robust monitoring and evaluation (M&E) framework will be established. Key performance indicators (KPIs) were developed for each goal and strategy to measure progress, track outcomes, and identify areas for improvement. Regular progress reviews will be conducted to assess the impact of initiatives and make necessary adjustments.

FOCUS AREAS	KPI DESCRIPTIONS
<b>Good Governance</b>	These KPIs collectively assess the effectiveness, integrity, compliance, and responsiveness of good governance practices across the organisation, promoting accountability and enhancing public trust.
<b>Customer Service Improvement</b>	These KPIs provide a comprehensive approach to monitoring and enhancing customer service, focusing on satisfaction, efficiency, accessibility, and continuous improvement. They enable the organisation to measure both the quality and impact of their service improvements.
<b>Digital Transformation</b>	These KPIs measure the effectiveness, efficiency, and impact of digital transformation efforts, focusing on infrastructure, process improvements, user adoption, cybersecurity, and customer satisfaction.
<b>Human Resources Management/ Public Administration</b>	These KPIs provide a comprehensive view of HR and public administration performance, helping to monitor recruitment, employee development, compliance, and operational efficiency to support a productive and engaged workforce.



# KEY PERFORMANCE INDICATORS (KPIs)

## FOR GOOD GOVERNANCE



### 1. Transparency and Accountability:

- **Public Reporting Compliance Rate:** Percentage of reports (financial, operational, and audit) published on time and made accessible to the public.
- **Audit Compliance Rate:** Frequency of internal audits conducted and rate of audit issues resolved within set timelines.
- **Public Accessibility and Engagement Score:** Level of accessibility and engagement with public reports, measured through website analytics or feedback surveys.
- **Timeliness of Financial Disclosures:** Average time to release financial disclosures post-fiscal year.

### 2. Ethics and Integrity:

- **Ethics Training Completion Rate:** Percentage of employees completing annual ethics and integrity training.
- **Incident Resolution Rate:** Proportion of ethics or integrity incidents reported and resolved within designated timeframes.
- **Conflict of Interest Compliance Rate:** Percentage of employees submitting accurate and timely conflict of interest disclosures.
- **Public and Employee Trust Index:** Trust rating, gathered through employee and public surveys on perceived integrity in government operations.

### 3. Regulatory Compliance:

- **Compliance Rate with Policies and Regulations:** Rate of adherence to governance, regulatory, and operational policies.
- **Timeliness of Policy Updates:** Percentage of policies reviewed and updated within recommended review cycles.
- **Regulatory Violation Resolution Time:** Average time to resolve non-compliance issues identified in audits.
- **Policy Awareness Rate:** Percentage of employees who are aware of and understand key governance policies, measured through surveys or assessments.

### 4. Stakeholder Engagement and Responsiveness:

- **Public Consultation Frequency:** Number of public consultations held and feedback sessions conducted per year.
- **Customer Satisfaction Rate:** Satisfaction levels measured through feedback on service quality, response time, and resolution effectiveness.
- **Complaint Resolution Rate:** Percentage of public complaints resolved within the standard service-level agreement timeframe.
- **Average Response Time to Public Inquiries:** Time taken to respond to citizen or stakeholder inquiries.

### 5. Decision-Making and Risk Management:

- **Data-Driven Decision Rate:** Proportion of strategic decisions documented with supporting data or analysis.
- **Risk Mitigation Implementation Rate:** Percentage of identified risks with effective mitigation strategies.
- **Contingency Planning Coverage:** Percentage of critical operations supported by contingency plans.
- **Incident Response Time:** Average time taken to respond to and resolve incidents impacting governance integrity.

# KEY PERFORMANCE INDICATORS (KPIs)

## FOR CUSTOMER SERVICE IMPROVEMENT

### 1. Customer Satisfaction and Feedback:

- **Customer Satisfaction Score (CSAT):** Average satisfaction rating collected from customer feedback surveys.
- **Customer Effort Score (CES):** Level of ease customers experience in accessing services, based on survey results.
- **Complaint Resolution Rate:** Percentage of customer complaints resolved within the service-level agreement timeframe.

### 2. Service Accessibility and Response Time:

- **Average Response Time:** Time taken to respond to customer inquiries or service requests.
- **First Contact Resolution Rate:** Percentage of issues resolved on the first contact without follow-up.
- **Service Availability Rate:** Percentage of time services are available to customers (uptime) for digital services.
- **Wait Time Reduction Rate:** Reduction in average wait times across services, measured monthly or quarterly.

### 3. Efficiency and Process Improvement:

- **Processing Time Per Transaction:** Average time taken to complete a customer transaction or service.
- **Error Rate in Customer Transactions:** Percentage of customer transactions requiring corrections.
- **Process Automation Rate:** Percentage of customer-facing processes that are automated.
- **Employee Training Completion Rate:** Percentage of customer service staff who complete training on new processes, technology, and customer engagement.

### 4. Feedback and Improvement Mechanisms:

- **Feedback Collection Rate:** Number of feedback surveys or reviews completed by customers.
- **Customer Suggestions Implementation Rate:** Percentage of customer suggestions that lead to service improvements.
- **Improvement Cycle Time:** Average time taken to implement changes based on customer feedback.
- **Complaint Escalation Rate:** Percentage of complaints that require escalation beyond the first point of contact.

### 5. Digital Service Quality:

- **Digital Adoption Rate:** Percentage of customers using digital channels versus traditional channels.
- **Digital Service User Satisfaction Score:** Customer satisfaction rating specifically for online services.
- **Self-Service Resolution Rate:** Percentage of issues resolved via self-service options without staff intervention.
- **Website/Application Error Rate:** Rate of errors encountered by users on digital platforms, such as broken links or form submission issues.



# KEY PERFORMANCE INDICATORS (KPIs)

## FOR DIGITAL TRANSFORMATION

### 1. Digital Infrastructure and System Integration:

- **System Uptime Rate:** Percentage of time critical digital systems are operational.
- **Legacy System Replacement Rate:** Percentage of outdated systems replaced or upgraded annually.
- **System Integration Rate:** Proportion of departments with fully integrated digital systems for seamless information sharing.
- **IT Infrastructure Investment Rate:** Annual percentage increase in spending on modernising digital infrastructure.

### 2. Ethics and Integrity:

- **Process Automation Rate:** Percentage of key business processes automated to reduce manual effort.
- **Operational Cost Reduction Due to Automation:** Percentage decrease in operational costs attributed to automation.
- **Average Processing Time Per Transaction:** Reduction in average time taken to complete core services due to automation.
- **Error Reduction Rate:** Decrease in errors or inaccuracies in services due to automated processes.

### 3. Regulatory Compliance:

- **Digital Tool Adoption Rate:** Percentage of employees actively using digital tools for their roles.
- **Digital Literacy Training Completion Rate:** Percentage of employees who have completed digital literacy or tech skills training.
- **User Satisfaction Score with Digital Tools:** Satisfaction rating of employees and stakeholders on the usability of digital systems.
- **Employee Engagement in Digital Transformation Initiatives:** Proportion of employees involved in digital transformation projects, showing commitment to change.

### 4. Stakeholder Engagement and Responsiveness:

- **Security Incident Response Time:** Average time to detect, respond to, and resolve cybersecurity incidents.
- **Data Compliance Rate:** Compliance with data protection regulations based on global standards.
- **Cybersecurity Incident Rate:** Number of cybersecurity incidents reported over a period, aiming for a decrease.
- **Access Control Compliance Rate:** Percentage of systems and data adhering to strict access control protocols.

### 5. Decision-Making and Risk Management:

- **Digital Service Adoption Rate:** Percentage of customers opting for digital over traditional service channels.
- **Customer Satisfaction Score for Digital Services:** Satisfaction levels of users interacting with online or digital services.
- **Reduction in Customer Wait Times through Digital Channels:** Reduction in service wait times due to digital solutions.
- **Self-Service Completion Rate:** Percentage of services completed by customers through self-service options without support.

### 6. Innovation and Continuous Improvement:

- **New Digital Solutions Implemented:** Number of new digital products, services, or improvements launched each year.
- **Feedback-Based System Updates:** Rate of digital system updates or changes made in response to user feedback.
- **Cost Savings from Digital Innovation:** Financial savings attributed to digital innovations and process improvements.
- **Average Time to Market for Digital Projects:** Time taken from project initiation to deployment for digital solutions, aiming for reduced project cycles.

# KEY PERFORMANCE INDICATORS (KPIs)

## FOR HUMAN RESOURCES MANAGEMENT AND PUBLIC ADMINISTRATION

### 1. Recruitment and Onboarding:

- **Time to Hire:** Average time taken from job posting to candidate hire.
- **Quality of Hire:** Performance rating of new hires within their first year.
- **Onboarding Completion Rate:** Percentage of new hires who complete the full onboarding programme.

### 2. Employee Performance and Productivity:

- **Employee Performance Rating:** Percentage of employees achieving performance targets.
- **Goal Achievement Rate:** Proportion of strategic goals met through team and individual contributions.
- **Productivity Improvement Rate:** Measure of productivity gains (output per employee) year-over-year.
- **Employee Contribution to Organisational Goals:** Rating based on performance reviews and individual alignment with strategic goals.

### 3. Employee Engagement and Satisfaction:

- **Employee Satisfaction Score:** Average satisfaction rating from employee engagement surveys.
- **Employee Retention Rate:** Percentage of employees retained year-over-year, especially among high performers.
- **Internal Mobility Rate:** Percentage of employees promoted or moved internally, indicating career growth opportunities.

### 4. Training and Development:

- **Training Completion Rate:** Percentage of employees who complete required training programmes.
- **Skills Development Rate:** Improvement in key skills, measured through post-training assessments.
- **Training Investment per Employee:** Annual investment in training per employee, compared to industry benchmarks.

- **Leadership Development Participation:** Percentage of leaders enrolled in development programmes, aiming to strengthen leadership pipelines.

### 5. Workforce Planning and Succession Management:

- **Succession Coverage Rate:** Percentage of key positions with identified successors.
- **Workforce Planning Accuracy:** Alignment of workforce planning with actual staffing needs over time.
- **Turnover Rate in Critical Positions:** Rate of turnover in roles essential to organisational operations.
- **Skill Gap Analysis Frequency:** Regular assessment of skill gaps to inform recruitment and training needs.

### 6. Compliance and Policy Adherence:

- **Policy Compliance Rate:** Rate of adherence to HR policies (e.g., attendance, conduct, and performance).
- **Health and Safety Compliance:** Rate of compliance with workplace safety and health regulations.
- **Employee Grievance Resolution Time:** Average time to resolve employee grievances or disputes.
- **Policy Update Frequency:** Regular review and updating of HR policies to ensure they remain relevant and compliant.

### 7. Operational Efficiency:

- **Human Resources Process Automation Rate:** Percentage of HR processes that are automated for efficiency.
- **Average Time for Administrative Processes:** Time taken to complete administrative processes like payroll, benefits administration, etc.
- **Employee Self-Service Usage Rate:** Percentage of HR services accessed through employee self-service portals.




## CONCLUSION

The Strategic Transformation Framework sets forth a bold vision to continue to reshape the Public Service into a modern, efficient, and citizen-focused institution. By aligning our priorities - good governance, digital innovation, service excellence, and workforce development - we are establishing a clear path to enhanced responsiveness, increased transparency, and a more agile, resilient organisation. This Framework is not merely a blueprint for operational change; it is a commitment to a culture of continuous improvement and to delivering real, measurable impact for citizens and communities.

As we move forward, every member of the Public Service plays a crucial role in this journey as illustrated in this Framework. Together, we can foster an environment where innovation thrives, public trust

is strengthened, and every service provided reflects the highest standards of integrity, accountability, and excellence. Through our collective dedication, we will build a Public Service that stands as a model for proactive governance, adaptability, and unwavering commitment to national development.

This transformation is not an endpoint but a sustained commitment to evolving with the needs of our society. By adhering to this Framework and embracing a shared purpose, we will ensure the Public Service remains a driving force for positive change, helping to shape a future where the Public Service is renowned for its dedication to the public good and its pivotal role in building a prosperous and inclusive Virgin Islands.



**"This transformation is not an endpoint but a sustained commitment to evolving with the needs of our society"**

# HIGHLIGHTS OF PUBLIC SERVICE

## TRANSFORMATION ACHIEVEMENTS

### Good Governance

- Virgin Islands Culture and Heritage Policy and Strategy 2023 to 2028
- Public Service Management Act, 2024
- Crown Lands Management Bill, 2024
- HLSCC Act (Amendments), 2024

### Customer Service Improvement

- 111 public officers received customer service training facilitated by the Director of Customer Service.
- Established the Customer Service Care Centre on Tortola and Virgin Gorda. Since 2023, over 14,000 customers have been served via online platforms and face-to-face interactions and client complaints have decreased by 64%
- Launched the BVIGovReportIT Application that allows the public to report various public issues in real time for resolution.
- Launched the Rate Us programme and express pods throughout the Territory to gather customer service feedback.
- Virgin Islands Shipping Registry transitioned into a statutory body for greater efficiency and profitability.
- Inducted 8 departments and 92 public officers into the Star Membership Club for delivering excellent customer service.
- Achieved a client satisfaction rate of 79%.

### Human Resources Management/Public Administration

- Launched the Virgin Islands Public Service Learning Institute.
- Established partnerships with two Civil Service Colleges – the UK Civil Service College and the Cayman Islands Civil Service College, the International Centre for Parliamentary Studies (ICPS) and Global Government Forum.
- 96 courses were offered under the Essential Learning and Development Programme whereby public officers are required to complete a minimum of 60 essential learning hours annually.
- Completion of the Compensation and Job Evaluation Review and implementation of the recommendations.
- Expansion of the authority of the Appointment to Public Office (Devolution of Human Resource Functions (Amendment) Regulations, 2024.

- Re-established the Employee Recognition programme.
- Launched the Public Service Management Code which replaced General Orders.
- Launched the Green Pledge programme.
- Greening of public schools continue with the RESEMBID programme and the SMART School programme.

### Digital Transformation

- Launched the Standard Integrated Government Tax Administration System (SIGTAS).
- Launched the Labour Management System (LMS) to manage the functions of the Department of Labour and Workforce Development.
- Launched the online Embarkation/Disembarkation (ED) card.
- Launched the Service Commissions Portal to manage human resources matters.
- Launched the Talent Management system to streamline the application process for positions within in the Public Service.



**“Building a world-class, modern, efficient,  
and client-centred Public Service”**

