

DEPUTY GOVERNOR'S ANNUAL REPORT 2023



FIFTH YEAR IN OFFICE

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David D. Archer, Jr.
Deputy Governor

WELCOME MESSAGE FROM THE DEPUTY GOVERNOR



Dear Reader:

As we mark another year of service and progress, I am pleased to present the 6th Year-In-Office Report of the Office of the Deputy Governor, covering the period March 2024 to February 2025. This report coincides with the anniversary of my appointment on 1st March 2018, and provides a comprehensive account of the efforts, accomplishments, and ongoing priorities of this Office.

It is with a deep sense of pride and purpose that I reflect on the strides we have taken together. Over the past year, the Public Service has continued its journey of transformation—strengthening our commitment to good governance, enhancing customer service delivery, modernising systems through digital advancement, and most importantly, investing in the growth and development of our people.

This report highlights not only the achievements of the past twelve months, but also the values that guide us: transparency, accountability, impartiality, openness, and fairness. These principles are the foundation of a Public Service that is efficient, responsive, and centred on the needs of the people we serve.

Transformation is not a destination but an ongoing journey—one that demands our consistency, resilience, and shared vision. Together, we have made significant progress, and together, we will continue to move forward.

I invite you to take a moment to review this report and to take pride in the many achievements we have made together. Your contributions matter. Your feedback is important, and I remain available to address any enquiries or concerns you may have. Please feel free to contact me at DArcher@gov.vg as we continue our collective pursuit of excellence in public service.

David D. Archer, Jr.
Deputy Governor

LIST OF ACRONYMS

British Virgin Islands	BVI
Customer Service Care Centre	CSCC
Deputy Governor	DG
Office of the Deputy Governor	DGO
Deputy Secretary	DS
Director of Customer Service	DoCS
Financial Secretary	FS
His Excellency the Governor	Governor
Governor's Group	GG
Government of the Virgin Islands	GoVI
Ministry of Communications and Works	MCW
Ministry of Education, Youth Affairs and Sports	MEYAS
Ministry of Environment, Natural Resources and Climate Change	MENRCC
Ministry of Finance	MoF
Ministry of Financial Services, Economic Development and Digital Transformation	MFSECDT
Ministry of Health and Social Development	MHSD
Ministry of Tourism, Culture and Sustainable Development	MTCSD
Premier's Office	PO
Permanent Secretary	PS
Public Service Transformation Programme	PSTP
Senior Management Team	SMT
Terms of References	ToRs

INTRODUCTION

In upholding the principles of **transparency, accountability, and good governance**, I am pleased to present this report, which differs from the annual report typically produced by the Office of the Deputy Governor.

In alignment with **Section 38 of the Virgin Islands Constitution Order, 2007**, this report offers a focused examination of the specific functions and responsibilities of the Deputy Governor, many of which are not commonly featured in traditional public-facing reports.

As the Virgin Islands Public Service continues to evolve, so too must our approach to information sharing. This report is a testament to our commitment to openness and the growing recognition of the public's right to access timely, relevant, and clear information. It also reflects our aspiration to strengthen the foundation for a future Freedom of Information framework, rooted in trust and mutual accountability.

Please note that the broader activities and performance highlights of the Office are captured annually in the Office of the Deputy Governor's Annual Report. Should you wish to request a copy of those reports, kindly contact us at dgo@gov.vg

Roles and Responsibilities of the Deputy Governor

During the reporting period, the Deputy Governor served as a principal support to His Excellency the Governor in overseeing the management and development of the Virgin Islands Public Service. This included direct oversight of Permanent Secretaries, ensuring they effectively executed the mandates of their respective ministries and delivered on the strategic objectives of the Government of the Virgin Islands.

To realise our shared ambitions, it is essential that ministries and departments operate collaboratively, underpinned by a unified commitment to public service excellence and client-centred delivery. Our people remain at the heart of all that we do.

This report sets out the strategic initiatives and efforts undertaken by the Office of the Deputy Governor. I invite you to engage with its contents and reflect on how these endeavours contribute to a Public Service that is efficient, responsive, and prepared for continued transformation.

Structure of the Governor's Group

The Deputy Governor also supports His Excellency the Governor in leading the **Governor's Group**, which comprises a range of departments, units, and constitutionally established bodies. These entities, as outlined below, are integral to the effective

functioning of the Public Service and form a critical part of the broader governance framework of the Territory.

Departments

- Civil Registry and Passport Office
- Commercial Court
- Department of Disaster Management
- Governor's Office
- Department of Human Resources
- Magistracy
- Royal Virgin Islands Police Force
- Supreme Court

Units/Divisions

- Customer Service Care Centre
- Office of the Supervisor of Elections
- Records Management Centre
- Sister Islands Programme

Associated/Statutory Bodies

- Financial Investigation Agency
- Honours Committee
- National Disaster Management Council
- Old Government House Museum Board
- Prerogative of Mercy Committee
- Virgin Islands Cadet Corp Board
- Virgin Islands General Legal Council

Constitutionally Established Offices/Departments

Additionally, under the delegated authority of the Governor, the Deputy Governor provides support to constitutionally established offices, ensuring they function effectively in line with their constitutional mandates:

- Attorney General's Chambers
- Cabinet Office
- Office of the Auditor General
- Office of the Complaints Commissioner
- Office of the Director of Public Prosecutions
- Office of the House of Assembly
- Office of the Registrar of Interests

PRIORITIES

The development of an annual Strategic Plan is essential to ensuring that the Governor's Group is equipped with the necessary resources to effectively fulfil its mandate. It also enables the Group to contribute meaningfully to the Government's Legislative Agenda and broader public sector objectives.

The strategic direction of the Governor's Group is guided by seven key priorities, each directly aligned with our overarching implementation framework.

These priorities collectively support our vision for a Public Service that is accountable, agile, people-centred, and equipped to meet the evolving needs of the Territory.

Figure 1 KEY PRIORITIES FOR GOVERNOR'S GROUP



Strategic Plan and Performance Monitoring Tool

The **Governor's Group Strategic Plan and Performance Monitoring Framework 2020–2023** was developed through a participatory process involving Heads of Departments, Units, and staff across the Group. I am pleased to report that **85% of the Plan's objectives** were achieved, with the remaining goals being carried forward to the forthcoming Strategic Plan.

The 2020–2023 Plan was grounded in the Government's Legislative Agenda and the constitutional responsibilities of His Excellency the Governor. It positioned the Group to play a pivotal role in advancing **Good Governance, Justice and Security, Disaster Management**, and the **Administration of the Courts**.

The Plan firmly anchored the Group's vision and mission to key result areas, including defined activities, outputs, outcomes, and intended impact. It introduced a departmental-level performance monitoring framework that enabled ongoing assessment of strategic effectiveness, based on clear performance indicators, baseline data, and measurable targets synchronised with the national budget.

Under the stewardship of the Office of the Deputy Governor, and through the commitment of departmental leadership, the Plan facilitated:

- Detailed departmental profiling
- Identification of optimal staffing structures
- Diagnosis of human capital gaps
- Phased human resource development strategies
- Forecasting and analysis of financial allocations
- Risk mitigation strategies to ensure continuity of strategic execution

The Plan also embedded a robust **Monitoring and Evaluation (M&E) methodology**, enabling the systematic collection, analysis, and reporting of performance data. These insights have not only informed annual departmental reporting but have also been critical in refining ongoing initiatives and guiding strategic reviews.

The **Performance Monitoring Tool** (Table 1) reflects the core responsibilities of the Deputy Governor during the 2020–2023 period, particularly in advancing the goals of the **Public Service Transformation Programme**.

We take pride in the progress made and the outcomes achieved, which are a testament to the dedication of the teams across the Governor's Group.

Governor's Group Strategic Plan: 2024–2029 Strategic Plan

I am pleased to share that the **Governor's Group Strategic Plan 2025–2029** has been finalised. Building on the foundation of the previous 2020–2023 framework, this new plan is both ambitious and forward-looking—reflecting the lessons learned over recent years, while charting a clear path for sustained transformation and improved governance.

The 2024–2029 Strategic Plan reinforces our commitment to **good governance, service excellence, digitisation, and human capital development**. It lays out actionable priorities that will guide our efforts to enhance organisational effectiveness, modernise legal and operational frameworks, build capacity across the Public Service, and deliver exceptional customer service. These pillars are central to achieving our national vision and to strengthening the integrity, responsiveness, and impact of the Public Service.

This comprehensive plan positions the Governor's Group—and the wider Public Service—at the forefront of innovation, accountability, and citizen-centred delivery. As we work together to implement its objectives, we do so with clarity of purpose and a collective commitment to excellence.

A copy of the Governor's Group Strategic Plan 2024–2029 is available upon request by contacting the Office via dgo@gov.vg.

Table 1 – Public Service Transformation Programme Performance Monitoring Tool for 2020 – 2023

Project/Activity	Performance Indicator	Linked to Governor’s Group Strategic Output	Baseline	2020		2021		2022	
				Target	Actual	Target	Actual	Target	Actual
1. CUSTOMER-FOCUSED ORGANISATION (SAFE)									
1.1 Complete customisation of Public Service Standards as developed with BVI Tourist Board and implement through training and customer feedback mechanisms	1.1.1 # of satisfied customer reports received through customer satisfaction initiatives	1 - Customer Service needs satisfactorily met		10	60	75		100	
	1.1.2 # of public officers who have completed the Public Service Customer Service Experience Certificate Programme Module 1 (Introduction - The Government of the Virgin Islands Customer Service Experience Programme)	1 - Customer Service needs satisfactorily met		-		30		0	
	1.1.3 # of public officers who have completed the Public Service Customer Service Experience Certificate Programme Module 2 (Customer-Focused Organisation: Building a distinctive culture of service for the Territory and the Public Service)	1 - Customer Service needs satisfactorily met		-		30		0	
	1.1.4 # of public officers who have completed the Public Service Customer Service Experience Certificate Programme Module 3 (Seamless Service: Designing our	1 - Customer Service needs satisfactorily met		-		0		30	

Project/Activity	Performance Indicator	Linked to Governor's Group Strategic Output	Baseline	2020		2021		2022	
				Target	Actual	Target	Actual	Target	Actual
	services with the client in mind and ensuring every service is connected so we offer a one-stop-shop approach)								
	1.1.5 # of public officers who have completed the Public Service Customer Service Experience Certificate Programme Module 4 (Streamlining for CX: Re-engineering our processes to reduce transaction times and make them more efficient.)	1 - Customer Service needs satisfactorily met		-		0		30	
1.2 Develop and implement Customer satisfaction mechanisms/feedback tools - Customer Service Virtual Mailbox - Customer Service Touch Terminals - BVI Gov Report It (SeeClickFix)	1.2.1 # of customer satisfaction initiatives developed and implemented	1 - Customer Service needs satisfactorily met		1	1 Customer Service Care Centre established on	1	1 CX Training Programme	1	
2. GOOD GOVERNANCE									
2.1 Develop and enact legislation related to the development of the Public Service - Public Service Management - Integrity in Public Life Policy and Bill - Whistleblowing Bill	2.1.1 # of policies and bills developed and enacted	2 - Public Service legal and institutional frameworks implemented		2	0 Public Service Mgmt. Code and Integrity Bill in draft at AG's Chambers	1 Finalise PSMC, Integrity Bill and Register of Interest Act		1	

Project/Activity	Performance Indicator	Linked to Governor's Group Strategic Output	Baseline	2020		2021		2022	
				Target	Actual	Target	Actual	Target	Actual
(partnering with Premier's Office) - Witness Anonymity Bill - Liquor License Bill									
2.2 Complete review of Elections policies and procedures prior to next general election	2.2.1 Enacted revised Elections policies and procedures	2 - Public Service legal and institutional frameworks implemented		1	0 Reviewed the reports; Post of ES was advertised	1 Draft Work Plan developed		1 Draft Policies in place	
2.3 Complete and enact the Ministerial Code of Conduct in partnership with Premier's Office	2.3.1 Enacted Ministerial Code	2 - Public Service legal and institutional frameworks implemented		1	0 Not met	1 Draft Code Prepared		1 Final Code Approved	
2.4 Complete review and formalise Births and Deaths Regulations	2.4.1 Enacted revised Births and Deaths regulations	2 - Public Service legal and institutional frameworks implemented		1 Complete report	1 Report completed; ___ passed at Cabinet and with the HOA to be laid then assent by Governor	1 Report approved; Regulations drafted		1 Regulations approved	
3. SECURITY									
3.1 Complete Criminal Justice Review and Programme Development	3.1.1 Presence of Criminal Justice Programme	2 - Public Service legal and institutional frameworks implemented		1 Design Programme	1 ___ report completed and submitted to NSD on ___ inclusive of implementation plans	1 Programme executed and actions implemented		20%	
3.2 Enact new Police Bill	3.2.1 Presence of new Police Bill	2 - Public Service legal and institutional		1 Enact Bill in to law	1 Bill approved	1 Finalise at HOA and			

Project/Activity	Performance Indicator	Linked to Governor's Group Strategic Output	Baseline	2020		2021		2022	
				Target	Actual	Target	Actual	Target	Actual
		frameworks implemented			by Cabinet and with HOA	Assent by Governor			
3.3 Finalise Archives and Records Management Act	3.3.1 Presence of Archives and Records Management Act	2 - Public Service legal and institutional frameworks implemented		1 Enact Bill in to law	1 Cabinet decided to split function with Premier's Office and DGO; Bill with AGC for amendment	1 Finalise the bill and ask the RMC to transfer Archives to PO	1 Archives transferred to Premier's Office; Records Management Centre under management of DGO	1 Complete Records Management Act and establish Records Management Centre	
4. HIGH PERFORMANCE CULTURE									
4.1 Complete Training Needs Analysis (Skills Profile)	4.1.1 # of solutions developed	3 - Department of Human Resources restructured and forecasting plans developed							
4.2 Design and deliver core learning and development offerings pending launch of a Learning and Development function	4.2.1 # of learning and development opportunities designed and delivered	3 - Department of Human Resources restructured and forecasting plans developed							
4.3 Review and amend Performance Management system to ensure alignment with strategic planning and budgeting to be used as a tool to focus on performance and development.	4.3.1 # of performance reviews conducted properly and submitted to HR for the period Jan 2020 – Dec 2020	3 - Department of Human Resources restructured and forecasting plans developed							
4.4 Review and revise compensation policy to be used to attract, retain and	4.4.1 # of interests in employment in the Public Service through	3 - Department of Human Resources restructured and		10		10		10	

Project/Activity	Performance Indicator	Linked to Governor's Group Strategic Output	Baseline	2020		2021		2022	
				Target	Actual	Target	Actual	Target	Actual
motivate employees to the Public Service	receipt of requests to be retained and decrease in requests to resign	forecasting plans developed							

5. CHANGE & COLLABORATION (LEAD CHANGE)

5.1 Establish Employee Engagement Champions Group to educate public officers about the Employee Engagement Survey results	5.1.1 # of areas from the Employee Engagement Survey addressed with public officers 5.1.2 # of areas identified through the Employee Engagement Survey as improved as compared to each year prior	3 - Department of Human Resources restructured and forecasting plans developed		4		3		2	
5.2 Design and deliver teambuilding activities	5.2.1 # of teambuilding activities designed and delivered successfully	3 - Department of Human Resources restructured and forecasting plans developed		5		5		7	
5.3 Develop a monitoring and evaluation programme within Deputy Governor's Office	5.3.1 Presence of monitoring and evaluation programme	3 - Department of Human Resources restructured and forecasting plans developed							

6. INNOVATIVE THINKING & DOING

6.1 Fully establish Leadership Development Programme (innovation component) partnering with GPI UK and CARICAD	6.1.1 Presence of fully established programme 6.2.1 (what is the purpose of the leadership development programme? How can we measure its success?)	3 - Department of Human Resources restructured and forecasting plans developed							
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6.2 Develop and establish Public Service Mentoring Programme	6.2.1 # of mentors participating in the programme	3 - Department of Human Resources restructured and forecasting plans developed		10		10		12	
7. DIGITISATION									
7.1 Implement HR components of JD Edwards to improve HR data capture and operations	7.1.1 # of HR components utilised through JDE 7.1.2 # of improved operations in HR Department as a result of the implemented HR components in JDE	3 - Department of Human Resources restructured and forecasting plans developed		2		3		4	
7.2 Support ICT Policy Development and e-Government initiatives (DOCOVA scanning project; PSC Trac, EXCO Trac, Liquor License Application, e-Payments for Civil Registry)	7.2.1 # of e-Government initiatives developed and utilised based on the developed and implemented ICT Policy	3 - Department of Human Resources restructured and forecasting plans developed		5		5		7	
8. STREAMLINING PROCESSES									
8.1 Re-engineer key HR policies and processes (e.g. Retirement and recruitment)	8.1.1 Presence of reengineered HR policies 8.1.2 # of completed HR processes based of reengineered policies	3 - Department of Human Resources restructured and forecasting plans developed		1		1		1	
8.2 Re-engineer naturalisation process	8.2.1 Presence of reengineered naturalisation process 8.2.1 # of processed naturalisation applications	2 - Public Service legal and institutional frameworks implemented		20		20		25	

8.3 Re-engineer elections process		2 - Public Service legal and institutional frameworks implemented							
8.4 Re-engineer process for preparing the Jury List and update draft Bill	8.4.1 Presence of reengineered process for preparing Jury List 8.4.2 Presence of completed and enacted Bill	2 - Public Service legal and institutional frameworks implemented							
9. ADAPTATION/GREENING									
9.1 Enact new Disaster Management Bill	9.1.1 Presence of enacted Disaster Management Bill	2 - Public Service legal and institutional frameworks implemented							
9.2 Complete comprehensive Disaster Management strategy	9.2.1 Presence of comprehensive Disaster Management Strategy 9.2.2 # of initiatives developed and implemented as a result of the completed comprehensive Disaster Management Strategy	2 - Public Service legal and institutional frameworks implemented		3		4		4	
9.3 Complete Public Estate Management	9.3.1 # of developed tools to manage Public Estates efficiently 9.3.2 Presence of comprehensive Public Estate management system	2 - Public Service legal and institutional frameworks implemented		1		1		2	

PUBLIC SERVICE MATTERS

Implementation of Commission of Inquiry Recommendations

The sixth year of my tenure as Deputy Governor has continued to be shaped by our steadfast commitment to the principles of **good governance, transparency, and accountability**, as we press forward with the implementation of the recommendations stemming from the **Commission of Inquiry (COI) Report** of April 2022.

The Office of the Deputy Governor remains at the forefront of this national effort, actively leading and coordinating a number of key initiatives assigned under the COI framework. These reforms are fundamental to strengthening the systems and structures that support ethical, effective, and people-centred governance.

Progress on COI Recommendation

The following table outlines the key actions undertaken by this Office and the current status of each:

Action Item	Recommendation Summary	Status
B1	Commission of Inquiry Act	Completed
B3	Public Register of Interest - Implementation Plan for Registration	Completed
B4-1	Public Register of Interest - Extension to Public Officers	Completed
B4-2	Subsidiary Legislations	In Progress
B4-3	Establish Integrity Commission, Location and Staffing	In Progress
B16-1	Amend Audit Act - Review and identify areas for amendment	Completed
B16-2	Drafting Instruction for Amendment of the Act	Completed
B17-1	Amend Service Commission Regulations for enforcement of Audit Act	Completed
B17-2	Circular on compliance with Auditor General	Completed
B35-1	Revised PS Transformation Programme	Completed
B35-2	Ministries finalise plans	Completed
B35-5	Monitoring and reporting on progress of the plan	Completed
B36-1	Finalisation of Public Service Management Code	Completed
B36-2	Launch of Public Service Management Code	Completed
B36-3	Submit drafting instructions for the PS Management Act	Completed
B36-4	Introduction of the PS Management Bill to HOA	Completed

Action Item	Recommendation Summary	Status
B36-5	Launch of PS Management Act	Completed
B37-1	Oversee Expenditure on training of Public Officers	Completed
B37-2	Presentation of Learning and Development Proposal to Senior Managers	Completed
B37-3	HR Department assesses training needs against budget	Completed
B37-4	HRD presents standardised process for in-service training	Completed
B39-2	HRD Undertakes review of private interest forms	Completed
B42-1	Cabinet Paper and Drafting Instructions Criminal Procedure Rules	Completed
B42-2	Amendment to the Criminal Procedure Rules	In Progress
B43-1	Revise Jury Act	Completed
B43-2	Wider Powers to hear Judge Only Criminal Trials	N/A
B44-1	AGC to received funding for consolidating laws	Completed
B45-1	Cabinet approves reporting structure for Complaints Commissioner	Completed
B45-2	Cabinet requires CC to report annually to HOA Standing Finance Committee	Completed
OR -1	Completion and review of recommendations from the 2019/2023 Election Reports by HOA	In Progress
Prs-8	Increase staffing, improve accommodations, and introduce technology to support the reform process	Completed

Public Service Management Code and Act

Building on the momentum of COI implementation, the development and enactment of the **Public Service Management Code** and the **Public Service Management Act, 2024** have been pivotal to our transformation agenda.

Aligned with Recommendation **B36** of the COI Report, the Code was created to establish modernised, consistent terms and conditions of service for public officers. Following **Cabinet approval on 31st March 2023**, the Code has guided reforms in public sector human resource practices and laid the groundwork for legislative action.

The **Public Service Management Act, 2024**, which received **assent by the Governor and came into force on 1st January 2025**, formalises the governance structure of the Public Service. It enshrines merit-based practices, codifies the roles and responsibilities of senior

officials, and introduces stronger accountability mechanisms. This Act represents a landmark achievement in our efforts to build a transparent, efficient, and professional Public Service that is fully aligned with its constitutional obligations.

Legislative Advancements

Complementing these structural reforms, the Office has made significant progress in the area of legislative modernisation. In partnership with the Security and Justice Unit, the Public Policy and Administration Unit, and various stakeholders, the Office has contributed to the successful advancement of a number of key legislative initiatives, reinforcing our commitment to transparency and institutional resilience.

Highlights for 2024 include:

- **Register of Interests (Amendment) Act, 2024** – This Act aims to improve the transparency of interests declared by public officials, aligning with good governance best practices.
- **Jury Act and Regulations** – Finalised following extensive consultation with legal stakeholders and brought into force. The revised legislation enhances the administration of justice by modernising jury service procedures.
- **Criminal Procedure Rules** – Drafted and reviewed in collaboration with the judiciary. These rules are currently awaiting final instructions from the Chief Justice of the Eastern Caribbean Supreme Court for implementation.
- **Public Service Management Act, 2024** – A landmark piece of legislation passed by the House of Assembly and assented to by the Governor. This Act establishes a robust legal framework for public service operations, human resource governance, and institutional accountability.
- **Service Commissions (Amendment) Act, 2024** – Introduced to strengthen the independence and operational effectiveness of service commissions, including provisions to support the vetting of officers in key law enforcement agencies as recommended under the Commission of Inquiry reforms.
- **Inquiries Act, 2024** – Repealed the former Commissions of Inquiry Act and replaced it with a modern framework for the conduct of public inquiries, reinforcing transparency and procedural clarity.
- **Financial Investigation Agency (Amendment) Act, 2024** – Enhanced the Agency's authority to oversee non-profit organisations and non-financial businesses in line with international anti-money laundering and counter-terrorism financing standards.

These legislative accomplishments reflect a broader, deliberate effort to embed the values of accountability, fairness, and service excellence into the legal and operational fabric of the Virgin Islands Public Service.

Conclusion

The initiatives highlighted in this section underscore the transformative work underway within the Public Service. From fulfilling our obligations under the Commission of Inquiry recommendations, to passing landmark legislation such as the **Public Service Management Act**, our collective efforts have laid a solid foundation for continued reform.

The Office of the Deputy Governor remains resolute in its mission to modernise the Public Service, enhance its institutional integrity, and uphold the principles of good governance. As we look ahead, we remain committed to building a Public Service that is not only respected and trusted, but truly reflective of the people it serves.

COMPLETION OF THE COMPENSATION REVIEW, JOB CLASSIFICATION PROJECT AND NEW SALARY STRUCTURE CONVERSION

The period under review marked a historic milestone in the transformation of the Virgin Islands Public Service, with the full implementation of the **Compensation Review, Job Classification Project**, and the introduction of a **new Salary Structure**—the first of its kind in over two decades. This comprehensive reform initiative, commissioned by the Government and executed by PricewaterhouseCoopers (Trinidad and Tobago), spanned six critical phases from late 2022 through 2023, with implementation carried into 2024.

Following Cabinet’s endorsement of the recommendations, budgetary allocations were secured, enabling the **official rollout of the revised salary structure from 1st January 2024**. This structure reflects competitive benchmarks with regional and private sector standards and seeks to align remuneration with the evolving economic landscape. Conversion efforts are expected to reach full implementation by **31st March 2024**, establishing a new foundation for equitable and transparent compensation practices across the Public Service.

Stakeholder Engagement and Consultation

A robust consultation process began in **December 2023**, involving direct engagement with ministries, departments, and employee associations. These discussions ensured that the final salary structure was reflective of operational realities and employee feedback. The Office of the Deputy Governor, in collaboration with the Department of Human Resources, spearheaded this process, demonstrating our continued commitment to participatory governance and inclusive reform.

Pay-for-Performance Scheme

Coinciding with the new salary structure, the Public Service officially transitioned to a **pay-for-performance framework** on **1st January 2024**. Under this system, salary progressions will be directly tied to merit, performance outcomes, and service excellence. Cabinet has mandated a **biennial or triennial review** of the structure to ensure salaries remain fair and sustainable in the context of national priorities and fiscal realities.

Increment Arrears and Salary Adjustments

As part of this strategic overhaul, the Government reaffirmed its commitment to addressing all **outstanding increment arrears** dating back to 2021. A phased settlement approach is underway, with a target completion date set for **2027**, subject to funding availability. During this reporting period, ministries were instructed to finalise and submit all relevant documentation to ensure eligible officers were accurately captured in

the payment process. This work was critical to ensuring final salary placements reflected both historical increments and the new structure.

To prevent duplication or inconsistency in salary progression, a **temporary hold was placed on new salary augmentation requests** until the arrears reconciliation is completed.

Pension Scheme Reform

In parallel, preparatory work has commenced on the **transformation of the Public Service Pension Scheme**, with the aim of transitioning to a contributory model. The proposed system will provide equitable benefits for all officers, regardless of their tenure or exit pathway. Officer

PUBLIC SERVICE TRANSFORMATION

Overview of the Transformation Programme

The **Public Service Transformation Programme (PSTP)** continues to be the cornerstone of our efforts to build a **“World-Class Public Service that is respected, trusted, and efficient, with people at the centre of all we do.”** Now in its third phase, the Programme has been instrumental in reimagining how Government operates—enhancing leadership, modernising systems, and aligning services with the needs of our citizens and clients.

- **Phase I**, launched in October 2017, focused on stabilisation and continuity following the 2017 hurricanes.
- **Phase II**, beginning in September 2018, introduced a structured transformation framework and departmental planning through the recruitment of Business Change Managers.
- **Phase III**, initiated in May 2020, focuses on the implementation of the **2020–2023 PSTP Plan**, now extended into the current reporting period through Ministerial and Group-wide Transformation Plans that prioritise service excellence, innovation, and sustainable development.

Transformation is being delivered through three overarching strategies:

1. **Leading Globally in Service Delivery** – Benchmarking our operations against international standards such as the InCISE Index to strengthen service performance and customer experience.
2. **Developing Skilled and Adaptable Leaders and Employees** – Equipping public officers to thrive in a VUCA (Volatile, Uncertain, Complex, Ambiguous) environment through continuous learning and leadership development.

- 3. **Becoming Agile, Lean, Digital, and Green** – Embracing modern tools, digital solutions, and environmentally sustainable practices to enhance efficiency and responsiveness.

These strategies have remained the guiding principles throughout the reporting year and continue to underpin every initiative undertaken under the PSTP.

The Public Service Transformation Model provides a visual of what Public Service transformation will look like in practice.

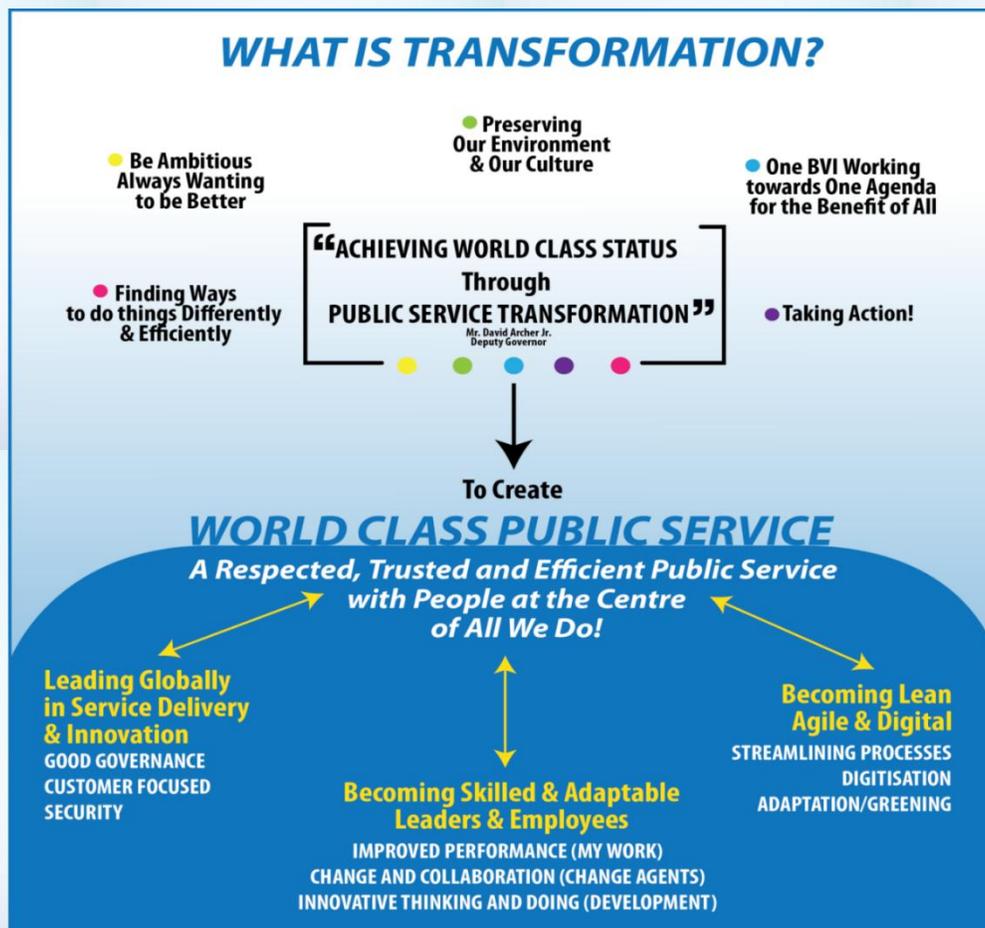


Figure 5 – Public Service Transformation Model

Key Achievements

In 2024, the PSTP recorded notable progress across its four Cabinet-prioritised pillars: **Good Governance, Customer Service Improvement, Human Resource Management/Public Administration, and Digital Transformation.**

Human Resources Management and Public Administration

- The **Virgin Islands Public Service Learning Institute (VIPSLI)** expanded its partnerships with the UK and Cayman Islands Civil Service Colleges, ICPS, and the Global Government Forum to strengthen capacity building.
- **Cohort 1** of the **Emerging Leaders Initiative** saw 21 senior officers complete the CARICAD Leadership Programme, while **Cohort 2** commenced in January 2025 with 25 officers.
- A total of **seven one-day Customer Service Training sessions** were delivered, reaching 111 public officers. A **CXC-accredited course** is also underway.
- **Study leave and scholarships** were awarded to nine officers, four of whom enrolled in the **Chartered Management Institute (CMI) Level 7 Diploma** in Strategic Management and Leadership Practice.
- The **Essential Learning and Development Programme** was formally launched, requiring all officers to complete 60 learning hours annually. In 2024, **7,259 course attendances** were recorded across **96 offerings**.
- The **Retire-Ready Programme** was revamped and rolled out between 15–30 October 2024 across all ministries.
- The **Employee Recognition Ceremony** was reinstated in November 2024, honouring approximately **700 officers** with over 10 years of service.

Customer Service Improvements

The **Customer Service Care Centre (CSCC)** expanded to **Virgin Gorda**, resulting in:

- 65% improvement in customer service experiences,
- 70% increase in customer satisfaction,
- 77% reduction in complaints.

New service enhancements included **guest Wi-Fi, GovReportIt app integrations**, and **expansion of the online appointment system** to HM Prison, HM Customs, Public Works, and the Department of Agriculture.

Digital Transformation

The **tender process** for the acquisition of a **new Records Management System** commenced. Procurement of **new shelving** and upgrades for the **Records Management Centre** is underway. Digitisation projects such as the **Genealogy Records** project and mapping of **Government-owned and leased estates** were initiated under the Governor's Group Transformation Plan.

Good Governance

The **Public Service Management Act, 2024** was passed in the House of Assembly and received assent in November 2024.

The **Devolution of Human Resource Functions (Amendment) Regulations, 2024** expanded the autonomy and accountability of ministries in managing appointments and HR matters.

Workforce Plans were finalised for all law enforcement agencies, including the Office of the Director of Public Prosecutions, in alignment with recommendations from the HMICFRS Report.

Summary of Transformation Progress

Taken together, these achievements demonstrate the continued commitment of the Office of the Deputy Governor to strengthening the core functions of the Public Service. Through strategic investment in people, systems, and structures, we have advanced the Government’s goal of delivering a Public Service that is modern, responsive, and rooted in the principles of good governance and service excellence.

The gains made across human resource development, digital transformation, customer service, and governance reflect a Public Service that is evolving—guided by clear priorities, empowered by leadership, and dedicated to meeting the needs of the Virgin Islands public. These outcomes set a strong foundation for sustained improvement across ministries and departments in the years ahead.

MINISTERIAL TRANSFORMATION PLANS

Building on the momentum of Public Service-wide reform, each ministry is required to develop and implement a **Ministerial Transformation Plan**. These plans outline key initiatives and projects to be undertaken within the reporting period, categorised according to the four pillars of the **Public Service Transformation Programme: Customer Service Improvement, Digital Transformation, Good Governance, and Public Administration/Human Resource Management**.

These tailored plans serve not only to align ministerial priorities with national strategic objectives but also to ensure that each ministry contributes meaningfully to the Government’s broader vision of a modern, people-centred Public Service. The Office of the Deputy Governor, through the **Governor’s Group Transformation Plan**, has provided oversight, coordination, and support to facilitate consistent progress across departments.

The table below outlines the transformation initiatives prioritised by the Governor’s Group during the period **March 2024 to February 2025**:

Table 2 – Governor’s Group Transformation Plans

<p>CUSTOMER SERVICE IMPROVEMENT</p>	<ul style="list-style-type: none"> • Introduction of additional enhancements to the Customer Service Care Centre • Establishment of a Customer Service Care Centre on Virgin Gorda • Building of the Public Service Transformation Microsite
<p>DIGITAL TRANSFORMATION</p>	<ul style="list-style-type: none"> • Mapping of all Public Estates leased, rented and owned by the Government of the Virgin Islands • Implementation of the Records Management System for the Public Service • Digitisation of Genealogy records
<p>GOOD GOVERNANCE</p>	<ul style="list-style-type: none"> • Public Service Management Act passed in the House of Assembly and assented to by the Governor
<p>PUBLIC ADMINISTRATION/ HUMAN RESOURCES MANAGEMENT</p>	<ul style="list-style-type: none"> • Launch of the ‘Retire-Ready’ Programme by the Human Resources Department • Job Evaluation and Analysis started • Revision and development of an electronic Performance Management Programme • Continued comprehensive training for emerging leaders via the VI Public Service Learning Institute

WHAT IS AHEAD FOR THE PUBLIC SERVICE TRANSFORMATION PROGRAMME

As we continue our journey to shape a Public Service that is modern, accountable, and people-centred, our focus over the coming year will remain rooted in strategic and impactful action. The Ministerial Transformation Plans will continue to serve as key drivers of change, with initiatives aimed at advancing organisational effectiveness, improving client experiences, and strengthening our institutional culture.

The following priority areas will guide our continued transformation across the Public Service:

1. **Strategic Alignment** – Ensuring all transformation initiatives remain closely aligned with the Government’s broader development priorities and the evolving needs of the people we serve.
2. **Operational Streamlining** – Identifying and eliminating redundancies, optimising workflows, and promoting inter-agency collaboration to deliver services more efficiently.
3. **Service Excellence** – Deepening our commitment to high-quality, accessible, and responsive services by fostering a client-focused culture at all levels of the Public Service.
4. **Innovation and Technology Integration** – Embracing innovation and investing in digital solutions that improve service delivery, increase efficiency, and support evidence-based decision-making.
5. **Capacity Building** – Developing our most valuable resource—our people—through training, mentorship, and professional development opportunities to support career growth and leadership.
6. **Performance Monitoring and Evaluation** – Establishing robust mechanisms for monitoring outcomes, assessing impact, and promoting transparency and accountability across departments.
7. **Continuous Improvement** – Fostering a culture that encourages feedback, innovation, and agility, ensuring that the Public Service continuously evolves to meet changing public expectations.

Public Service Vision and Values

Our vision remains unchanged:

“To create a world-class Public Service that is respected, trusted and efficient with people at the centre of all we do”.

The **Public Service Values** underpin every aspect of this vision. These values—**Accountability, Honesty, Integrity, Leadership, Objectivity, Openness, Political Impartiality, and Selflessness**—are not only standards of ethical conduct but are the building blocks of good governance.

At the core of these values lie the principles of:

- **Integrity** – Placing the public interest above personal gain
- **Honesty** – Operating with transparency and truthfulness at all times
- **Impartiality** – Making decisions based on evidence and fairness, free from external influence

Public officers must also represent the diversity of the Territory and ensure inclusive policymaking through transparent public engagement. This includes the obligation to serve all clients equally, uphold human rights, and ensure recruitment and recognition processes are grounded in merit and performance.

Upholding these values across the Public Service is not optional—it is essential. Every department must actively promote integrity, transparency, and ethical behaviour through ongoing communication, clear reporting mechanisms, and the enforcement of standards. Action plans should be developed and reported annually, and internal guidance provided to ensure every officer understands what constitutes misconduct and its consequences.

These values are central to **good governance**, serving as the ethical foundation of the wider Public Service Transformation Programme and the effective delivery of services to all residents of the Virgin Islands.

PUBLIC SERVICE TRANSFORMATION – CUSTOMER SERVICE IMPROVEMENT

One of the most visible and impactful pillars of transformation in 2024 was **Customer Service Improvement**. Under the theme “*A Dynamic, Exceptional and World-Class Customer Service Experience*”, the Office of the Deputy Governor led focused efforts to uplift the quality and consistency of service delivery.

- Notable achievements during the reporting period include:
- Delivery of comprehensive customer service training to over **120 public officers**, focused on communication, conflict resolution, and professionalism.
- Reintroduction of **Service Charters**, establishing clear service standards and expectations to guide interactions with the public.

- Development of **performance competencies** tailored for customer-facing roles, which will be fully integrated into the **2025 performance appraisal cycle**.
- Enhancements to the **Customer Service Care Centre (CSCC)**, including expanded services in **Virgin Gorda**, app integrations (BVI GovReportIt), and accessibility upgrades such as guest Wi-Fi and online appointments.

The CSCC continues to serve as the Government’s main customer interface, exemplifying the shift toward a **client-first culture**. Beyond operational improvements, our efforts are designed to cultivate a new standard of excellence—one in which people are not just recipients of service, but partners in governance.

As we reflect on our progress, we recognise that customer service is more than a programme—it is a mindset. The transformation of public service delivery begins with a deep commitment to those we serve. We will continue to build on these gains, applying innovation, evaluation, and feedback to ensure a Public Service that is not only effective but truly **people-centred**.

Reintroduction of Departmental Service Charters

In alignment with our renewed commitment to delivering consistent and people-focused services, the Office of the Deputy Governor has prioritised the reintroduction of **Departmental Service Charters** across the Public Service. Historically, these charters served as guiding instruments for setting expectations between the public and the departments they engage with. However, in recent years, several departments had not maintained or updated their charters.

Recognising the importance of transparency and accountability, all departments are now required to publish revised Service Charters by **Q2 of 2025**. A **standardised Service Charter template** was distributed to support this effort, ensuring clarity, alignment with organisational values, and measurable service standards across all ministries.

Customer Service Training and Orientation

Through the **Virgin Islands Public Service Learning Institute (VIPSLI)**, the Office launched an intensive series of **Customer Service Training sessions** in 2024, delivered by the Director of Customer Service. Between July and August, six sessions were conducted, training over 120 frontline public officers. The training covered:

- Understanding the distinction between **Customer Service** and **Customer Experience**;
- The Public Service **Customer Promise**;

- Service behaviours that drive remarkable experiences;
- Strategies to exceed expectations and build rapport;
- Techniques to confidently handle difficult customer interactions.

To reinforce early adoption of customer service values, the **Customer Service 101 orientation** was also integrated into onboarding across **Tortola, Virgin Gorda, and Anegada**. A total of **nine sessions** were held, reaching over 500 new public officers

Celebrating Service: Rewards and Recognition

In 2024, the Public Service commemorated its inaugural **Customer Experience (CX) Day** on **1st October**, under the global theme: *“Good CX delivers better outcomes for customers, employees, and organisations.”*

Activities included:

1. A **Star Membership Club Pinning Ceremony** to honour recognised officers;
2. **Social media stories** sharing real-life commendations;
3. Hashtag campaigns (**#CXDay2024** and **#MoreToCome**) to highlight frontline heroes;
4. Department Heads submitted personalised tributes to their customer-facing staff;
5. Encouragement of **tokens of appreciation** from leadership to their frontline teams.

This celebration marked a milestone in fostering a culture where exceptional service is recognised and appreciated.

Customer Engagement Tools: Tips and Newsletters

To maintain continuous engagement, the Office introduced:

- **‘Customer Service Tips’**, a monthly series from the Director of Customer Service to reinforce consistent service behaviours;
- The **Customer Service Newsletter**, launched in **May 2024** with issues released tri-annually. It reports commendation data, departmental performance, and success stories, and is available on the Government website and distributed to all officers.

Customer Service Satisfaction

The **Rate Us Platform** (<https://rateus.gov.vg>) continues to be a key performance tool for gathering real-time feedback and improving service delivery. In 2024, **928 submissions** were received:

- **870** were rated exceptional,
- **58** were unsatisfactory,

- Resulting in a **Customer Satisfaction Score (CSAT) of 93.8%**.

Complementing this, **Customer Service Express Pods**—now installed at **15 locations**, including the **Deputy Governor’s Office** and sister islands—registered **1,808 interactions** (up from 469 in 2023). The Office achieved a **CSAT of 78.5%**, with identified improvement areas scheduled for follow-up in 2025.

The Star Membership Club and Stephanie Benn Award

The **Public Service Star Membership Club** continues to serve as a meaningful platform for recognising public officers who consistently demonstrate excellence in customer service. This initiative forms part of the **Rate Us** recognition scheme and highlights those individuals and departments who go above and beyond to ensure a positive and professional experience for the public.

In **2024**, based on data collected through the **Rate Us platform**, a total of **46 public officers** and **10 departments** were formally celebrated at **two Pinning Ceremonies**, acknowledging their outstanding contributions to customer service across the Public Service.

Of the **32 departments** and **889 employees** currently enrolled in the programme, **8 departments** and **92 public officers** have been recognised and awarded. This achievement is a testament to the growing commitment of officers and departmental leadership to **delivering dynamic, exceptional, and world-class customer service**. It reflects a shared understanding that public trust is earned through consistent, respectful, and people-centred service delivery.

In addition to the Club’s ongoing recognition activities, the **Stephanie Benn Public Service Award for Customer Service Excellence** continues to honour the legacy of **Mrs. Stephanie Benn**, the late Registrar General at the Civil Registry and Passport Office. Renowned for her leadership, grace, and unwavering commitment to service excellence, this award is presented annually to the public officer who has received the **highest number of commendations** via the Rate Us platform.

- In **2022**, the inaugural award was presented to **Ms. Beverly Smith** of the Ministry of Education, Youth Affairs and Sports.
- In **2023**, the award was earned by **Ms. Laura Smith**, previously of the Customer Service Care Centre.
- The **2024 recipient** will be announced in **March 2025**, continuing the legacy of excellence set by those who exemplify the very best of the Virgin Islands Public Service.

This dual recognition framework reinforces our commitment to a culture of appreciation, motivates officers at all levels, and celebrates those who lead by example in elevating the standards of public service.

Customer Service Care Centre (CSCC): Impact and Innovation

Located in the **Burhym Building**, the CSCC continues to redefine government interaction through centralised support, omnichannel engagement, and cutting-edge digital tools.

Key achievements in 2024:

- Assisted over **135,000 clients**, a 1% increase from 2023.
- Responded to **94,538 calls**, **2,343 WhatsApp messages**, and **2,063 emails**.
- Supported **1,556 walk-ins**, up from 44 in 2023.
- Provided real-time assistance with **appointments**, **application submissions**, and **residency status updates**.
- Piloted the **CSCC on Virgin Gorda**, which served 50 clients since opening in **June 2024**.

The CSCC also manages:

- **BVIGovReportIt**: 514 reports received in 2024, with a resolution rate of **63%**;
- **Appointment System**: Over **24,785 bookings**;
- **Live Chat** integration with future AI features in development;
- Disaster readiness capabilities;
- Social media customer support;
- Ongoing performance tracking and complaint resolution (208 out of 298 resolved in 2024).

Rate Us (<https://RateUs.gov.vg>)



The **Rate Us** platform continues to play a critical role in building a culture of service excellence across the Public Service. It reinforces our values of accountability and

transparency by allowing internal and external clients to provide real-time feedback on the quality of service received.

This web-based tool enables departments to measure performance, celebrate exemplary service, and identify opportunities for improvement. In doing so, it boosts **employee morale**, empowers **Department Heads** to manage service delivery standards more effectively, and holds public officers accountable for the experience they create.

Currently, **32 departments** are actively participating in the programme, with the goal of achieving full integration across the Public Service in the near future.

2024 Rate Us Feedback Data

In 2024, the Rate Us platform received a total of **928 submissions**, representing:

- **792 individual commendations**
- **78 departmental commendations**
- **27 individual complaints**
- **31 departmental complaints**

The **Office of the Deputy Governor** received:

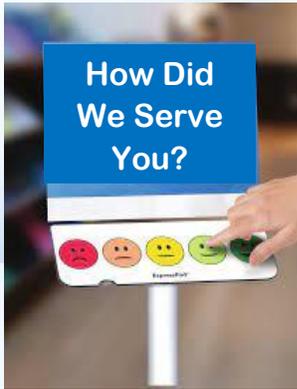
- **13 commendations**
- **1 complaint**
- No departmental commendations or complaints.

The total submission volume rose from **405 in 2023 to 928 in 2024**, reflecting a **43% increase in user engagement**. Of the feedback received, **870 responses** described the experience as *exceptional*, while **58 were unsatisfactory*, yielding a **Customer Satisfaction Score (CSAT) of 93.8%**.



Figure 2 – Rate Us Customer Satisfaction Data - Individual Submissions (2024)

Customer Service Express Pods



To further enhance feedback collection and foster responsive service delivery, **Customer Service Express Pods** have been deployed across high-traffic government departments and satellite locations, including **Virgin Gorda** and **Anegada**.

These free-standing terminals offer a simple and accessible way for clients to rate their customer experience immediately after service delivery. Clients engage by selecting an emoji-style response (happy, neutral, or dissatisfied) that best reflects their experience.

As of February 2025, Express Pods have been installed at **15 locations**, with **4 more** scheduled for placement in additional high-demand areas. Pods are rotated periodically to ensure comprehensive feedback collection across all departments.

Customer Satisfaction Score – Office of the Deputy Governor

The Office of the Deputy Governor's **CSAT score** for 2024 was reported at **78.5%**, a marginal decrease of **0.2%** from 78.7% in 2023. However, the **volume of responses** increased significantly:

- **469 interactions** in 2023,
- **1,808 interactions** in 2024,
- An overall rise of **1,339 engagements**.

Analysis indicates that lower scores tend to occur on **Thursdays (1 p.m. – 2 p.m.)** and **Fridays (12 noon – 2 p.m.)**, highlighting time-specific service improvement opportunities for 2025.

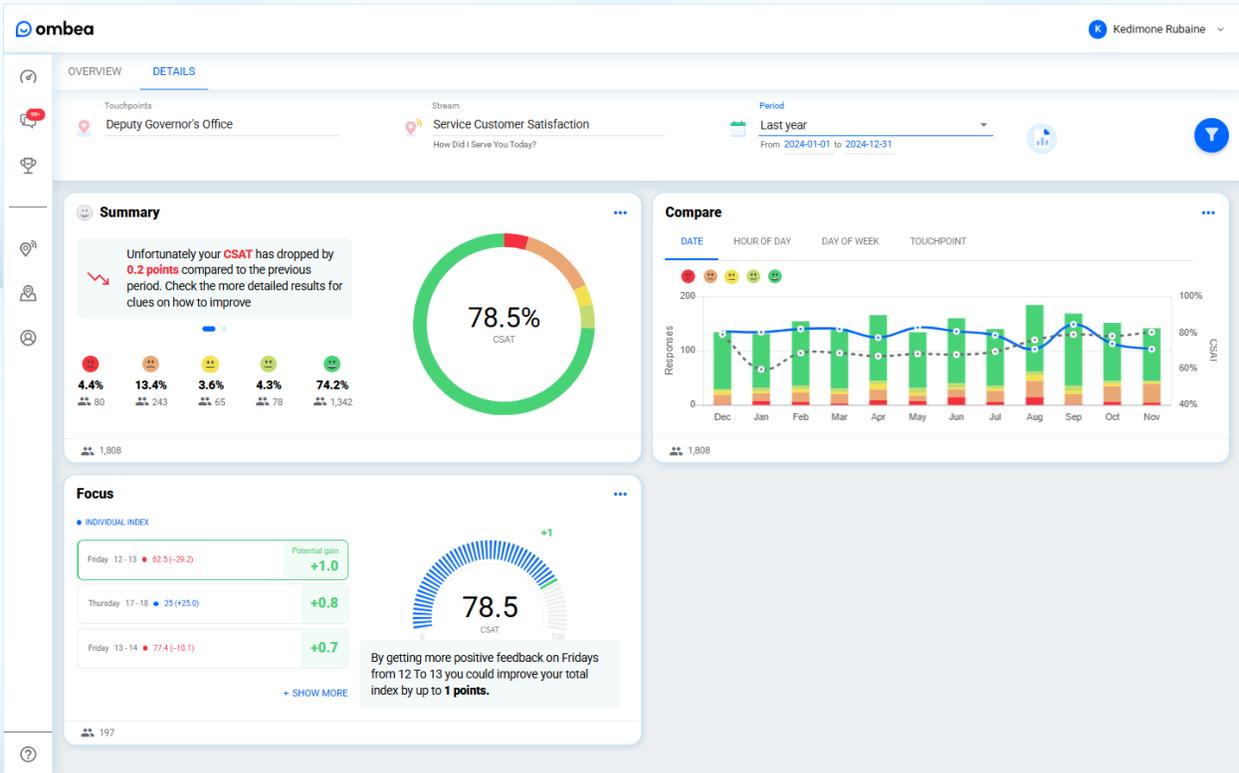


Figure 3 - Customer Satisfaction (CSAT) Data for Deputy Governor's Office for 2024

CUSTOMER SERVICE CARE CENTRE



The **Customer Service Care Centre (CSCC)** stands as the Government's primary **information hub** and **first point of contact** for the public. Located on the first floor of the **Burhym Building**, it exemplifies our commitment to delivering dynamic, world-class service.

The Centre operates with a team of seven (7) professionals:

- **Customer Service Manager**
- **Senior Customer Service Specialist**
- **Five Customer Service Specialists**
- **Part-Time Custodial Worker**

It is equipped with six (6) switchboard stations, a dedicated customer workstation for online form support, and integrated technologies such as:

- **Interactive Voice Response (IVR)**
- **Email and text message integration**
- **Inbound and outbound call centre services**

Beyond its physical location, the Centre supports other digital tools such as the **Rate Us platform**, **Government Appointment System**, and **BVIGovReportIt**, streamlining services across ministries and enhancing accessibility for clients in the Territory and abroad.

CSCC: Enhancing Customer Visibility and Access

Business Cards

As part of our broader branding and accessibility strategy, the **Customer Service Care Centre (CSCC)** introduced business cards in **2024** to further professionalise our engagement with clients and enhance public awareness of the Centre's services. This initiative allows officers to provide clear contact information, promote the Centre's offerings, and leave a lasting and professional impression.

A total of **50 business cards** were printed and distributed to clients during the year. Looking ahead, a **new card design is under development for 2025**, which will include a **QR code**. This digital enhancement will allow recipients to instantly access:

- The **Centre’s core service offerings**
- The **Government website**
- The **Appointments Portal**
- Other essential public service links

This updated approach supports deeper customer engagement, simplifies access to services, and reinforces the Centre’s role as a forward-facing, tech-enabled service hub.

Budget

The operations and service delivery efforts of the **Customer Service Care Centre** in 2024 were fully supported through the **Office of the Deputy Governor’s annual operating budget**. This included funding for:

- All **Customer Service Specialist positions**
- Ongoing **operational expenditures**
- Expansion and technology support
-

Additionally, capital improvements to the **Burhym Building**—which houses the Centre—were facilitated through the **Office’s capital acquisition budget**. This included the purchase and installation of **furniture, outfitting, and décor upgrades**, totalling **\$31,461.90**.

This investment underscores our ongoing commitment to ensuring the Centre remains a welcoming, functional, and modern space to support both staff performance and public satisfaction.

Services Offered by the Centre

DIGITAL TRANSFORMATION IN ACTION: BVIGOVREPORTIT

The **BVIGovReportIt** platform continues to serve as a key innovation in our transformation journey—providing the public with a real-time, user-friendly way to report and track **non-emergency Public Service issues**.



Managed by the **Customer Service Care Centre**, this digital tool enables residents to play an active role in improving the quality of life across the Territory. Key features include:

- **Enhanced Reporting:** Users can submit issues with accompanying photos, videos, comments, and even proposed solutions.
- **Accessibility:** Available via <https://seeclickfix.com/british-virgin-islands> and free mobile apps on **Apple** and **Android** devices.
- **System Integration:** The platform connects departments, services, call

managers, maps, and live geolocation to provide **real-time transparency** and **issue tracking**.

Through BVI Gov ReportIt, the Public Service is now better positioned to:

- Respond more quickly to community concerns
- Increase government accountability
- Make data-driven decisions through pattern recognition and distributed sensing
- Monitor local infrastructure, environmental conditions, and public safety matters more effectively

This tool exemplifies our commitment to **citizen engagement, responsiveness, and digital innovation**.

As of the end of February 2025, **14 government departments** were actively using BVI GovReportIt. The **Department of Disaster Management** was the most recent addition, joining in **Q3 of 2024**:

The issues reported span a wide variety of public concerns—from **potholes, derelict vehicles, and stray animals**, to **collapsed pavements, environmental hazards, and water infrastructure failures**. This breadth of reporting underscores the system’s effectiveness in capturing real-time data to inform decision-making and resource allocation.



BVI GovReportIt Performance (March 2024 – February 2025)

Since the platform’s inception:

- **514 total issues** have been reported
- **326 issues** have been resolved
- **Overall resolution rate: 63%**

In the **2024 reporting year alone**:

- **276 public service issues** were submitted via the platform
- **132 issues** were addressed
- **144 issues** remain in progress, with resolution strategies underway

While several departments have demonstrated **strong responsiveness and commitment**, a few have experienced delays in addressing logged issues. This performance data provides a valuable baseline for evaluating inter-departmental accountability and encouraging more consistent service delivery.

As we look ahead, continued investment in platforms such as BVI GovReportIt will ensure the Public Service remains **proactive, transparent, and accountable**—empowering both departments and the communities they serve.

BVIGovReportIt ~ SeeClickFix 2023-2024

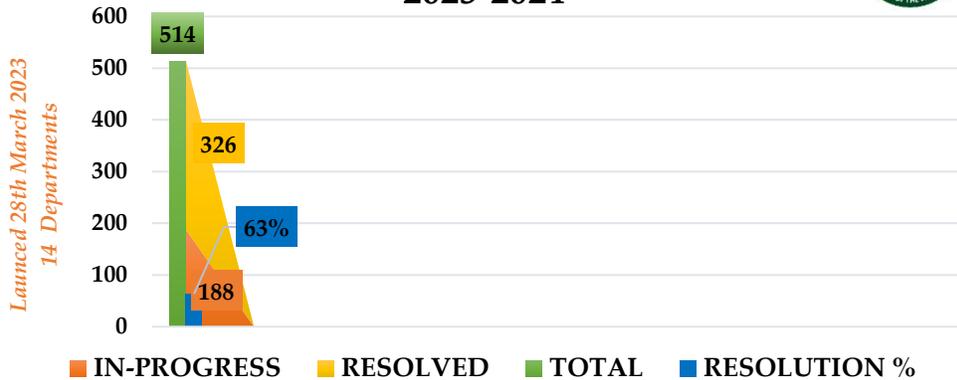
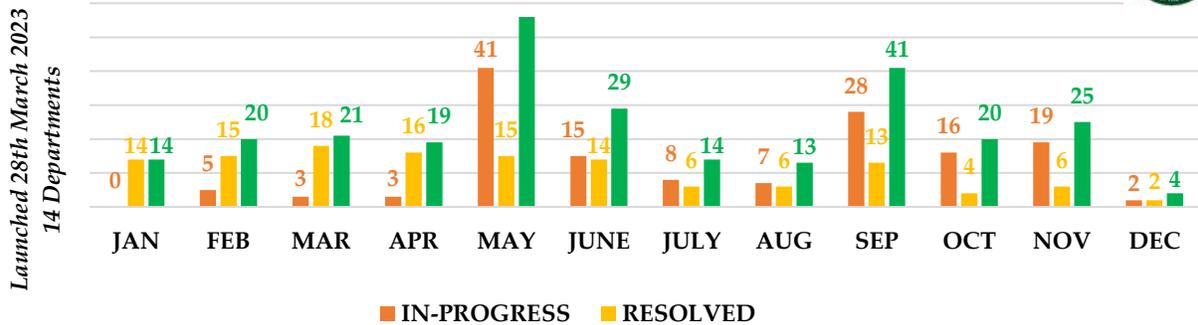


Figure 3 - SEELICK-FIX SYSTEM BVIGOVREPORTIT - 2023 - 2024 | (Public Service issues - received, resolved, solutions in-progress)

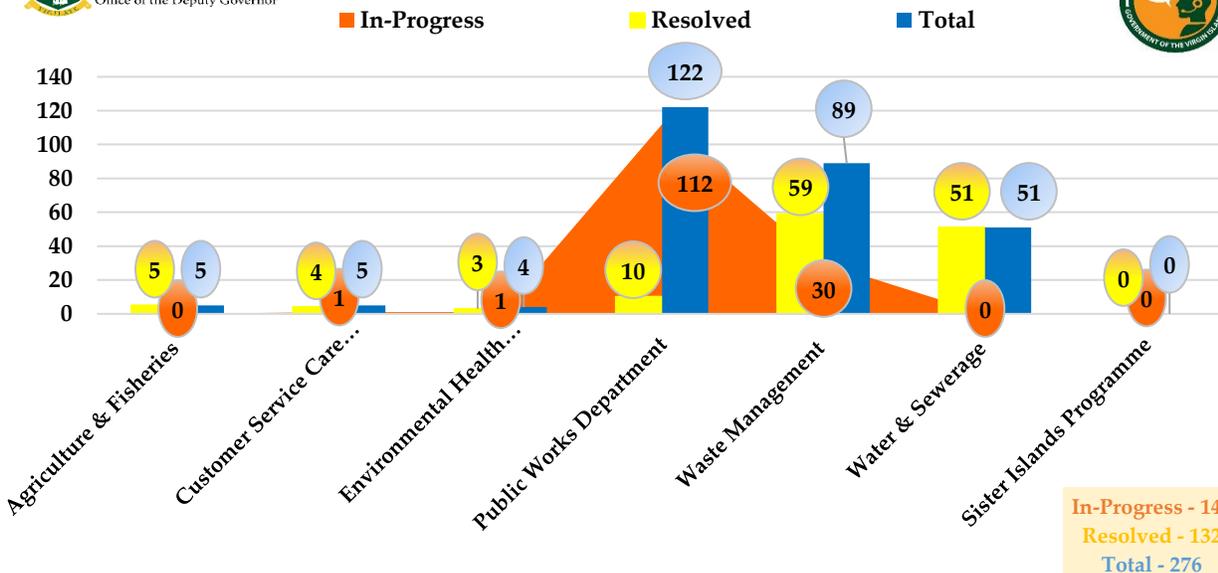
BVIGovReportIt~Monthly Data 2024



TOTAL IN-PROGRESS - 147
TOTAL RESOLVED - 129
OVERALL TOTAL - 276

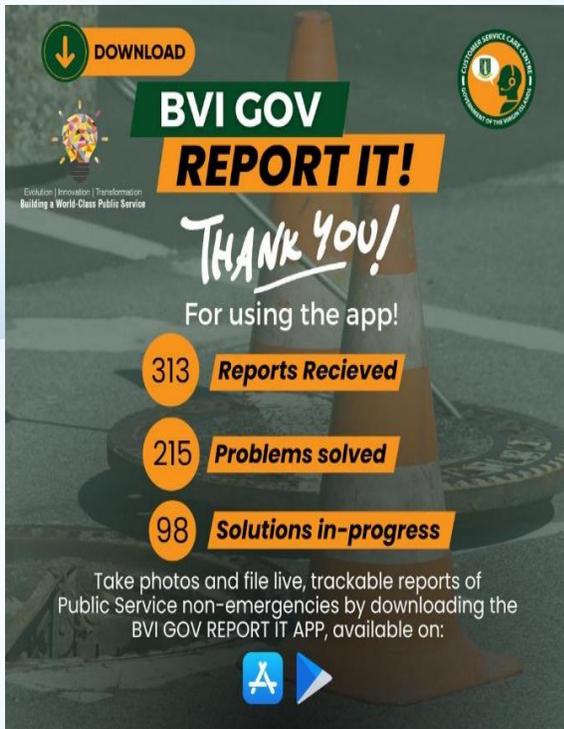
Figure 4 - BVIGOVREPORTIT - Jan - Dec 2024 (Public Service Issues received, resolved or in progress)

BVIGOV ReportIt Statistics by Departments 2024



In-Progress - 144
Resolved - 132
Total - 276

Figure 4 - BVIGovReportIt by Departments 2024 (Public Service Issues received, resolved or in progress)



User Engagement and Future Integration
Public engagement with the **BVIGovReportIt** platform has continued to grow steadily. As of February 2025, a total of **83 constituents** have actively used the system to report public service issues and submit feedback. This direct engagement has helped to **streamline request management, enhance service visibility, and strengthen the relationship between the Public Service and the people it serves.**

In the **third quarter of 2024**, a new reporting category—**Vehicle Obstruction**—was added to the platform. This enhancement was introduced in response to recurring community concerns and reflects our commitment to evolving service tools based on

public feedback. A **live system demonstration** is scheduled for the **first quarter of 2025** with key partners including the **Office of the Deputy Governor**, the **Department of Motor Vehicles**, and the **Royal Virgin Islands Police Force (RVIPF)**.

Citizens who utilise the platform are thanked for their contributions and are kept informed of the **status of their reports—whether received, resolved, or still in progress—ensuring transparency and accountability at every stage.**

Proposed Integration: Royal Virgin Islands Police Force

The **Royal Virgin Islands Police Force** has expressed interest in adapting the **BVIGovReportIt** platform to allow residents to submit community intelligence. However, due to the **sensitive and confidential nature** of this type of information, the current centralised management of the app by the **Customer Service Care Centre** would not be suitable.

The platform, developed and supported by **CivicPlus Inc.**, would require the RVIPF to acquire its own **dedicated licence**. This would enable the Force to securely monitor and manage intelligence reports in-house, preserving both **confidentiality and operational independence**.

The Office of the Deputy Governor welcomes this potential partnership as a model for how public service technologies can be adapted to support broader law enforcement and

public safety objectives, while maintaining the integrity and purpose of the original platform.

GOVERNMENT APPOINTMENT SYSTEM

The **Government Appointment System** continues to serve as a critical tool in enhancing the efficiency, accessibility, and professionalism of public service delivery. By allowing clients to schedule appointments with departments in advance, the platform helps manage public traffic, reduce wait times, and ensure services are delivered in a more structured and client-focused manner.

As of February 2025, a total of **26 departments** have been fully onboarded to the platform. In the **third quarter of 2024**, four new departments were successfully added:

- **His Majesty's Prison**
- **His Majesty's Customs**
- **Department of Agriculture and Fisheries**
- **Public Works Department**

These departments are currently finalising **platform customisation** and will begin full utilisation in **Q2 of 2025**, based on the nature of services offered, staffing capacity, and workflow durations. Departmental users have been identified and trained to ensure a seamless transition and effective usage of the system.

During the reporting period, the platform recorded a total of **24,785 appointments**, with the highest volume of bookings observed in **February, and April 2024**. These figures underscore the system's growing value and adoption across government departments, contributing meaningfully to our goal of creating a more agile and customer-centric Public Service.

This system reflects our enduring commitment to **modernisation, accountability, and service excellence**, and we will continue to expand and refine its functionality in line with the evolving needs of the public and government agencies.

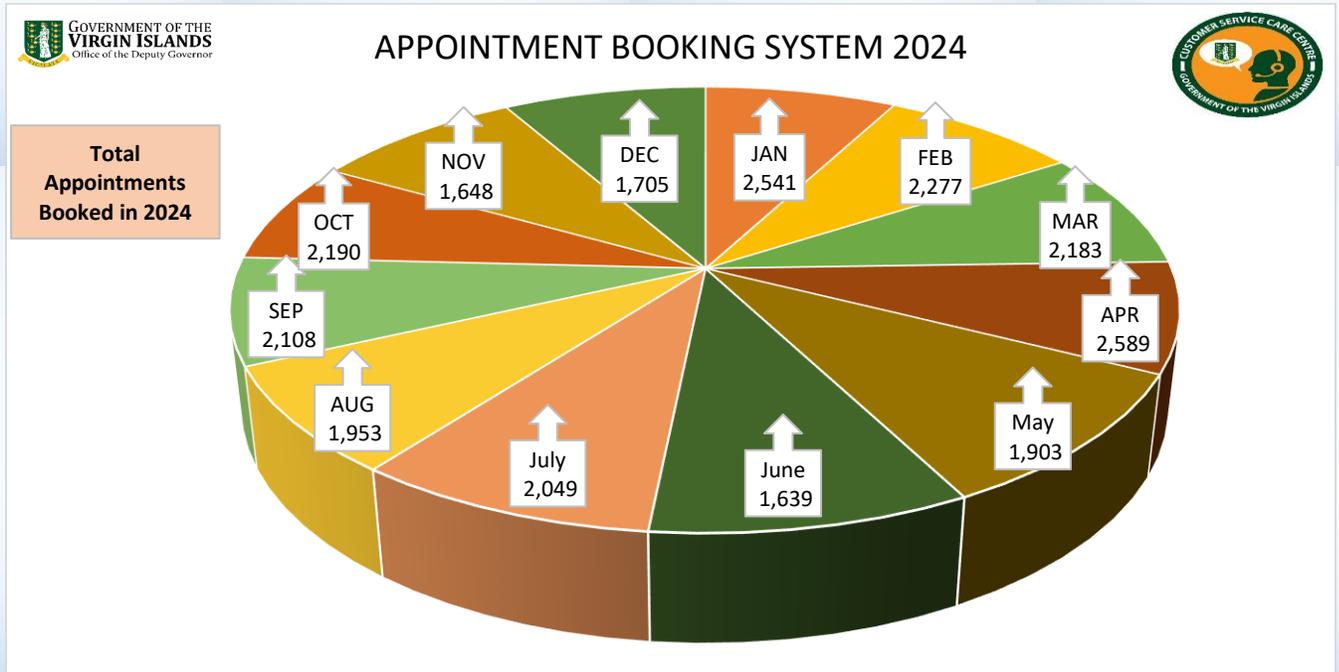


Figure 7- # of Appointments Booked Monthly

APPOINTMENT BOOKING SYSTEM BY DEPARTMENT 2024

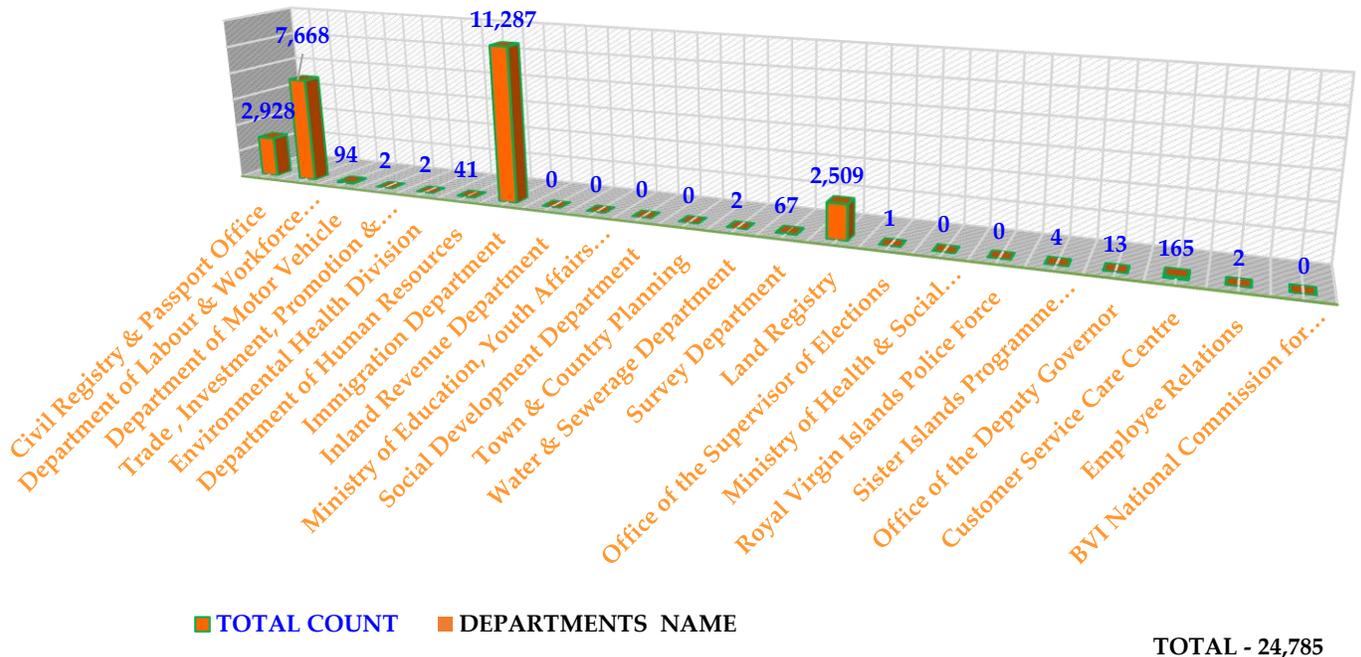


Figure 8 – Appointment System – By Department

Government Appointment System Server Upgrade

To strengthen the functionality and reach of the **Government Appointment System**, a major server integration was completed in **February 2024**. This development merged the existing appointment platform with the **SMS messaging server**, enabling clients to receive **real-time text message confirmations and reminders** once appointments are booked.

As part of this enhancement, the former domain (www.bvips.org) was formally replaced with the more user-friendly and secure URL: www.appointments.gov.vg. This upgrade marks another milestone in our commitment to improving service accessibility, user experience, and digital connectivity across the Public Service.

System Improvements and Innovations

As we continue to expand and modernise the Appointment System, several **digital enhancements** were introduced in 2024 to improve customer service and support flexible, hybrid engagement with the public.

1. WebEx and Zoom Integration

To provide clients with **virtual service delivery options**, both **WebEx** and **Zoom** platforms were successfully integrated into the Appointment System in 2024. This integration enables customers to book **video consultations**, offering greater convenience and reducing the need for in-person visits. The work was completed by **Back Office VI** under the leadership of **Mr. Phillip Fahie**, with final testing and full implementation scheduled for the **first quarter of 2025** by the **Department of Information Technology**.

2. Live Chat Capability

The platform now supports **real-time chat**, allowing Customer Service Specialists to engage directly with clients online. As of **31 December 2024**, the system recorded:

- **1,258 registered user accounts**
- **32 chat conversations**
- **19 live customer leads**

This new feature enhances service responsiveness, promotes interactive communication, and lays the foundation for further upgrades—including the integration of **AI-driven chatbots** to complement human support and offer **round-the-clock assistance**.

Month	Live Chat Users	Live Chat Conversations	Live Chat Leads
January	142	3	1
February	131	1	0
March	117	2	1
April	123	2	2
May	61	2	1
June	56	5	2
July	77	1	3
August	66	4	1
September	100	5	3
October	165	2	3
November	102	3	0
December	118	2	2
TOTALS	1,258	32	19

Figure 9 - Live Chat Insights (2024 Users, Conversations and Leads)

SUPPORT SERVICES AND COMMUNICATION CHANNELS

The **Customer Service Care Centre** continues to provide an array of **support services** to meet the evolving needs of the public. In 2024, the Centre offered direct assistance with:

- **55 residency applications**
- **1 Belonger Status (Fourth Generation) application**
-

WhatsApp Support

The **WhatsApp mobile line** ((284) 468-9760) proved highly effective in 2024 as a direct engagement tool. It enabled:

- **Quick resolution of inquiries**
- **Secure file sharing**
- **Faster service turnaround times**

As of **31 December 2024**, the Centre managed:

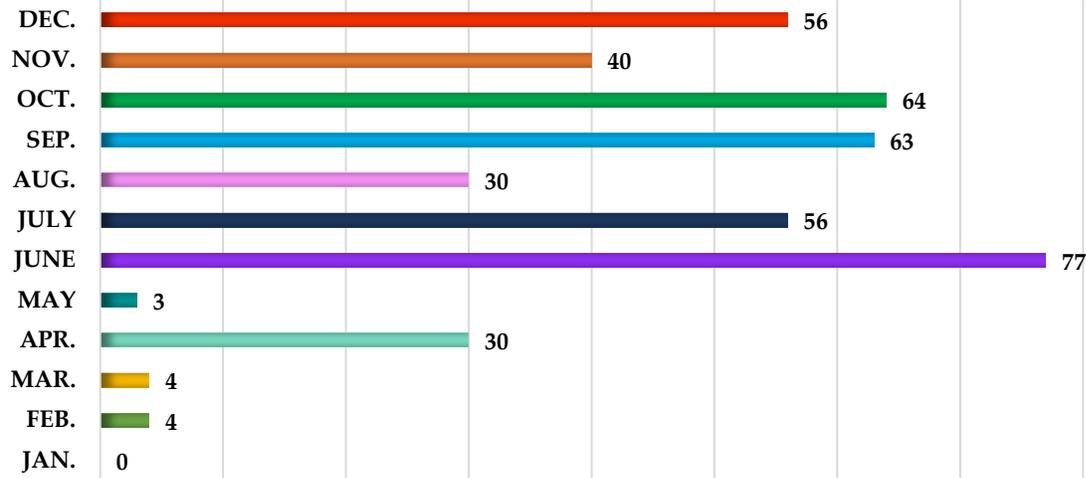
- **427 voice calls**
- **2,343 messages**
- Engagement with **2,770 customers**

Peak months for customer interactions were:

- **Calls:** June, September, and October
- **Messages:** October, November, and December

This multi-channel approach reinforces our commitment to **accessible, people-centred service delivery**, meeting the public where they are and offering timely, flexible support options.

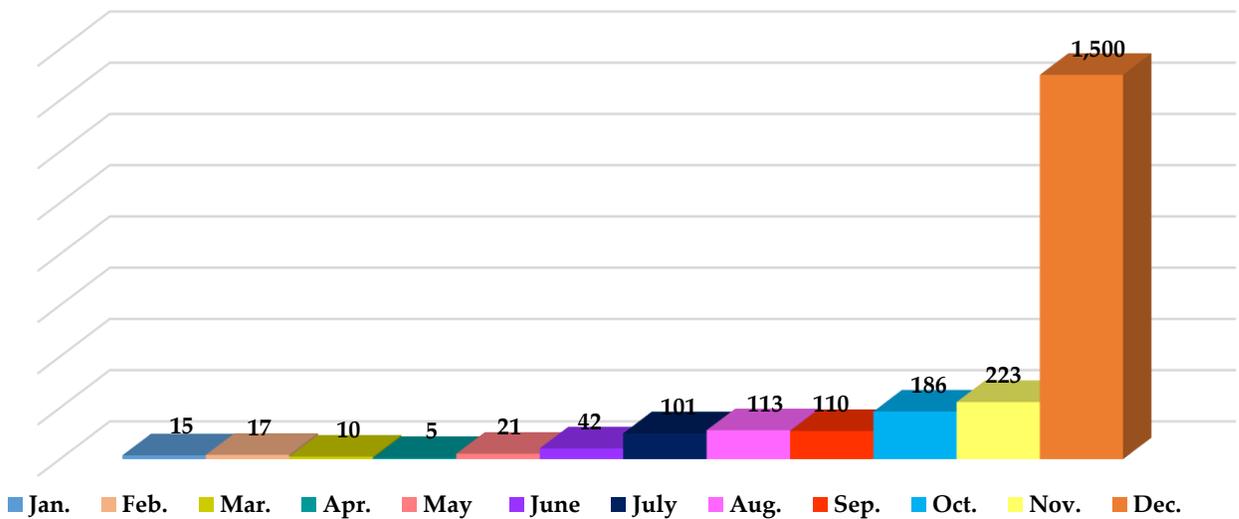
WhatsApp Calls 2024



TOTAL - 427

Figure 6 - WhatsApp Call Insights

WhatsApp Messages 2024



TOTAL - 2,343

Figure 7 - WhatsApp Messages Insights

- In-Person Support:** The CSCC continues to offer in-person support to customers on the 1st Floor of the Burhym Building. As of 31st December, 2024, a total of 1, 556

customers have physically visited the Customer Service Care Centre (Figure 11) with most customers visiting between August through December. This is an increase from the 44 persons that visited in 2023 when we first opened our literal doors to customers. This growth reflects increased demand for booking appointments, completing applications and receiving guidance on public service processes.

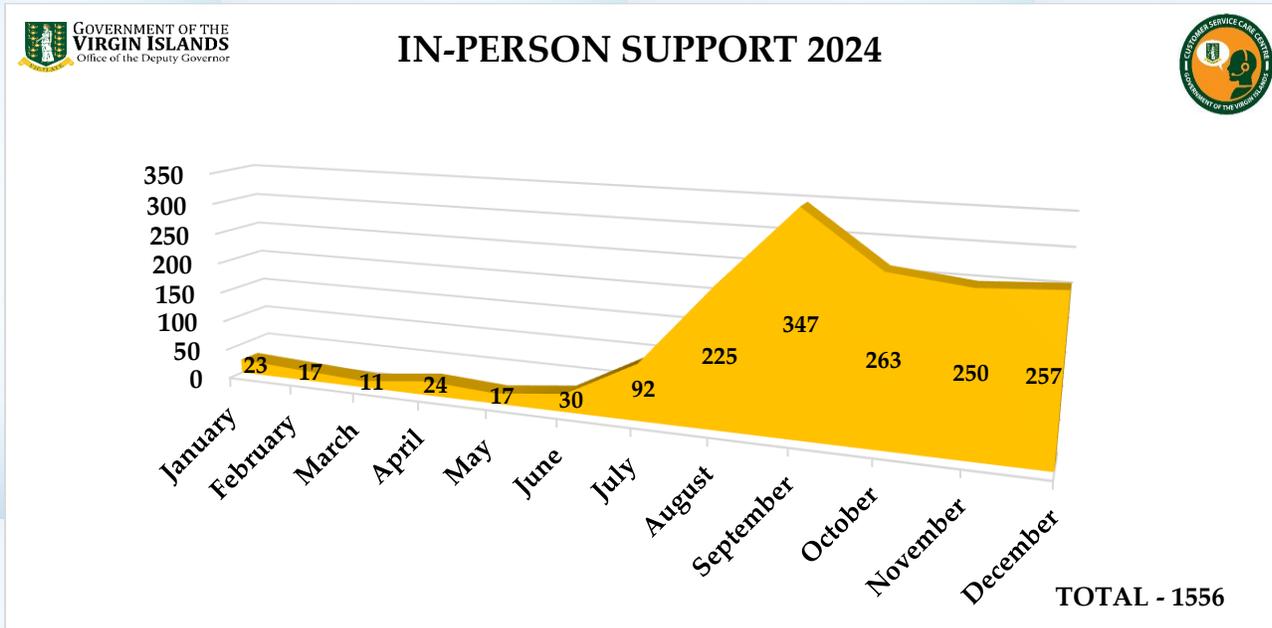


Figure 8 - In-Person Support @ CSCC

- Email Management Support:** The Centre’s centralised email address (customerservice@gov.vg) continues to play a vital role in managing public inquiries, enhancing customer engagement, and responding daily to various concerns and questions related to public services, processes, and offerings. Email management support has been highly beneficial in streamlining government services. In 2024, the Centre responded to **2,063** customer inquiries via email with the greatest number of customer email requests during the months **July, August** and **December** (Figure 12).

The centre’s email supports both the Appointment and BVI Gov Report It platform, as well as general public service inquiries. It is prominently shared across all the Centre’s platforms, including the Government Appointment System, communication materials, fliers, the Taleo System, the Payment portal, and more to enhance experiences with the

public. In 2024, the Centre’s email was officially listed on the government’s website as the primary contact for both local and overseas customers.

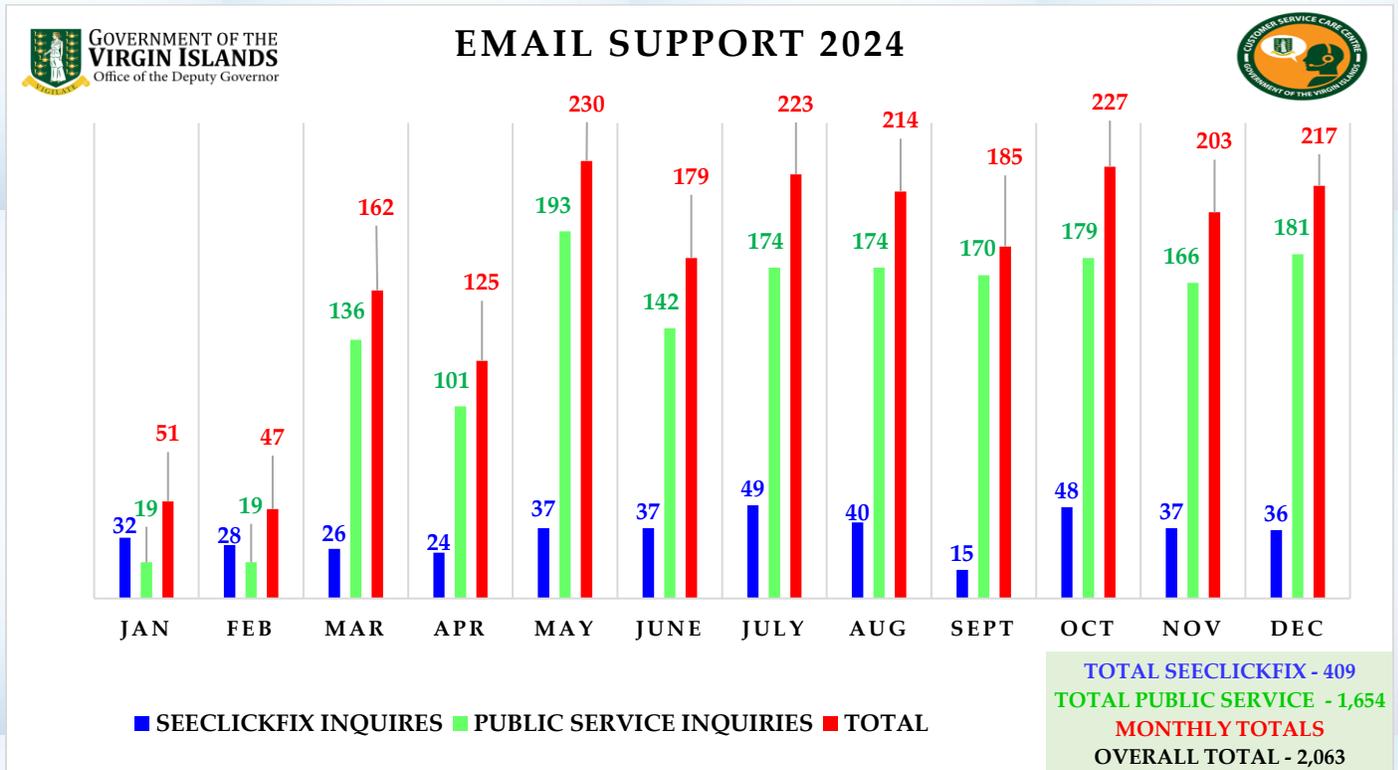


Figure 9 – Email Management Support

- a. **Switchboard Operations (Inbound and Outbound Call Support):** The Customer Service Care Centre remains committed to enhancing customer experiences through its Switchboard operations, ensuring world-class first contact interactions. By implementing standardised processes, the Centre has successfully reduced customer waiting times and improved call response efficiency. In 2024, the Centre responded to **94,538** customer calls, showing continued customer engagement, interactions and response, a decrease of 9% based on additional customer service support channels available to customers such as WhatsApp and in-person (Figure 14). The peak months for inbound and outbound calls were **May, July and September**.

INBOUND & OUTBOUND CALL MANAGEMENT MONTHLY 2024

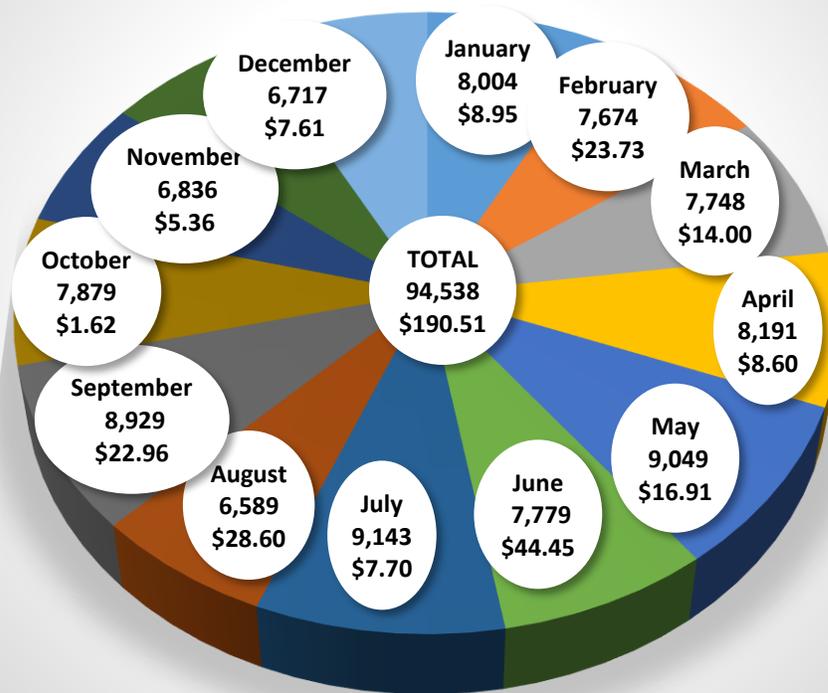


Figure 10 - Call Management (Monthly Inbound and Outbound Calls)

- HR Functions Support:** The Centre continues to assist the Department of Human Resources by streamlining processes, handling customer inquiries, and scheduling appointments to improve operational efficiency. In 2024, the Centre supported over 32 customers with the Taleo employment system.
- Department of Labour and Workforce Development Support: Work permit Application Status/Labour Management System (LMS) support:** To enhance efficiency and ensure timely customer responses, the Centre provides ongoing support to the Department of Labour and Workforce Development. To ensure the specialists were equipped to support clients utilising the Labour Management System, staff at the Centre received an introductory training, access to the Work Permit Fee Calculator Chart and a FAQ document to ensure accurate and efficient customer responses to work permit related inquiries. Support is also provided through the facilitation of customer bookings for the Employer's Training listing. As a result of the support offered to the Department of Labour and Workforce Development, there has been a reduction in direct customer inquiries at the

Department regarding work permit application updates, improved efficiency in booking appointments and providing timely responses; and enhanced overall customer service, allowing the Department to focus on critical operational tasks.

- a. **Customer Inquiry Support:** The Centre remains dedicated to enhancing customer satisfaction, ensuring timely responses, and interaction and fostering trust and loyalty between customers and the Public Service. As a result, the Centre has increased customer satisfaction and engagement daily, provided a more positive customer experience when addressing Public Service concerns, handled **1,376** public service inquiries, and resolved **1,272** with **71** still in-progress. The customer resolution rate achieved in 2024 is **92%**. Figure 14 refers.

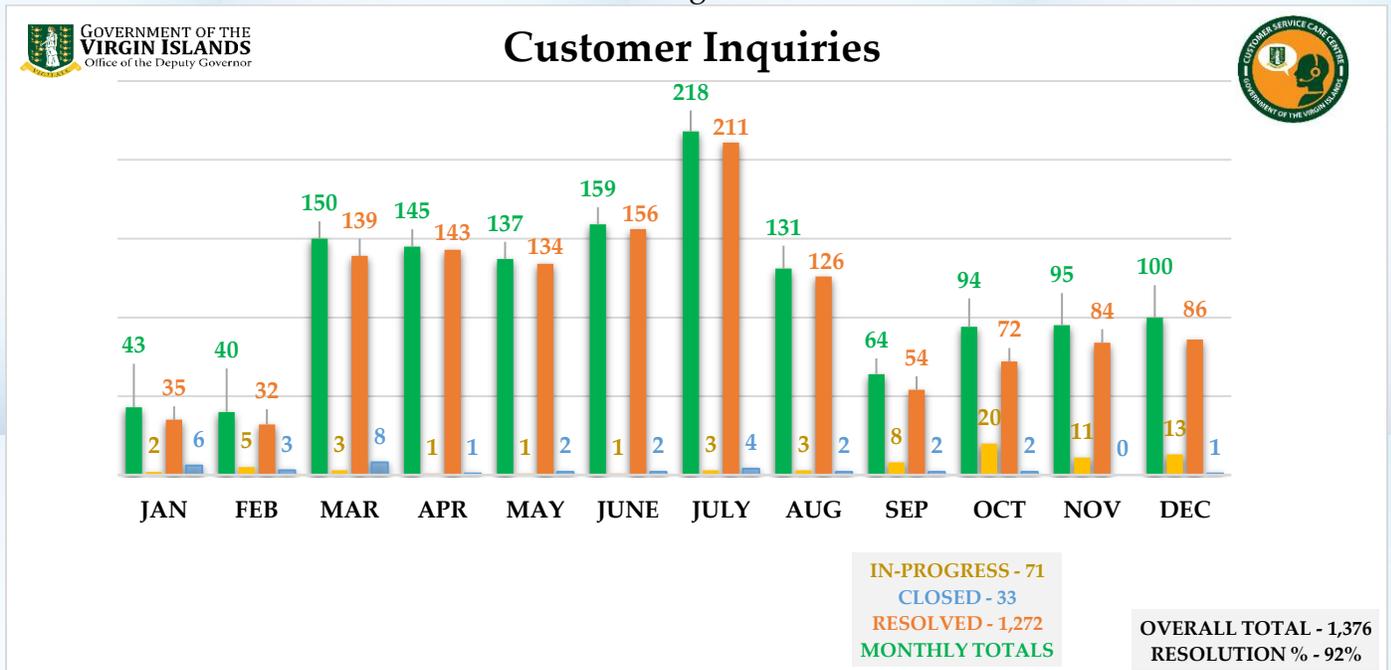


Figure 11 - Customer Inquiry Support (by Month)

- **Social Media Support:** In 2024, the Centre continued to enhance customer experiences through its social media platforms for Twitter (X), Facebook, and Instagram by providing direct customer support, responding to inquiries, and managing online engagement. It has benefited the Public Service by:
 - a. Enabling customers to conveniently seek assistance on public service issues via social media;
 - b. Strengthening both the Centre and the Public Service’s brand while improving customer satisfaction at minimum cost;
 - c. Creating a public forum where customers could share positive experiences, increasing visibility and engagement; and

Figure 12 - Monthly Customer Inquiry Support

- d. Supporting the Centre with monitoring to address potential public concerns proactively.
- e. Allowing the Centre to engage the following social media audience in 2024:
 - a. **3,689 Facebook – Peak times were February to March** (Figure 15)
 - b. **1,992 Instagram** (Figure 16)
 - c. **2,543 Twitter (X) – Peak times were January to March** (Figure 17)

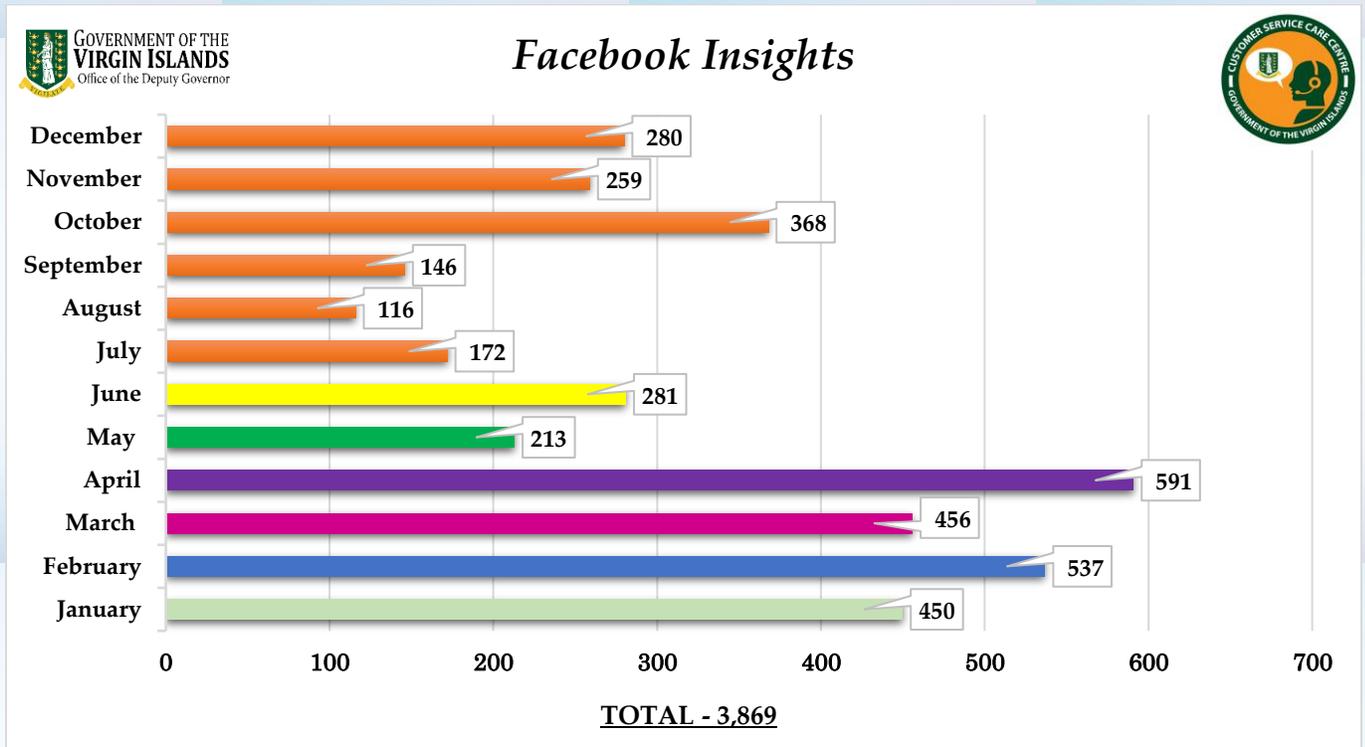


Figure 13 - 2024 Facebook Insights

INSTAGRAM STATISTICS 2024

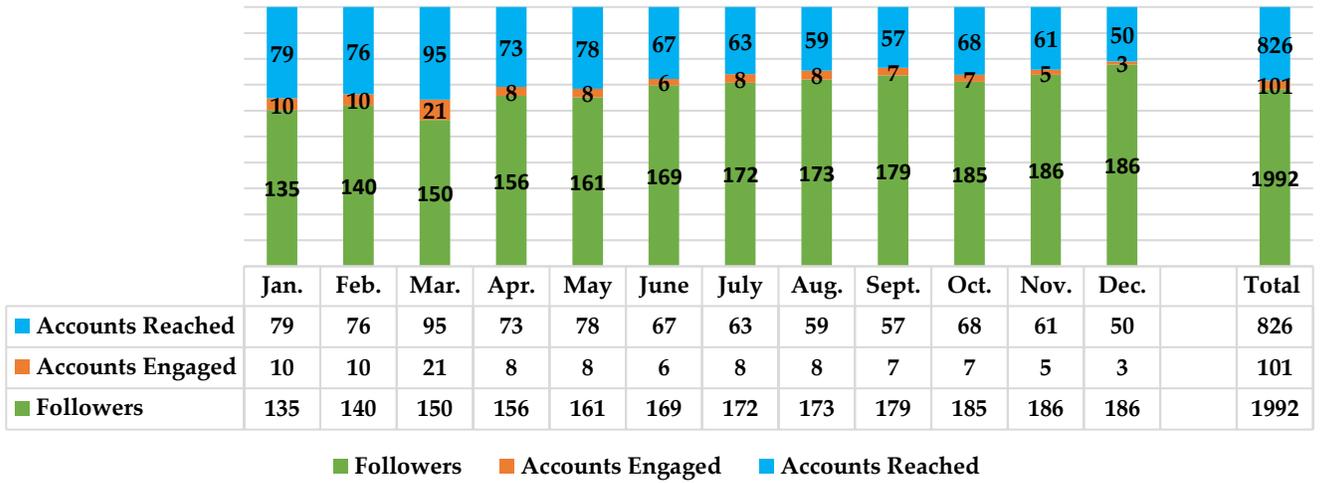


Figure 14 - 2024 Instagram Insights

Twitter Insights 2024

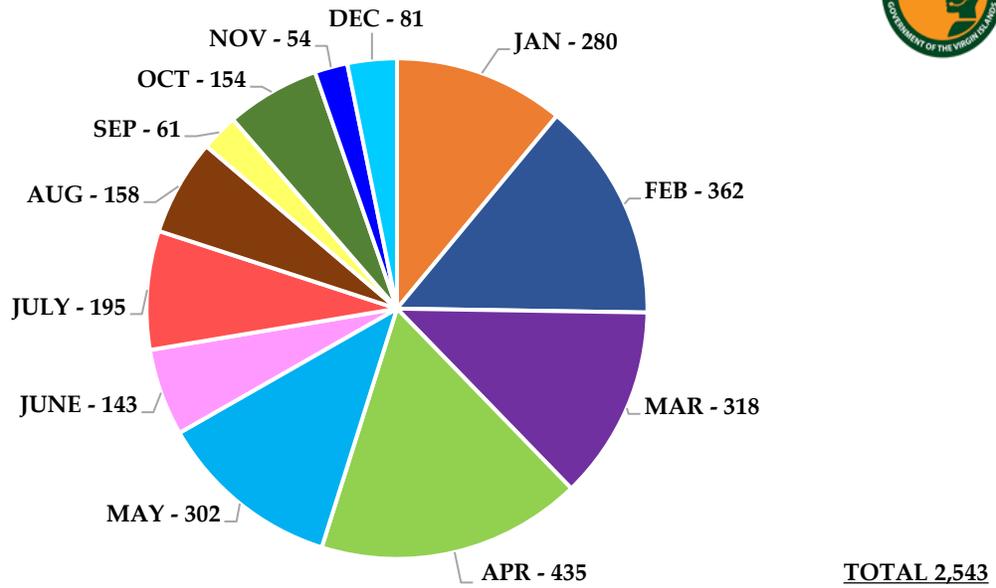


Figure 15 - 2024 Twitter (X) Insights

CUSTOMER SERVICE IMPROVEMENTS

- **Guest Wi-Fi: Free Wi-Fi is offered to guests who visit the Customer Service Care Centre** to boost customer satisfaction, create positive user experiences, share customer splash pages and welcome screens for promotion of services, and support customers checking their appointments and email notifications.
- **Centralised Payment Portal (Customer Service Component):** A centralised payment portal utilised by various departments throughout the Public Service will be introduced in January 2025. To assist customers who may experience issues using the portal, the CSCC will serve as the central point of contact. The Centre team is fully trained on use of the department's portal to efficiently support and respond to all customer inquiries.
- **Redesign of Government's Website – Customer Service Corner:** The Department of Information Technology is currently gathering content in preparation for an expected launch in the 1st Quarter of 2025. The Customer Service Corner will provide information about
 - a. **Residency & Belonger Status Support:** The Centre assisted with 55 residency applications and 1 Belonger Status (4th Generation) application, providing updates on their status. (Figure 20 refers)

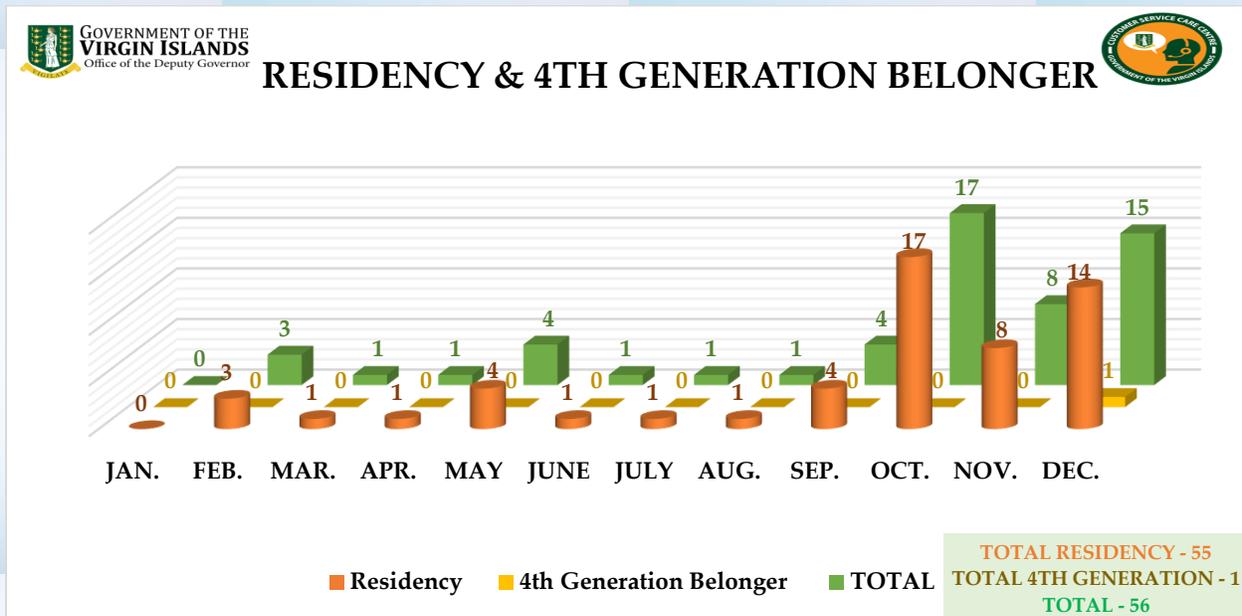


Figure 16 – Residency & Belonger Status Applicants

- **Disaster Readiness Customer Support:** To ensure customer support during disasters and for the team of Specialists to work remotely, mobiles and laptops with VPN access was sourced from the Department of Information Technology.

- **Connect APPOINTMENTS.GOV.VG (service departments' and Government's Active Directory Service):** In an effort to link the appointment system with department service offerings and the government's active directory to streamline and centralise service offerings for customers to enhance customer experiences.

- **WhatsApp Bulk Messaging:** This was introduced to increase customer interactions and enable broadcast of WhatsApp message notifications to all customer simultaneously which will significantly expand the reach of the Customer Service Care Centre via WhatsApp, enhance customer engagement by utilising personalised messaging and streamline operations.

- **Social Media Management and Marketing Initiative:** An initiative to increase brand awareness, visibility and engagement rates with customers was developed in 2024. This initiative includes...

- **Customer Service Care Centre Established on Virgin Gorda:** A fully outfitted Customer Service Care Centre was established on Virgin Gorda at the Vanterpool Administration Building in June, 2024 to give customers the same dynamic, world-class customer support through centralised service offerings while also supporting the main location. The Centre on Virgin Gorda operates every Tuesday and Thursday. Since opening, some 50 clients were served. (Figure 21 refers) We will continue to promote and share knowledge with the Virgin Gorda community so that more persons are able to utilise the Centre.

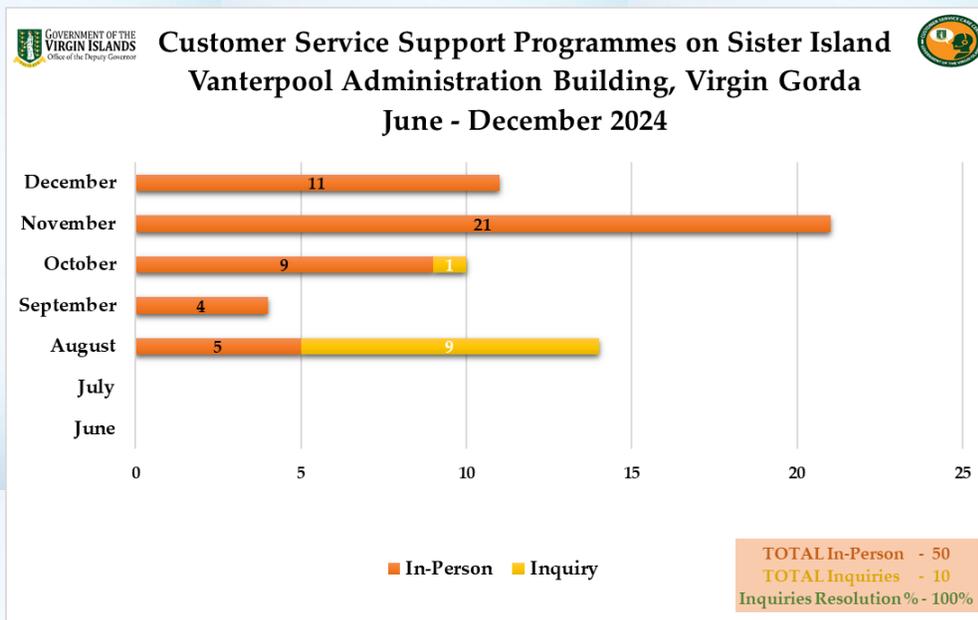


Figure 17 - Customer Support (Vanterpool Administration Building)

CUSTOMER COMPLAINTS

- a. The Centre received **298** complaints in 2024 on **15** departments, **27** of the re-occurring complaints received by both customers and departmental users were:
 - Delivering incorrect information
 - Dress code Issue
 - Late Opening - Business Hours
 - Inappropriate transfer of calls
 - Inappropriate customer service
 - Denial of Labour Clearance – No updates to customers
 - Residency Matters – No updates/Years submitted
 - Driver’s Licence Machine Dysfunction – No public notice
 - Office closures/No public notice to customers
 - Work Permit Applications/No updates to customers
 - No Frontline Cashiers/During particular hours
 - Unresponsive to calls, customers and emails (Departmental, governmental, lmshelp@gov.vg)
 - Refuse to meet with customers
 - Human error
 - Conflict of Interest
 - Property damage
 - Land dispute
 - Inappropriate Use of Government Vehicle
 - Human error
 - Improper use of the Appointment System
 - Appointments for specific services not appearing on the day’s listings
 - SMS texts/email notifications for certain self-booked customers utilising particular service providers not received
 - a. **206** from 2024 were resolved
 - b. **2** from 2024 were closed
 - c. **90** from 2024 are in-progress
 - d. Figure 19 refers to the number of complaints by departments.

Complaints 2024

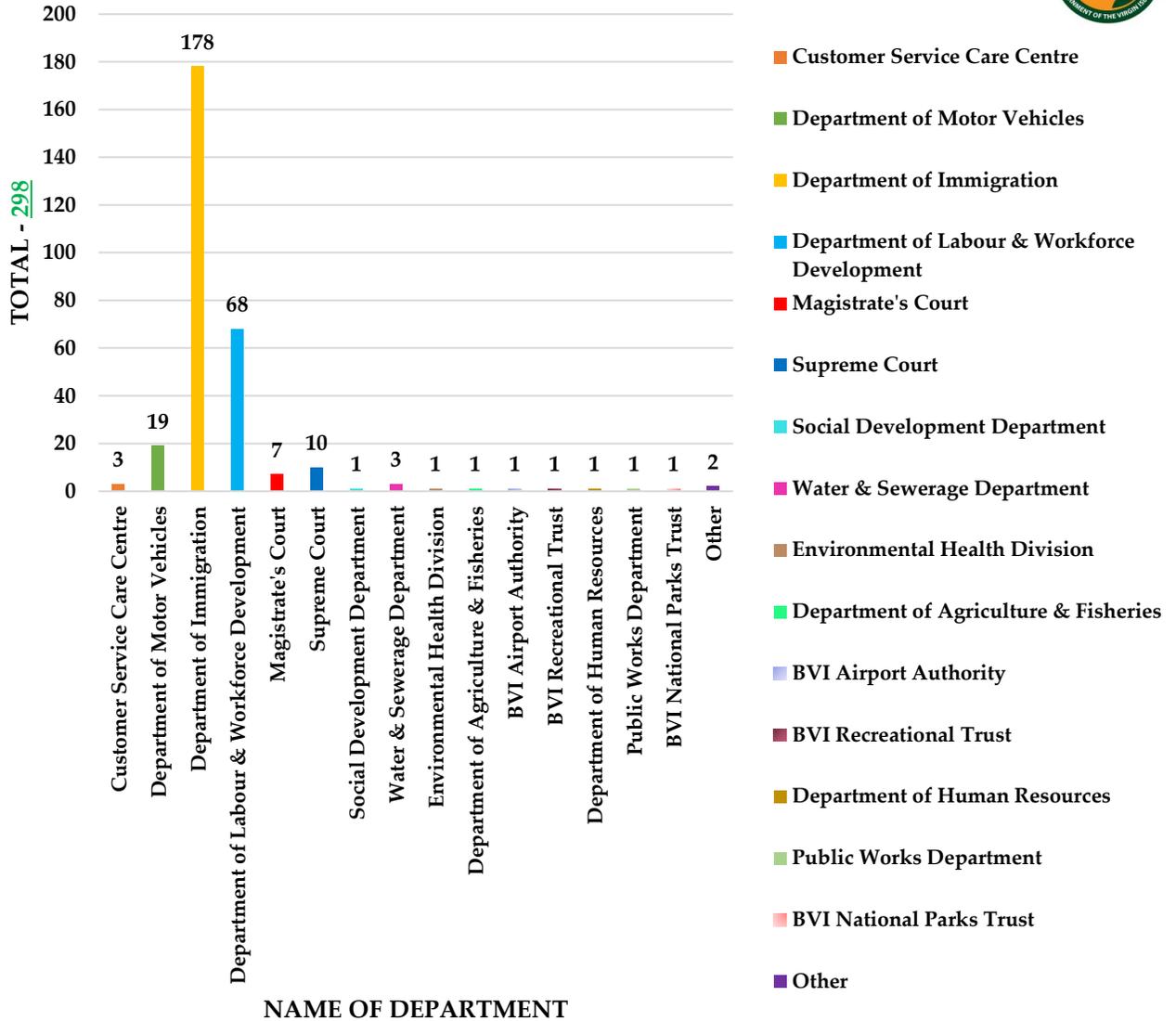


Figure 18 – Customer Complaints 2024 (By Department)

ACHIEVEMENTS AT A GLANCE

In 2024, the Customer Service Care Centre was able to reduce customer complaints by **70%** and has rectified **Two Hundred and eight (208)** out of **two hundred and ninety-eight (298)** complaints for both internal and external customers. These complaints ranged from delivering incorrect information, inappropriate transfer of calls, unacceptable customer service, untimely response to calls and customers, inconsistent opening hours, improper use of the Appointment System, human error, denial of user access, and SMS texts/email notifications for specific self-booked customers not received.

Additional achievements were:

1. Supported the first Public Service 101 Training for teachers to increase engagement and support government
2. A **100%** Customer satisfaction for data received via the Express Pods in 2024;
3. Implemented Guest Wi-Fi at the Centre to enhance customer experiences and support customers checking their appointment confirmation notifications;
4. Establishment of the Customer Service Care Centre in Virgin Gorda to support customer interactions, engagements and needs in the Sister Islands, offer convenience and accessibility to similar service offerings in the main location at the Burhym Building;
 - a. Installation of a telephone switchboard to support the Virgin Gorda Customer Service Care Centre with customer inbound and outbound calls.
5. Establishment of Disaster Readiness Support to respond to a surge in interactions during a disaster to ensure seamless communication with customers across various mediums,
6. An additional guest chair was placed in the Reception Area to create a comfortable and welcoming environment to support the number of customers visiting daily which resulted in a **92%** customer resolution rate in customer inquiries; **62%** customer resolution rate in BVI GovReportIt matters;
7. As a team, the Centre received 351 commendations and 18 departmental commendations on the rateus.gov.vg platform.

Many of the departments and customers continue to express great appreciation for the systems, other omni-channel communication support mechanisms and exceptional customer service experience offered by the Customer Service Care Centre. Several officers in the CSCC continue to receive commendations for exceptional customer service rendered to the public. Overall, the Centre provided customer support to **135,858** individuals, reflecting a **1%** increase from **133,933** in **2023**. (Figure 22 refers)

OVERALL CUSTOMER SUPPORT 2024

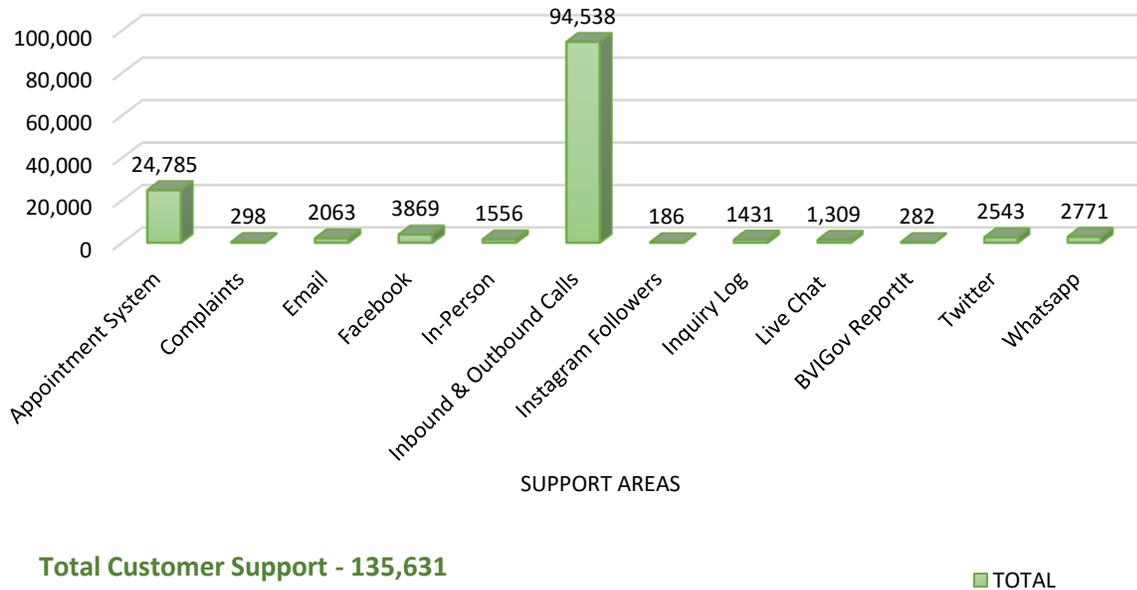


Figure 19 - 2024 All Customer Services

CHALLENGES

Some challenges that the Centre continued to experience in 2024 were:

1. Recurring technicalities with the telephone system which resulted in calls freezing and not resuming, calls placed on hold being disconnected and replaced by new incoming calls, automatic disconnection of calls while in progress and delayed audio.
2. Departments continue to not provide timely updates to customers on their applications or inquiries;
3. Departmental users are managing their department's Appointment System platform incorrectly by adding clients beyond their daily capacity;
4. Several offices/departments have only one (1) officer answering the phone lines or at their frontline, especially those that need multiple cashiers due to being short-staffed, which creates a delay when forwarding calls and customers receiving timely responses to their inquiries or payment of fees.

5. The BVI GovReportIt App experienced a download error for Android users, however, this was fixed through collaboration with CivicPlus, Google Inc., and the Department of Information Technology.

OPPORTUNITIES

Progress continues to be steady within the operations of the CSCC, and as a result, several opportunities have been identified. These include:

1. Securing the interest of additional departments to use the appointment system
2. Partnering with other stakeholders to increase awareness of the Centre and service offerings;
3. Partnering with the Department of Trade, Investment Promotions and Consumer Affairs on Trade Licenses updates for customers to increase customer responses; and
4. Partnering with Ministries and departments for job shadowing opportunities at the Centre for frontline officers to sharpen customer service skills and enhance overall customer experiences.
5. Providing support to the Department of Labour and Workforce Development on the Labour Management System by gaining limited back-end access to streamline processes, increase customer satisfaction, engagement and respond timely to customer work permit concerns and questions that are received at the Centre daily.
6. Offering a personalised and memorable customer experience by compassionate customer service professionals that disseminate information on the operations of the Public Service;
7. Reducing and resolving customer complaints timely; and
8. Streamlining processes and supporting overburdened departments by responding timely to customer questions and concerns to increase customer satisfaction and engagement across the Public Service.

PUBLIC SERVICE TRANSFORMATION – HUMAN RESOURCE MANAGEMENT

Virgin Islands Public Service Leadership Institute

The Virgin Islands Public Service Learning Institute (VIPSLI) is in its embryo stage of development. VIPSLI is the first of its kind in the Virgin Islands Public Service, replacing the Training Division and, more recently, the Learning and Development Unit within the Human Resources Department under the remit of the Office of the Deputy Governor. VIPSLI is intended to coordinate and deploy training, certification and professional development opportunities to meet all public officers' training and developmental needs. The focus has been on research, establishing potential networks

with organisations capable of providing quality assurance for the institution, developing the framework for the Institute and the training of public officers. VIPSLI has taken the lead in exposing public officers to the fundamentals needed to be successful in their roles, the delivery of exceptional public services, and to develop a strong desire to make employment within the Public Service, a career through the signature Public Service 101 course.

The objectives for the first six months (June – December 2023) were:

- a. **Visionary Strategic Planning** – Develop an innovative and forward-thinking vision for the Public Service Learning Institute, charting a transformative path aligned with government goals.
- b. **Robust Stakeholder Engagement** – Cultivate a solid and collaborative relationship with pertinent government ministries, agencies, industry stakeholders, regional and international institutions and organisations to foster a unified approach to institute establishment.
- c. **Resource Allocation** – Strategically allocate financial and human resources to ensure the institute's efficient launch and sustainable operations, reflecting sound fiscal planning.
- d. **Comprehensive Curriculum Design** – Create a comprehensive and versatile curriculum that addresses government needs and skill gaps, promotes holistic professional development for improving services in every ministry, and prepares public officers for upward mobility and further certification.
- e. **Faculty Recruitment** – Source and onboard accomplished and knowledgeable instructors, empowering the institute with a cadre of experienced educators and support staff.
- f. **Modern Infrastructure and Technology setup** – Establish modern physical facilities and a suitable online platform, ensuring a technologically advanced and accessible learning environment.
- g. **Legal and Regulatory Compliance** – Review and update the legal framework for the Learning Institute for the present and future. Ensure meticulous adherence to all legal, regulatory, and government standards, upholding a framework of integrity and good governance in all operations.
- h. **Strategic Public Awareness Campaign** – Implement a target and strategic marketing campaign to raise public officers and general public awareness about the institute's proposition, generating substantial interest.

These objectives emphasize the qualities and approach to be utilised in establishing the Virgin Islands Public Service Learning Institute.

NOTABLE ACHIEVEMENTS FOR VIPSLI:

VIPSLI Branding

1. Established the name of the institution as – “Virgin Islands Public Service Learning Institute”.
2. Logo Designed. GIS provided draft logos to be reviewed and the official design was sanctioned by the Deputy Governor.
3. The Vision was finalised – *To develop a world-class Public Service of highly skilled and adaptable leaders and employees.*
4. Mission statement was finalised – *To provide a varied, accessible, high-quality learning and development institute that nurtures personal and professional growth and prepares public officers for job success and upward mobility.*
5. Core Values for the institution were selected:
 - a. Accountability: All public officers are responsible for their actions and behaviours and should be willing to take ownership of the decisions made as individuals or as part of the Public Service.
 - b. Transparency: honest and transparent about its actions, decisions, and policies.
 - c. Commitment to service
 - d. Integrity and Ethics: The institution encourages honesty, transparency, and ethical behaviour as a public officer.
 - e. Diversity and Inclusion: The institution celebrates diversity and is committed to creating a welcoming and inclusive environment for all public officers.
 - f. Engagement: The institution recognises the importance of community service, civic engagement, and connecting with the broader community.
 - g. Innovation: The institution values innovation and embraces new technologies, ideas, and approaches to professional development and ongoing learning and development in the workplace.
 - h. Collaboration: The institution fosters collaboration and teamwork among public officers at every level as well as with external partners to achieve common goals.
 - i. Student Success: The institution prioritises public officers’ success and provides resources and support to help each one achieve their academic and professional career goals.
6. The goals of the institution were developed:

- To foster public service excellence through the design and delivery of competency-based programmes
- Promote continuous learning and development
- Support a high-performance culture within the Public Service
- Establish a cadre of experts – employees and leaders
- Build strategic capacity
- Ensure continuity of institutional knowledge in all ministries
- Standardise learning and development by roles and career paths
- Define pathways for upward mobility within the Public Service
- Provide certification of various levels for public officers
- Motivate public officers to adapt to change and innovations while maintaining the standards of the Public Service.

7. Capabilities were identified:

- Integrity – the heart of the VIPSLI is the pursuit of high standards of professionalism – both in what we do and how we do it.
- Working with the Government’s vision – a willingness to serve and the ability to apply a deep understanding of the Public Service context.
- Engagement & Partnership – working with others to shape policy and services that drive better outcomes for the Virgin Islands community.
- Implementation & Services – bringing policy to life with effective and efficient services that benefit the Virgin Islands community.
- Strategy, Policy & Evaluation – delivering excellent policy and services with strategic analysis and evaluation throughout the policy lifecycle.
- Leadership & Management – driving organisational productivity and performance through inspiration towards a common goal.

The Learning Model

Learning can be across four primary methods categorised as formal and non-formal learning.

1. Core Competency Development
2. Formal Learning
3. Attachments and secondments
4. Coaching and mentoring
5. Further, online or face-to-face learning - Asynchronous learning allows for self-paced schedules. Online asynchronous classes might include short videos teaching key concepts. In some cases, public officers can also complete homework assignments and receive immediate feedback instead of waiting for instructors to grade them.

Partnerships

1. Formed partnerships with two Civil Service Colleges as partners in the same craft – the UK Civil Service College and the Cayman Islands Civil Service College. This partnership has been beneficial.
2. Finalised the MOU with the HLSCC. This was signed on 2nd August 2023.
3. Finalised the proposal for the PAHO Maintenance course. This was oversubscribed and there had to be three cohorts.
4. Opened dialogue with relevant government ministries, key stakeholders, agencies, and regional and international organisations to foster a unified approach for the growth and development of the institute.

Study Leave, Secondments, Attachments

1. Finalised and submitted information for the Public Service Commission for two officers seeking a leave of absence to study abroad. Drafted the Information Paper for another officer seeking further study leave.

Curriculum Development

1. Developed outlines for foundation courses of the institution, which include the Public Service 101 course, Customer Service

Operational Plan Development

1. Staff complement needed to execute the mandate of VIPSLI was determined:
 - Director of the Learning and Development Institute
 - Deputy Director – Programme Development/ Learning Programmes Facilitator
 - Human Resources Manager (Administration)
 - Learning and Development Business Partner
 - (3) Administrators
 - Faculty members – Full-time and Adjunct Faculty/Training Officers
 - Training Clerk/ Office Generalist
 - Personal Assistant to the Director of Learning and Development
 - Part-time Janitor
 - Messenger – on-call
2. Completed a needs assessment for the government service for each ministry/department and compiled a full document of training needs. This was submitted for the Cabinet’s approval in November 2023.
3. Determined the Structure/Format for the VIPSLI

Training will be provided on an ongoing basis, incorporating both formal and non-formal methods. The official academic year for the Institute will commence in October and conclude in September. At the culmination of each academic year, there will be an annual Certificate Award Ceremony, typically held in September or October, where participants will receive certification and credentials upon completing courses or a full programme. This ceremony will also serve to recognise the achievements of participants, thereby enhancing their professional profiles. Additionally, each completed course will earn participants a certificate of participation and the required essential learning hours.

The curriculum will be comprehensive, covering various aspects of public service such as public policy, governance, leadership, ethics, public administration, communication, project management, and customer service. To cater to diverse schedules and preferences, the structure of the programmes will offer flexibility in learning options, including self-paced online courses, weekend workshops, evening classes, and intensive condensed programmes. Stand-alone courses in selected areas will also be available.

Facilitation of courses will be conducted through various mediums including HLSCC, CARICAD, LinkedIn Online Learning, City & Guilds ILM programme, VIPSLI staff, and contracted facilitators. Classes will be held virtually or face-to-face as needed.

An Induction Course for all public officers will be offered, covering subjects such as Public Service 101, Customer Service, and Public Policy. VIPSLI will encourage collaborative learning through group projects, case studies, and interactive discussions to facilitate the exchange of ideas and experiences among participants.

The Institute will collaborate with government agencies, international organisations, similar colleges and universities, NGOs, and other stakeholders to extend its reach and impact.

Efforts will be made to establish a Training and Resource Centre that provides public officers access to relevant books, research papers, case studies, and online resources. Participants will be encouraged to explore and develop new approaches to addressing public service challenges.

Regular practice evaluation and feedback sessions will be conducted to assess the effectiveness of the Institute's programs through participant feedback, evaluations,

and outcome assessments. This information will be utilised to enhance the offerings of the Institute continuously.

Training of Public Officers

1. From June to December, VIPSLI was able to offer a variety of training opportunities to roughly 1,567 public officers in about 55 different courses from all grade levels. The training utilised classroom and online modes.
2. Introduced one of VIPSLI's signature programmes, Public Service 101. Hosted two cohorts on Tortola and one on Virgin Gorda, over 300 public officers who joined the service between 2019 – 2023.

Current Training And Opportunities Offered

1. Public Service 101 – public officers who joined the service 2019 – 2023
2. Preventative Maintenance Training - All maintenance workers
3. Security Officers training – Officers of the central government
4. Leadership and Management training for current and potential leaders in the service
5. Protocol training
6. Customer Service Train the Trainers
7. Scholarships and study leave opportunities for deserving and qualifying public officers
8. Secondment opportunities
9. Attachment opportunities for public officers to other departments for professional development opportunities.

Upcoming Initiatives

1. Finalising the contract with LinkedIn Learning – Online formal learning Courses
3. Piloting the Customer Service Course for the Customer Service Specialists
4. Public Service 101 for all public officers
5. Public Service 101 Course for Businesses and Statutory Bodies
6. VIPSLI Award and Certification Ceremony at the end of the academic year
7. Training for the Technical Team – Caribbean Vocational Qualifications (CVQ) and Prior Learning Assessment (PLAR).
8. Introduction of new courses that are subject-specific and directly geared to filling needs gaps within the Public Service
9. Emerging Leaders Training programme within the Public Service
10. ACCA certification for public officers is available through the VIPSLI in conjunction with the Robert Mathavious Institute
11. Study tours see firsthand established institutions in operation
12. VIPSLI student handbook and programme schedules.

13. Communication Plan for VIPSLI.
14. Partnership opportunities with local, regional and international educational and funding bodies to aid the vision and mission of VIPSLI.
15. Department Assessment to provide recommendations to improve output from the unit.
16. Reach 95% of the public officers through learning opportunities.
17. On-going scholarship opportunities for deserving public officers in areas where there are gaps in the Public Service.

PUBLIC SERVICE TRANSFORMATION – GOOD GOVERNANCE

Policy Matters Advanced for Decisions

The Deputy Governor, in collaboration with the Permanent Secretary, advanced policy matters to Cabinet for decisions geared towards greater efficiency, improved customer service and the overall strategic direction of the Public Service and the Governor's Group.

Completed Policies and Cabinet Decisions

The following matters were presented to and approved by the Cabinet

1. Magistracy – 2022 Annual Report

The purpose of the paper was to obtain Cabinet's approval of the Magistracy's 2022 Annual Report and for its subsequent submission to the House of Assembly to be laid on the table. This matter was agreed by the Cabinet (**Decision – Extract No. REx/1/2024**) on **24th January, 2024**.

2. Civil Registry and Passport Office – 2022 Annual Report

The purpose of the paper was to obtain Cabinet's approval of the Civil Registry and Passport Office's 2022 Annual Report and for its subsequent submission to the House of Assembly to be laid on the table. This matter was agreed by the Cabinet (**Decision – REx/2/2024**) on **24th January, 2024**.

3. Bill entitled, Register of Interests (Amendment) Act, 2024

The purpose of this Paper was to obtain Cabinet's approval of the Bill entitled, Register of Interests (Amendment) Bill, 2024 as well as approval for the Bill's submission to the House of Assembly for introduction and passage. This matter was agreed by the Cabinet (**Decision – REx/15/2024**) on **16th February, 2024**.

4. Recommendation B39 Vetting of the Royal Virgin Islands Police Force, Immigration Department, His Majesty's Prison and His Majesty's Customs

The purpose of this paper was to update Cabinet on the introduction of a comprehensive vetting regime to facilitate the full vetting of the Royal Virgin Islands Police Force, the Immigration Department, His Majesty's Prison, and His Majesty's Customs. This independent vetting framework was established with the support of the United Kingdom's International Police Assistance Service, in collaboration with the Office of the Deputy Governor and Central Government, under the Governor's direction, to fulfil Recommendation B39. Additionally, the paper sought Cabinet's

approval for the Attorney General's Chambers to implement the necessary legal amendments in accordance with the Attorney General's advice. This matter was agreed by the Cabinet (**Decision – REx/35/2024**) on **1st March, 2024**.

5. Permission to Declare the Clarence Thomas Building (Pasea Estate) as the Magistrate's Court

The purpose of this paper was to obtain Cabinet's approval for Clarence Thomas, Pasea Estate to be declared a courthouse in accordance with section 9 of the Magistrate's Code of Procedure Act, 2013 Consolidation, of the laws of the Virgin Islands. This matter was agreed by the Cabinet (**Decision – REx/36/2024**) on **12th March, 2024**.

6. Department of Disaster Management - 2022 Annual Report

The purpose of the paper was to obtain Cabinet's approval of the Department of Disaster Management's 2022 Annual Report and for its subsequent submission to the House of Assembly to be laid on the table. This matter was agreed by Cabinet (**Decision – REx/26/2023**) on **12th March, 2024**.

7. Renaming of the Royal Virgin Islands Police Force Marine Base to the Virgin Islands Law Enforcement Marine Base

The purpose of this paper was to inform Cabinet on the renaming of the Royal Virgin Islands Police Force Marine Base to the Virgin Islands Law Enforcement Marine Base. **This matter was agreed by Cabinet (Decision – REx/47/2024) on 20th March, 2024.**

8. Supply of Vehicles for the Royal Virgin Islands Police Force (RVIPF)

The purpose of this paper was to obtain Cabinet's approval of the recommendation submitted by the Central Tenders Board Evaluation Committee to award Virgin Islands Motors Ltd the contract for the supply of six (6) vehicles for the Royal Virgin Islands Police Force. **This matter was agreed by Cabinet (Decision – REx/38/2023) on 13th March, 2024.**

9. Department of Human Resources – 2020-2022 Annual Report

The purpose of the paper was to obtain Cabinet's approval of the Department of Human Resources' 2020-2022 Annual Report and for its subsequent submission to the House of Assembly to be laid on the table. **This matter was agreed by Cabinet (Decision – REx/78/2024) on 18th April, 2024.**

10. Supreme Court and Commercial Court - 2023 Annual Report

The purpose of the paper was to obtain Cabinet's approval of the Supreme Court and Commercial Court's 2023 Annual Report and for its subsequent submission to the House of Assembly to be

laid on the table. **This matter was agreed by Cabinet (Decision – REx/83/2024) on 18th April, 2024.**

11. Amendments to the Service Commission Regulations to Establish a Dedicated Secretariat for the Service Commissions

The purpose of the paper was to amend the Service Commissions Regulations to establish an independent dedicated secretariat to provide support to the four service commissions independently of the departments they serve. This Secretariat will function with an Executive Commission Secretary serving as the Accounting Officer supported by three Commission Secretaries. **This matter was agreed by Cabinet (Decision – REx/89/2024) on 25th September, 2024.**

12. Civil Registry and Passport Office – 2023 Annual Report

The purpose of the paper was to obtain Cabinet's approval of the Civil Registry and Passport Office's 2023 Annual Report and for its subsequent submission to the House of Assembly to be laid on the table. **This matter was agreed by Cabinet (Decision – REx/90/2024) on 1st May, 2024.**

13. Cost of Conversion to the New Salary Structure, Salary Progressions and Increment Arrears

The purpose of this paper is to provide Cabinet with an update on the cost of the salary conversion exercise **This matter was noted by Cabinet (Decision – REx/115/2024) on 12th June, 2024.**

14. Amendments to the Elections Act based on Recommendations from the Supervisor of Elections' 2023 General Elections Report

The purpose of this paper was to propose reformative amendments to the Elections Act 2013 Revised Edition and Regulations, which will enhance and strengthen the electoral administration process by ensuring equality and candour. Moreover, amendments such as the enforcement of the Code of Conduct of Political Parties and Candidates, Registration of Political Parties and Candidates, Campaign Financing Legislation, the establishment of a Department of Elections, and an Election Advisor Committee, were also advanced as efforts to promote accountability and transparency of all stakeholders. Noteworthy, the aforementioned all serve to promote the public's level of trust in the electoral system, and its [electoral system] level of functioning in relation to international standards. **This matter was agreed by Cabinet (Decision – REx/116/2023) on 15th May, 2024.**

15. Magistracy – 2023 Annual Report

The purpose of the paper was to obtain Cabinet's approval of the Magistracy's 2023 Annual Report and for its subsequent submission to the House of Assembly to be laid on the table. **This matter was agreed by Cabinet (Decision – REx/117/2024) on 12th June, 2024.**

16. Office of the Deputy Governor – 2023 Annual Report

The purpose of the paper was to obtain Cabinet's approval of the Office of the Deputy Governor's 2023 Annual Report and for its subsequent submission to the House of Assembly to be laid on the table. **This matter was noted by Cabinet (Extract number – REx/127/2024) on 26th June, 2024.**

17. Department of Human Resources – 2023 Annual Report

The purpose of the paper was to obtain Cabinet's approval of the Department of Human Resources' 2023 Annual Report and for its subsequent submission to the House of Assembly to be laid on the table. **This matter was noted by Cabinet (Extract number – REx/128/2024) on 26th June, 2024.**

18. Virgin Islands Public Service Learning Institute – Progress Report as of December 2023

The purpose of the paper was to provide Cabinet with a progress report of the Virgin Islands Public Service Learning Institute as of December 2023. The report outlines and includes notable achievements, partnerships and upcoming initiatives for the Institute. **This matter was noted by Cabinet (Decision – REx/131/2024) on 10th July, 2024.**

19. Update on the Sister Islands Programme

The purpose of this paper was to provide Cabinet with an in-depth knowledge of the Sister Islands Programme, its operations and its accomplishments. It was also to inform Cabinet on the matters that require attention on the Sister Islands as well as to present recommendations on how these matters can be addressed to ensure an acceptable standard of living for Sister Island residents. This matter was noted by Cabinet **(Decision – REx/132/2024) on 10th July, 2024**

20. Request to Permit the Office of the Director of Public Prosecutions to enter two contracts with Mr. Sandip Katel, QC

The purpose of this paper was to obtain Cabinet's approval to engage Learned King's Counsel Sandip Patel, external Counsel, to represent the Crown in two Appeal cases. **This matter was agreed by Cabinet (Decision – REx/144/2024) on 12th June, 2024**

21. Financial Investigation Agency – 2022 Annual Report and 2024 Budget Estimates

The purpose of this paper was to provide Cabinet with the Financial Investigation Agency's 2022 Annual Report and 2024 Budget Estimates in accordance with Section 11 of the Financial

Investigation Agency Act, 2003. **This matter was agreed by Cabinet (Decision – REx/151/2024) on 17th July, 2024.**

22. Police (Amendment) Regulations, 2024

The purpose of the paper was to obtain Cabinet's approval to lay the Police (Amendment) Regulations on the table of the House of Assembly. **This matter was agreed by Cabinet (Decision – REx/ REx/169/2024) on 21st August, 2024.**

23. Lease of Accommodation for the Governance Reform Coordination Centre (GRCC) – Premier's Office

The purpose of this paper was to obtain Cabinet's approval under Section 170 (2) of the Public Finance Management Regulations to enter into a new lease agreement with Forge International (BVI) Ltd. to accommodate the Governance Reform Coordination Centre pursuant to sections 8(3)(c)(ii) of the Public Procurement Act, 2021. This is a single-source procurement. **This matter was agreed by Cabinet (Decision – REx/176/2024) on 3rd July, 2024.**

24. Bill Entitled, Commission of Inquiry Bill, 2024

The purpose of this Paper was to obtain Cabinet's approval of the Bill entitled, Commission of Inquiry Bill, 2024 as well as approval for its submission to the House of Assembly for introduction and passage. **This matter was agreed by Cabinet (Decision – REx/182/2024) on 28th August, 2024**

25. RVIPF Cyber Security – Single Source- Darktrace-Shokaz LLC

The purpose of this paper was to obtain Cabinet's approval to enter into a single source procurement with Darktrace Holdings Limited to procure a cyber security system for the Royal Virgin Islands Police Force. **This matter was agreed by Cabinet (Decision – REx/188/2024) on 10th July, 2024.**

26. COI Recommendation 39 – Service Commissions (Amendment) Bill, 2024 and Service Commissions (Amendment) Regulations, 2024

The purpose of this paper was to seek Cabinet's approval of the Service Commissions (Amendment) Bill, as well for its submission to the House of Assembly. Additionally, it sought approval for the submission of the Service Commissions (Amendment) Regulations to be laid on the table in the House of Assembly. **This matter was agreed by Cabinet (Decision – REx/188/2024) on 25th July, 2024**

27. Renewal of Warranty – RVIPF Bulletrax System (IBIS)

The purpose of the paper was to obtain Cabinet's approval to renew the contract with Ultra Electronics Forensic Technology, Inc. to provide improved ballistic forensic services to the Royal Virgin Islands Police Force. **This matter was agreed by the Cabinet (Decision - REx/197/2024) on 17th July, 2024.**

28. Department of Disaster Management – 2023 Annual Report

The purpose of the paper was to obtain Cabinet's approval of the Department of Disaster Management's 2023 Annual Report and for its subsequent submission to the House of Assembly to be laid on the table. **This matter was agreed by the Cabinet (Decision – REx/205/2024) on 25th July, 2024.**

29. Lease of Office Accommodation for the Ministry of Environment, Natural Resources and Climate Change

The purpose of this paper was to obtain Cabinet's approval, pursuant to Section 170 (2) of the Public Finance Management Regulations, to enter into a new lease agreement with Yenmor Company Limited to accommodate the Ministry of Environment, Natural Resources and Climate Change pursuant to sections 8(3)(c)(ii) of the Public Procurement Act, 2021. This is a single-source procurement. **This matter was agreed by Cabinet (Decision – REx/216/2024) on 21st August, 2024**

30. Bill Entitled, Public Service Management Act, 2024

The purpose of this paper was to obtain Cabinet's approval of the Public Service Management Bill and for its submission to the House of Assembly at the next convenient sitting. **This matter was agreed by Cabinet (Decision – REx/219/2024) on 15th August, 2024.**

31. Bill Entitled, Financial Investigation Agency (Amendment) Bill, 2024

The purpose of the Cabinet Paper was to obtain Cabinet's approval of the Financial Investigation (Agency) Amendment Bill, 2024 which sought to effect necessary amendments to the Financial Investigation Agency Act, 2003 (Act No. 19 of 2003) (as amended), in order to incorporate additional measures recommended by the Financial Action Task Force ("FATF") to strengthen the legal framework of the Financial Investigation Agency ("FIA") to better perform its AML/CFT obligations for combating money laundering, terrorist financing and proliferation financing. **This matter was agreed by Cabinet (Decision – REx/283/2024) on 25th September, 2024.**

32. 2025 Public Holidays

The purpose of the paper was to obtain Cabinet's approval of the 2025 Public Holidays. **This matter was agreed by Cabinet (Decision – REx/305/2024) on 9th October, 2024.**

33. Situation Report – Flood Events of 5-6 June, 2024

This paper aimed to provide the Cabinet with an update on the actions taken by the Critical agencies and the Department of Disaster Management during and after the Flood Event as it impacted the British Virgin Islands from 5th - 6th June, 2024. **This matter was noted by Cabinet (Decision – REx/318/2024) on 22nd January, 2025.**

34. Public Service Week 2024

The purpose of this paper was to inform the Cabinet that Public Service Week 2024 was held from 10th – 16th November, 2024 under the theme **“Unity in Service: Our Public Service Standing Together.** **This matter was noted by Cabinet (Decision – REx/319/2024) on 22nd January, 2025.**

35. Situation Report – Tropical Storm Ernesto (13-14) August, 2024

This paper aimed to provide Cabinet with an update on the actions taken by the critical agencies and the Department of Disaster Management before, during and after the passage of Tropical Storm Ernesto as it impacted the British Virgin Islands from 13th to 14th August, 2024. **This matter was noted by Cabinet (Decision – REx/320/2024) on 22nd January, 2024.**

36. Financial Investigation Agency – 2023 Annual Report and 2023 Audited Financial Statement

The purpose of this paper was to provide Cabinet with the Financial Investigation Agency's 2023 Annual Report and 2023 Audited Financial Statement in accordance with the statutory requirements. **This matter was agreed by Cabinet (Decision – REx/337/2024) on 29th January, 2025.**

37. Update on the Leadership of the Department of Human Resources

The purpose of this paper was to provide the Cabinet with the requested update on the leadership and operational framework of the Department of Human Resources. **This matter was noted by Cabinet (Decision – REx/338/2024). The official Cabinet Extract was not received by the date of this publication.**

38. Upgrade and Transfer to the OTRICS System

The purpose of the paper was to approve the retention of the SAS Software Limited service as the provider of the OTRCIS system and for the upgrade of the system for the period 2022 to 2026 to

be utilised by the Royal Virgin Islands Police Force, Customs Department, and the Financial Investigation Agency. **This matter was agreed by Cabinet (Decision – REx/341/2024) on 28th November, 2024.**

39. Digitisation and Preservation of Civil Records at the Civil Registry and Passport Office from 1923-2022 and Becoming a FamilySearch Affiliate Centre

The purpose of the Cabinet Paper was to obtain Cabinet’s approval to enter into an agreement with FamilySearch International to digitise and preserve archival civil records from the Civil Registry and Passport Office from 1923 to 2022. **This matter was agreed by Cabinet (Decision – REx/382/2024) on 15th January, 2025.**

40. Report on Public Service Week 2024

The purpose of this paper was to provide Cabinet with a report on Public Service Week 2024. **This matter was noted by Cabinet (Decision – REx/383/2024). The official Cabinet Extract was not received by the date of this publication.**

41. Report – Customer Service Programme Updates

This information paper provided details about the achievements of the customer service programme for 2024 inclusive of data obtained from the utilised customer service monitoring and feedback tools, operational data from the Customer Service Care Centre and current trending issues. **This matter was noted by Cabinet (Decision – REx/1/2025). The official Cabinet Extract was not received by the date of this publication.**

Bills Passed in the House of Assembly

These bills were passed in the House of Assembly and received assent by the Governor

1. Inquiries Act - an act to provide for the establishment and conduct of inquiries into matters of public interest and to provide for connected matters. Additionally, it repeals the Commissions of Inquiry Act. The legislation is expected to address gaps identified in past inquiries, streamline processes, and foster an environment of transparency and accountability. Moreover, it ensures that commissions of inquiry remain robust tools for investigating and addressing systemic issues, promoting justice, and upholding good governance.
2. Service Commissions (Amendment) Act – an amendment to provide for the vetting of officers from His Majesty’s Customs, Immigration Department and His

Majesty’s Prison pursuant to Recommendations B39 of the Commission of Inquiry report and the Government of the Virgin Islands’ subsequent agreement via the “Framework for Implementation of the Recommendations of the Commission of Inquiry Report and Other Reforms. The legislation is expected to ensure that present and prospective officers are vetted before entering these departments. This is critical to ensure the integrity, trustworthiness, and effectiveness of those entrusted with enforcing the law and maintaining public safety.

3. Public Service Management Act – an act to formally establish and continue the Public Service and its organisational frameworks. The Act provides a structured framework for governance, accountability, and efficiency in public service operations. It standardises procedures for recruitment, promotions, and disciplinary actions, fostering professionalism and merit-based decisions. It enhances transparency in decision-making, protects public officers by addressing grievances fairly, and promotes strategic human resource development through workforce planning and training. Additionally, the Act builds a more effective, equitable, and trustworthy public service aligned with good governance principles.
4. Financial Investigation (Amendment) Act - to empower the agency to make certain disclosures to a foreign financial investigation agency and to supervise Non-Profit Organisations (NPOs) at risk of terrorist financing abuse. Additionally, the amendment enhances the enforcement powers of the agency, to prohibit persons from carrying on the business of a Designated Non-Financial Business and Professions (DNFBP) without first being registered by the agency and for other matters connected therewith. These measures are considered appropriate to enable the FIA to discharge its functions and supervisory responsibilities over DNFBPs and NPOs in an appropriate and legitimate manner.

PUBLIC SERVICE TRANSFORMATION – DIGITAL TRANSFORMATION

Within the Office of the Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULARS

As a means of communicating with public officers and the public, various methods of communication are utilised including circulars, monthly messages and statements.

As the delegated Head of the Public Service, the Deputy Governor issues circulars to inform public officers of policy or legislative matters affecting the Public Service. He is also responsible for informing the Public Service on matters of new policy decisions and updates affecting the working lives of each public officer. Twenty-five (25) circulars (**Appendix 4**) were issued during the period March 2024 through February 2025.

Date	Circular	Topic
12th March 2024	5 of 2024	Caribe Wave Tsunami Exercise And Tsunami Readiness Webinar
15th March 2024	6 of 2024	Revised Allowance Listing
10th April 2024	7 of 2024	Revised Allowances and Benefits Schedule
8th May 2024	8 of 2024	Government Services To Remain Open – Reduced Services Only
8th May 2024	9 of 2024	Public Service to Continue Reduced Services on 8 th May 2024
24th May 2024	10 of 2024	Rapid Readiness Assessment 2024
6th June 2024	11 of 2024	Government Offices To Remain Open – Activation of Flexible Working Arrangements
6th June 2024	12 of 2024	Government Offices Closed – Essential Services Only
20th June 2024	13 of 2024	Funeral Arrangements for Former Legislator, Mr. Vernon Malone, QPM, LLB
21st June 2024	14 of 2024	Consultation – Public Service Management Bill, 2024
3rd July 2024	14 of 2024	Reminder - Consultation – Public Service Management Bill, 2024
4th July 2024	15 of 2024	Launch of the Green Pledge Drive and Tips for Supporting Greening the Public Service
12th August 2024	16 of 2024	Preparations for the Public Service Ahead of Increased Weather Activity
13th August 2024	18 of 2024	Government Offices Closed on Wednesday, 14 th August – Essential Services Only
14th August 2024	19 of 2024	Government Office to Reopen on Thursday, 15 th August
22nd August 2024	20 of 2024	Completion of Performance Appraisals - 2023
27th September 2024	21 of 2024	A Message to the Public Service
18th October 2024	22 of 2024	National Celebration of the Right Honourable Dame Janice M. Pereira
1st November 2024	23 of 2024	Public Service Week
5th November 2024	24 of 2024	New Ministerial Assignments
11th November 2024	25 of 2024	Office Inspections and Flexible Working Arrangements in Response to Flooding and Landslide Clean Up Efforts
22nd November 2024	26 of 2024	Completion of 2024 Performance Appraisals
22nd November 2024	27 of 2024	Public Service Management Act, 2024
13th December 2024	28 of 2024	2024 Christmas/New Year Holiday Schedule
16th December 2024	29 of 2024	Completion of Mandatory Learning Hours
19th December 2024	30 of 2024	Registration – Declaration of Interest for Specified Public Officers

19 th February 2025	1 of 2025	Participation In The Commission Of Inquiry (COI) Reforms Survey
19 th February 2025	2 of 2025	Public Consultation on the Human Rights Commission Bill, 2024
20 th February 2025	3 of 2025	Reminder: Submission of Annual Reports
20 th February 2025	4 of 2025	Caribe Wave Tsunami Exercise and Tsunami Readiness Webinar

MONTHLY MESSAGES AND STATEMENTS

Monthly messages and statements are issued to keep the Public Service engaged, informed and involved.

Monthly messages and statements are delivered to ensure information is relayed to public officers and the public is kept abreast of what is happening in the Office of the Deputy Governor and throughout the Public Service. Each message and statement is focused on a different topic intended to relay important information about the Public Service. The table below shows the details of each message and statement issued from March 2024 to February 2025.

Month	Title	
March	Update on the Customer Service Programme	https://www.facebook.com/BVIGovernment/videos/946912673487410
April	Leadership In The Public Service	https://www.facebook.com/BVIGovernment/videos/1475068726755468
May	Mental Health Awarenesss and the need to prioritise our well being	https://www.facebook.com/BVIGovernment/videos/986752422987238
June	The Public Service and the Atlantic Hurricane Season	https://www.facebook.com/BVIGovernment/videos/1697276551080615
July		
August		
September	Update on the Implementation on the COI Recommendations	https://www.facebook.com/BVIGovernment/videos/883508073736957
October		
November		
December	2024 Christmas Message	
January		

February	Work of the Records Management Centre	
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LOCAL MEETINGS AND CONFERENCES

To keep abreast of regional and international best practices, the Deputy Governor attends meetings, some of which are mandatory in the role. Various local meetings are hosted and attended to address the business of the Public Service. The Deputy Governor also held the position of the Chairman for CARICAD

Senior Management Team Meetings

The Deputy Governor serves as the reporting head for all Senior Managers. The Senior Management Team is comprised of the following:

- Financial Secretary, Ministry of Finance, Mr. Jeremiah Frett
- Cabinet Secretary, Ms. Sandra Ward
- Permanent Secretary, Premier’s Office, Mrs. Carolyn Stoutt Igwe
- Permanent Secretary, Ministry of Financial Services, Economic Development and Digital Transformation,
- Permanent Secretary, Ministry of Education, Youth Affairs and Sports, Dr. Marcia Potter
- Permanent Secretary, Ministry of Environment, Natural Resources and Climate Change, Mr. Ronald Smith-Berkeley
- Permanent Secretary, Governor’s Group, Mrs. Sharleen DaBreo-Lettsome
- Permanent Secretary, Ministry of Communications and Works, Mrs. Elvia Smith-Maduro
- Permanent Secretary, Ministry of Tourism, Culture and Sustainable Development, Mr. Joseph Smith-Abbott
- Permanent Secretary, Ministry of Health and Social Development, Ms. Tasha Bertie

Senior Management Team meetings are conducted on the first Friday of each month. The 10 meetings that were conducted (10th March, 11th April, 6th May, 4th June, 2nd July, 4th August, , 1st September, 6th October, 3rd November, 1st December, 22nd December, 7th January and 11th February) were to ensure communication between the Deputy Governor and Senior Managers remained constant as they discussed, planned and coordinated matters for the proper and continued functioning of the Public Service in a manner that promotes productivity, partnerships and the value of integrity in public life.

Each meeting is structured similarly with the opportunity for discussions on special topics, in some instances, based on current happenings in the Public Service or specific ministries.

During this year's meetings, an update on COI recommendations became a fixture on the agenda. Permanent Secretary, Stoutt-Igwe was able to present on the current status of recommendation implementations as well as offer insight into how senior managers could offer support in these implementations across the service.

Heads Meetings

Heads Meetings are held by the Deputy Governor to relay information to the wider Public Service and Statutory Agencies through invitations extended to Senior Managers, Deputy Secretaries, Ministerial Human Resources Managers, Heads of Departments, Divisions, Units and Statutory Agencies. The Deputy Governor deemed it necessary to keep all agencies duly informed of pertinent information as it relates to the operations and decisions that affect these agencies directly and indirectly. A total of **two (2) Heads Meetings** were conducted for the period March 2024 through February 2025; these meetings took place on **27th September, 2024** and **31st January 2025**.

Public Service Meetings

In an effort to ensure all public officers are kept abreast of important information, the Deputy Governor conducted Extra-Ordinary Public Service Meetings. All public officers were invited to attend and given an opportunity to ask questions to the presenters.

- 5th March, 2024: Introduction to His Excellency the Governor Daniel Pruce
- 10th December, 2024: Virgin Islands Public Service Management Act, 2024
- 26th February, 2025: Human Rights Commission Bill, 2025

Financial Investigation Agency Meetings

The Deputy Governor serves as Chairman of the Board for the Financial Investigation Agency. The purpose of the Agency is to be a specialist investigative law enforcement arm of the Government of the Virgin Islands in relation to the Territory's position as an International Offshore Financial Centre. This position requires the Territory to actively fight against money laundering and the financing of terrorist activity as well as the growing trends towards international financial industry related crimes.

Regularly scheduled Board Meetings are held quarterly to discuss matters relating to the Agency. In addition to the scheduled quarterly Board Meetings, other meetings were conducted to discuss and finalise matters related to the operations and management of the Agency including staffing, budget and financial matters. A total of, 9 meetings were conducted during the period March 2023 through February 2024.

Additional Meetings

The Deputy Governor attended on invitation or as a member of a Board, Committee or Group a number of meetings:

1. National Anti-Money Laundering/Countering the Financing of Terrorism Coordinating Council (NAMLCC) Meeting

1. 27th April
2. 25th May
3. 29th June
4. 12th October
5. 1st February, 2024
6. 29th February, 2024

2. Cabinet Meetings

1. 26th July
2. 2nd August
3. 27th September – Special Meeting of Cabinet - new
4. 21st December
5. 28th December – Special Meeting of Cabinet
6. 24th January, 2024

3. Cabinet Steering Group (CSG) Meeting and Debriefing Meetings

- | CSG | Debriefing |
|----------------------------------|-----------------------|
| 1. 24 th July | 24 th July |
| 2. 31 st July | |
| 3. 25 th October | |
| 4. 17 th November | |
| 5. 27 th December | |
| 6. 22 nd January 2024 | |

4. Criminal Justice Advisory Group Meeting

1. 21st July

5. National Disaster Management Council (NDMC)

1. 22nd June, 2023

6. COI Steering Committee, Discussion and Implementation Meetings

1. 14th March
2. 31st March – Tripartite
3. 1st May
4. 22nd May
5. 25th May – Tripartite
6. 13th June
7. 26th June – Implementation
8. 18th July – Tripartite Meeting
9. 31st July – Implementation
10. 29th August – Tripartite Meeting
11. 12th September– Implementation Meeting
12. 21st September– Tripartite
13. 10th October – Implementation Steering Committee
14. 26th October – Tripartite Meeting
15. 22nd November – Implementation
16. 12th December – Implementation Steering Committee
17. 28th December – Tripartite Meeting
18. 20th February, 2024 – Implementation Steering Committee
19. 22nd February, 2024 - Tripartite

Other Very Important Meetings

1. 20th March – Steering Committee Meeting to Review Report of Compensation Review and Job Classification Report
2. 21st March – Meeting on E-Government
3. 21st March – Meeting with Premier on Urgent Immigration Matters
4. 22nd March – Meeting with Internal Audit Advisory Committee
5. 24th March – Sister Islands Coordination Committee Meeting
6. 27th March – Meeting to Discuss Alternatives to Trials
7. 28th March – Press Briefing for Public Service Transformation Programme
8. 31st March – Tripartite Meeting
9. 22nd March – Follow-Up Meeting: Enhanced Marine Surveillance System for the BVI
10. 4TH April, 2023 – Meeting to discuss HR Matters
11. 5th April, 2023 – Meeting to discuss Naturalisation Process
12. 11th April, 2023 – Planning Meeting for Coronation/Sovereign’s Birthday
13. 12th April, 2023 – Demonstration of Labour Information System

14. 13th April, 2023 – Meeting to discuss Rebranding Ceremony of Facilities Management Unit
15. 13th April, 2023 – Meeting to discuss Digital Transformation
16. 13th April, 2023 – Meeting to discuss Labour Commission
17. 17th April, 2023 – Meeting to discuss BVI Gov Report It Campaign
18. 18th April, 2023 – Meeting on Global Chaplains Alliance
19. 19th April 2023 – Meeting with International Election Observers
20. 21st April, 2023 – Meeting to discuss Increment Processing
21. 27th April, 2023 – Meeting to discuss Virgin Islands Public Service Institute
22. 1st May, 2023 – Meeting with Governor and Premier on Assignment of Permanent Secretaries
23. 2nd May, 2023 – Urgent Senior Managers Meeting
24. 2nd May, 2023 – Meeting to Discuss Immigration Matters
25. 5th May, 2023 – Meeting with Public Service Commission
26. 5th May, 2023 – Meeting with BVI Teachers Union
27. 11th May, 2023 – Meeting on Maintenance matters for Public Estates
28. 12th May, 2023 – Meeting to introduce new Permanent Secretary to Ministry of Communications and Works
29. 12th May, 2023 – Meeting to introduce new Permanent Secretary to Ministry of Natural Resources and Labour
30. 12th May, 2023 – Meeting to introduce new Permanent Secretary to Ministry of Health
31. 16th May, 2023 – Meeting for update on Increment Payment Process with Ministerial Human Resources Managers
32. 17th May, 2023 – Meeting on Integrity in Public Life Act
33. 18th May, 2023 – First Sitting of the Fifth House of Assembly
34. 19th May, 2023 – Heads of Departments Meeting
35. 23rd May, 2023 – Site Visit – Joint Marine Shore Bass Building
36. 24th May, 2023 – Meeting with Regional Deputy Governors
37. 26th May, 2023 – BVI Teachers Union Midterm Meeting
38. 26th May, 2023 – Meeting with the Governor to discuss King’s Parade
39. 24th May, 2023 – Meeting on COI Review into Law Enforcement
40. 30th May, 2023 – Information Session on Restorative Justice
41. 1st June, 2023 – Meeting on Virgin Islands Public Service Learning Institute
42. 5th June, 2023 – Meeting to discuss Status of Increment Payments
43. 7th June, 2023 – Meeting to discuss Department of Culture
44. 8th June, 2023 – Meeting with Ferry Operators to discuss Challenges faced with ESTA’s
45. 8th June, 2023 – Meeting to discuss Customer Service Matters at Department of Motor Vehicles

46. 9th June, 2023 – Meeting to discuss matters related to Social Development
47. 12th June, 2023 – Meeting to discuss Increment Payments
48. 15th June, 2023 – Meeting for Conceptual Drawings on Premier’s Residence
49. 19th June, 2023 – Meeting with FCDO representatives
50. 20th June, 2023 – Meeting with CARICAD
51. 22nd June, 2023 – Meeting to discuss Water and Sewerage matters
52. 26th June, 2023 – Attorney General Chambers DGO Office Session
53. 27th June, 2023 – Meeting to discuss Ministry Assignments to meet SAP submissions
54. 28th June, 2023 – Ministerial and Department Space assignments for RTO Neal Administration Complex
55. 28th June, 2023 – Meeting on Wellness App
56. 4th July, 2023 – Meeting on Increment Calculations
57. 6th July, 2023 – Meeting with Police Service Commission on Secretariat
58. 7th July, 2023 – Meeting on Customs Matters
59. 10th July, 2023 – Meeting on Leadership of Human Resource Department
60. 10th July, 2023 – Meeting with Teacher Service Commission on Secretariat Proposal
61. 10th July, 2023 – COI Reform Impact Session
62. 11th July, 2023 – Meeting with Judicial and Legal Services Commission on Secretariat Proposal
63. 12th July, 2023 – Meeting with Public Service Commission Chair on Secretariat Proposal
64. 12th July, 2023 – Meeting on Human Resources Service Wide Matters
65. 13th July, 2023 – CARICAD Board Forum and Meeting
66. 18th July, 2023 – Meeting to discuss Increment Payments
67. 19th July, 2023 – Meeting on Vetting
68. 19th July, 2023 – Digital Transformation Meeting
69. 20th July, 2023 – Meeting with Ministry of Finance on Increment Payments
70. 21st July, 2023 – Meeting with Ministry of Education to Discuss Increments
71. 24th July, 2023 – Meeting with Royal Virgin Islands Police Force to discuss Increments
72. 24th July, 2023 – Meeting on Police Vetting
73. 27th July, 2023 – Meeting with Department of Agriculture and Fisheries to discuss increments
74. 27th July, 2023 – Meeting to Discuss matters – Ministry of Health
75. 28th July, 2023 – Meeting with Departments of Immigrations and Department of Culture to discuss Increment Payments.
76. 28th July, 2023 – Meeting with Ministry of Finance on War Memorial
77. 31st July, 2023 – Meeting with Human Resources Staff

78. 1st August, 2023 – Mission Kick of Meeting with PWC Consultants
79. 1st August, 2023 – Meeting to discuss status of Increment Payments
80. 2nd August, 2023 – Meeting with Family Support Network
81. 6th September, 2023 – Meeting on Drafting Instructions for Vetting
82. 7th September, 2023 – Meeting on BVI Programme Board
83. 8th September, 2023 – Presentation on Layout of Offices at R. T. O' Neal Complex
84. 14th September, 2023 – Meeting with Premier on COI recommendations
85. 20th September, 2023 – Meeting with PWC Consultants
86. 20th September, 2023 – Meeting with Department of Labour
87. 22nd September, 2023 – CARICAD Board Meeting
88. 25th September, 2023 – Strategic Plan for the Department of Human Resources
89. 27th September, 2023 - Meeting on Increment Payments
90. 28th September, 2023 – Meeting concerning challenges in Gun Creek on Virgin Gorda
91. 28th September, 2023 – Meeting on COI Law Enforcement Review
92. 2nd October, 2023 – CARICAD Planning Meeting
93. 6th October, 2023 – Meeting on Digital Transformation
94. 20th October, 2023 – Meeting on Salary Progressions and Increment Arrears
95. 25th October, 2023 – Special Steering Committee Meeting – Compensation Review and Job Classification
96. 27th October, 2023 – Information Session on Restorative Justice
97. 3rd November, 2023 – OBMI Layout Presentation Meeting
98. 6th November, 2023 – Meeting to discuss challenges in Gun Creek, Virgin Gorda
99. 9th November, 2023 – Pension Reform Meeting
100. 13th November, 2023 – Increment Team Meeting
101. 22nd November, 2023 – New Salary Structure Meeting with Senior Managers
102. 22nd November, 2023 – New Salary Structure Meeting with Associations and Unions
103. 24th November, 2023 – New Salary Structure Meeting with Premier's Office
104. 24th November, 2023 – New Salary Structure Meeting with Ministry of Finance, Financial Services, Labour and Trade
105. 28th November, 2023 – New Salary Structure Meeting with Ministry of Health and Social Development

106. 29th November, 2023 – New Salary Structure Meeting with Governor’s Group and Constitutionally Established Offices and Departments
107. 1st December, 2023 – Meeting on Criminal Procedure Rules
108. 4th December, 2023 – New Salary Structure Meeting
109. 4th December, 2023 – New Salary Structure Meeting with Royal Virgin Islands Police Force
110. 4th December, 2023 – New Salary Structure Meeting with Ministry of Education, Youth Affairs, and Sports
111. 5th December, 2023 – New Salary Structure Meeting with Public Works Department
112. 5th December, 2023 – New Salary Structure Meeting with Teachers
113. 6th December, 2023 – New Salary Structure Meeting with Ministry of Communications and Works
114. 6th December, 2023 – Meeting to discuss Vetting
115. 7th December, 2023 – New Salary Structure Meeting with Water and Sewerage Department
116. 8th December, 2023 – New Salary Structure Meeting with Sister Islands Officers
117. 11th December, 2023 – New Salary Structure Meeting with Ministry of Health
118. 11th December, 2023 – New Salary Structure Meeting with Ministry of Health, Waste Management and Prison
119. 12th December, 2023 – Meeting to discuss Cabinet Paper on Increments
120. 13th December, 2023 – Meetings on Allowance and Benefits Framework
121. 18th December, 2023 – End of Year Call with DWM Director
122. 18th December, 2023 – End of Year Call with Central Statistics Office Head
123. 18th December, 2023 – End of Year Call with Lands Registrar
124. 18th December, 2023 – End of Year Call with Permanent Secretary, Ministry of Communications and Works
125. 19th December, 2023 – House of Assembly Presentation on New Salary Structure
126. 19th December, 2023 – End of Year Call with Director of Public Prosecution
127. 19th December, 2023 – End of Year Call with Chief Fire Officer
128. 19th December, 2023 – End of Year Call with Inland Revenue Director
129. 19th December, 2023 – End of Year Call with Post Master

130. 20th December, 2023 – End of Year Call with Facilities Manager
131. 20th December, 2023 – End of Year Call with Director of Disaster Management
132. 27th December, 2023 – Meeting on New Salary Structure with Teachers
133. 27th December, 2023 – End of Year Call with Complaints Commissioner
134. 15th January, 2024 – New Salary Structure Conversion Meeting with Department of Human Resources
135. 17th January, 2024 – Meeting with FCDO and Sanctions Representative
136. 23rd January, 2024 – Meeting with client on Department of Labour Concerns
137. 23rd January, 2024 – Meeting of CARICAD Board of Directors
138. 29th January, 2024 – Meeting with Governor Designate Daniel Pruce
139. 31st, January, 2024 – Meeting with CARICRIS
140. 6th February, 2024 – Familiarisation Meeting with Minister of State for Overseas Territories and Deputy Director of Overseas Territories
141. 8th February, 2024 – Meeting to discuss Salary Conversions Progress
142. 8th February, 2024 – Meeting on Layout of R. T. O' Neal Administration Complex
143. 8th February, 2024 – Meeting to discuss Vetting Matters
144. 13th February, 2024 – Meeting with new Sister Islands Human Resources Manager
145. 21st February, 2024 – Sister Islands Coordination Committee Meeting
146. 27th February, 2024 – Meeting to Discuss 2024 Customer Service Mission

APPOINTMENTS AS ACTING GOVERNOR

In accordance with Section 37 of the Virgin Islands Constitution Order, 2007 which states: *“During any period when the office of Governor is vacant, or the Governor is absent from the Virgin Islands or is for any other reason unable to perform the functions of his or her office, the Deputy Governor shall, during Her Majesty’s pleasure, act in the office of Governor and shall perform the functions of that office accordingly.”*

Served as Acting Governor for the periods:

- 8th – 17th March
- 3rd – 9th June
- 19th July – 10th August

- 5th – 22nd September
- 17th – 22nd November
- 16th December – 6th January, 2025

On the occasion when the Deputy Governor is appointed to act as Deputy to Governor, this appointment is made pursuant to Section 39(1) of the Virgin Islands Constitution Order 2007, which states:

“Whenever the Governor has occasion to be absent from the seat of Government but not from the Virgin Islands; the Governor may, acting in his discretion, by instrument under the public seal, appoint the Deputy Governor, or if the Deputy Governor is not available any other person in the Virgin Islands who is a Virgin Islander as defined in section 65 (2), to be his deputy during such absence and in that capacity to perform on his behalf such of the functions of the office of Governor as may be specified in that instrument.”

To be appointed as Deputy to Governor is a separate appointment from that as Acting Governor. An appointment as Deputy to Governor occurs when His Excellency the Governor is absent from his post for any reason but still in the Territory. An appointment as Acting Governor occurs when His Excellency the Governor is absent from his post and out of the Territory.



Deputy Governor Archer took the Oaths of Office to be sworn in as Acting Governor in the presence of Justice of Appeal, His Lordship, the Honourable Mr. Paul Webster and His Excellency the Governor, Mr. John Rankin, CMG.

COURTESY VISITS

In the role of Deputy Governor and Acting Governor, courtesy visits occur and offer networking opportunities. The Deputy Governor received and carried out courtesy visits to and from the following:

- 1st March, 2023 –Staff of Ministry of Education and Culture
- 1st March, 2023 –Staff of Autism Centre
- 1st March, 2023 –Staff of Internal Audit
- 2nd March, 2023 – Staff of Social Development Department and Rainbow Children Home Staff
- 3rd March, 2023 – Staff of Town and Country Planning and Department of Electrical Inspection
- 7th March, 2023 – Courtesy Visit with DMV Staff
- 8th March, 2023 – Courtesy visit with Premier’s Office Staff
- 22nd March, 2023 – Courtesy Visit with Immigration Department
- 27th March, 2023 – Visit with Land Registry
- 28th March, 2023 – Visit with Inland Revenue Department
- 29th March, 2023 – Visit with Department of Agriculture and Fisheries
- 29th March, 2023 – Visit with Ministry Office Natural Resources and Labour and Tribunal Staff
- 30th March, 2023 –Visit with Department of Information and TSMU Staff
- 3rd April, 2023 – Visit with Ministry of Transportation, Works and Utilities
- 3rd April, 2023 – Visit by Justice Sonya Young, High Court Judge, ECSC
- 5th April, 2023 – Visit with City Manager and Wickham’s Cay Development Staff
- 14th April, 2023 – Visit by Ms. Shan Greer of BVI Arbitration Centre
- 18th April, 2023 – Visit with Safe Haven Transitional Centre Staff
- 20th April, 2023 – Visit with Public Health Unit
- 21st April, 2023 – Visit with Department of Labour and Workforce Development
- 26th April, 2023 – Visit with Staff of Waste Mangement
- 1st May, 2023 – Visit with Department of Information Technology
- 3rd May, 2023 – Visit with BVI Post
- 5th May, 2023 – Visit with Department of Human Resources
- 10th May, 2023 – Visit with YEP
- 17th May, 2023 - Visit with Water and Sewerage Department Staff
- 19th May, 2023 – Visit with GIS
- 26th May, 2023 – Visit with RVIPF Graduating Cohort #6
- 30th May, 2023 – Visit with Environmental Health Division
- 7th June, 2023 – Visit with Rainbow Home Staff
- 9th June, 2023 – Visit with Public Works Department

- 26th July, 2023 – Visit to Customer Care Service Centre
- 4th September, 2023 – Visit to Records Management
- 15th September, 2023 – Visit to Virgin Islands Shipping Registry
- 25th September, 2023 – Visit to Town and Country Planning
- 27th September, 2023 – Visit with Department of Trade, Investment Promotion and Consumer Affairs
- 29th September, 2023 – Visit with Central Statistics Office
- 3rd October, 2023 – Visit to Virgin Gorda to meet with public officers
- 20th October, 2023 – Visit to Facilities Management
- 25th October, 2023 – Visit to Treasury
- 20th November, 2023 – Caribbean Development Bank Supervision visit
- 21st November, 2023 – PMJF Dr. Carlisle Goddard, District Governor, Lions Club
- 7th December, 2023 – Visit by Mark Byers, COO of His Majesty’s Inspectorate of Constabulary and Fire Rescue Services
- 31st January, 2024 – Visit by Proven Bank Representatives – St. Lucia
- 12th February, 2023 – Speaking Engagement with Ministry of Education, Youth Affairs and Sports
- 28th February, 2023 – Visit of New Magistrates Court and Records Centre

PUBLIC SERVICE OUTREACH

The Deputy Governor has created outreach programmes throughout the Public Service to focus and provide emphasis on public officers’ needs and concerns, inclusive of the Sister Islands. It is important to ensure relationships are established with public officers for the successful transformation of the organisation as a caring and sympathetic place to work.

As a means of expressing gratitude and acknowledging the positive impact made by persons living in and from the British Virgin Islands, the Deputy Governor issued *Thank You Thursday letters*. These letters are written to individuals to highlight the impact they have made on the Territory through their skill, work or community involvement. Twenty-nine (29) letters have been issued to persons that have been carefully selected to share words of appreciation on their successes, and encouragement to continue exuding greatness.

Thank You Thursday Letters have been awarded to:

1. Omar Anthony Mantle of Proppa Fix Auto Repairs – Commended for mentorship of young mechanics
2. Mr. Shakoy David – Commended for community Service contributions as a young adult

3. Ms. Latoya Sue – Commended for being a female soccer coach in the territory
4. Ms. Adaejah Hodge – Commended for her exemplary performance in Sports and Athletics internationally.
5. Ms. Anika Christopher – Commended for her title of Ms. BVI 2023, her environmental activism and work as an author
6. Ms. Ashley Kelly – Commended for representing the territory in several athletic events, including the 2016 Olympics
7. Ms. Deanna Maduro - Commended for significant contributions to the business community as a young entrepreneur featured by the Department of Youth Affairs and Sports
8. Ms. Evlin-Monet Leonard - Commended for significant contributions to the business community as a young entrepreneur featured by the Department of Youth Affairs and Sports
9. Ms. Gertrude Thomas – Commended for significant contributions to sports and youth development
10. Ms. Gloria George-Fahie – Commended for her lifelong legacy in education, sports and numerous community initiatives.
11. Mr. Gregory Turnbull – Commended for lasting legacy in the entertainment industry, including mentorship of young disc jockeys
12. Mr. Jahnai Caul – Commended for exceptional contributions to food security, sustainability and environmental preservation
13. Ms. J’Quelah Callwood – Commended for significant contributions to the business community as a young entrepreneur featured by the Department of Youth Affairs and Sports
14. Mr. Milton Malone – Commended for significant contributions to steel pan music and our cultural heritage
15. Mr. and Mrs. Alton Vanterpool – Commended for their contributions in the farming and agriculture industry and their works as public officers
16. Mrs. Merander Stevens – Commended for entrepreneurial achievements through opening local Spa chain in the Territory, A Touch of the Caribbean Day Spa.
17. Ms. Naomi Onwufuju – Commended for being the current Junior Ambassador of Tourism and moving on to win the competition internationally
18. Ms. Radiance Modeste – Commended for being the youngest Food Booth Owner at the 69th Emancipation Festival and as a member of the BVI Culinary Team.
19. Ms. Rashani Frett – Commended for contributions to the business community as a young entrepreneur
20. Ms. T’Nique Maduro - Commended for significant contributions to the business community as a young entrepreneur featured by the Department of Youth Affairs and Sports.

21. Ms. T'Keyah Richardson – Commended for entrepreneurial achievements and highlighted for her soap making business.
22. BVI Robotics Team – Commended for being the first robotics team to represent the Virgin Islands on an international platform
23. Mahkayla Pickering – Commended for being a young entrepreneur in the territory with VI Sweet Treats
24. Janice George – Commended for writing her first book, Little Hill Stories.
25. Jay Thompspon – Commended for winning a tart competition in the United States Virgin Islands
26. Ms. Edna Williams – Alzheimers Association
27. Dijmon and Diamante Gumbs – Commended for representing the territory in sporting events on a local and international platform.
28. Mr. Andre Dawson – Commended for his contributions in the preservation of cultural heritage through photography.
29. Mr. Clive Smith and BVI Airports Authority – Commended for contributions in securing the direct American Airlines flight to the BVI

EVENTS AND SPEAKING ENGAGEMENTS

Government and Statutory Agencies, non-profit and other community-based organisations often extend invitations to events to the Deputy Governor to offer support, and when requested, the opportunity to speak is extended.

Invited Events

1. 2nd March – Remarks to exiting students at Virgin Islands School of Technical Studies
2. 5th March, 2023 – H. Lavity Stoutt Commemorative Celebration
3. 6th March, 2023 – H. Lavity Stoutt Commemorative Celebration, Theatrical Presentation
4. 23rd March, 2023 – Naturalisation Ceremony
5. 25th April, 2023 – Disney Dreams Commemoration Ceremony
6. 6th May, 2023 – Brunch in Honour of King's Coronation
7. 18th May, 2023 – Police Recruit Training Commencement
8. 25th May, 2023 – Ivan Dawson Primary School Professional Development
9. 1st June, 2023 – Opening of AGC Legislative Drafting
10. 1st June, 2023 – American Airlines Inaugural flight
11. 2nd June, 2023 – Ministerial and Senior Managers Retreat
12. 8th June, 2023 – HLSCC 30th Graduation Exercise

13. 16th June, 2023 – The King’s Birthday Parade
14. 11th July, 2023 – British Overseas Territory Citizen Naturalisation Ceremony
15. 25th July, 2023 – Meet and Greet Arrival of the NACAC Delegation
16. 30th July, 2023 – Farewell Service for Rev. Dr. & Mrs. Keith Lewis
17. 5th September, 2023 – Investiture Ceremony for Mr. Manog Bissoondutt
18. 7th September, 2023 – Funeral of Mrs. Hilda May Abbott Smith
19. 8th September, 2023 – British Citizenship Ceremony
20. 11th September, 2023 – Speaking Engagement at Elmore Stoutt High School
21. 12th September, 2023 – Illicit Finance Dialogue Session
22. 12th September, 2023 – Illicit Finance Dialogue Welcome Reception
23. 18th September, 2023 – General Update on ODG Matters
24. 26th September, 2023 – Digital Transformation Seminar
25. 24th October, 2023 – Integrity in Public Life Presentation at House of assembly
26. 2nd November, 2023 – HR Team Building at Scrub Island – Remarks
27. 7th November, 2023 – Public Service 101 Presentation
28. 11th November, 2023 – Remembrance Day
29. 16th November, 2023 – CONCACAF Men’s Nations League Game
30. 9th December, 2023 – HLSCC Fundraising Gala
31. 14th December, 2023 – BVI Naturalisation Ceremony
32. 14th December, 2023 – Cedar School Cookie presentation to Kindergarten Class
33. 25th December, 2023 – Annual Christmas Tree Programme at Dr. D. Orlando Smith Hospital
34. 12th January, 2024 – Church Service: Opening of Law Year – Eastern Caribbean Supreme Court
35. 14th January, 2024 – Inaugural Call: Virgin Voyages
36. 16th January, 2024 – Departure Ceremony for Governor Joh Rankin, CMG
37. 25th January, 2024 – Interdenominational Service of Unity
38. 29th January, 2024 – Swearing in of Governor Designate Daniel Pruce
39. 29th January, 2024 – Meet and Greet, Governor Daniel Pruce
40. 1st February, 2024 – Lying in State for Past Legislator, Mr. Carvin Malone
41. 2nd February, 2024 – Funeral Service for Past Legislator, Mr. Carvin Malone
42. 16th February, 2024 – Presentation at Public Service 101
43. 29th February, 2024 – Star Membership Club Pinning Ceremony

SOCIAL MEDIA (WHERE ARE THE TWITTER STATS? CHECK TWITTER LOGO ALSO)

Regular postings are made on all accounts about happenings in the Public Service, within the Office of the Deputy Governor, and throughout the Territory, Caribbean and the World. Be sure to like and follow all social media accounts.

Social Media Statistics:

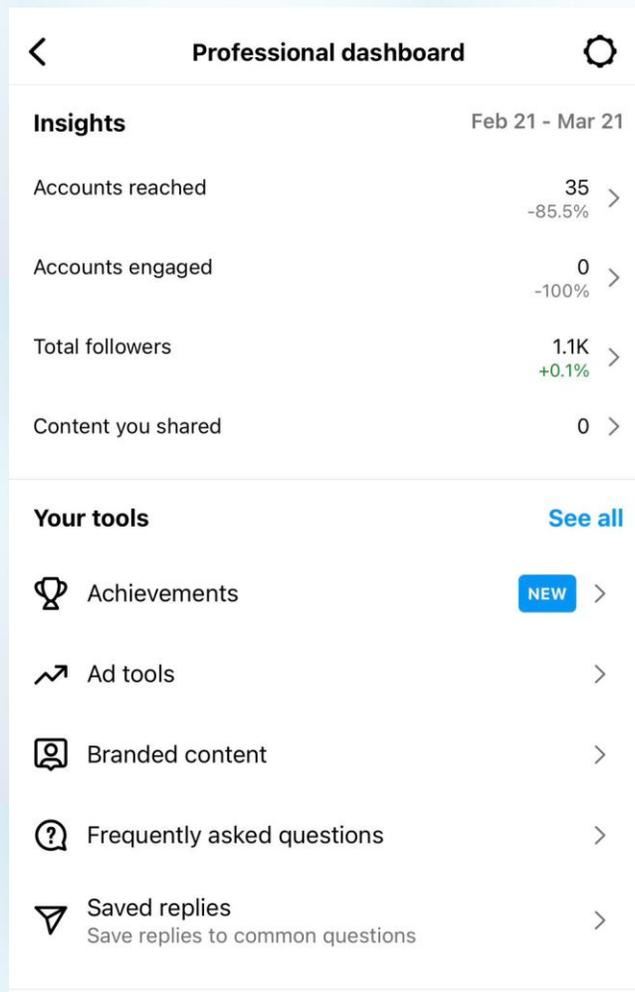


INSTAGRAM

@DeputyGovernorBVI

Total Followers: 1,016

New Followers: 19



Audience

Demographics

Trends

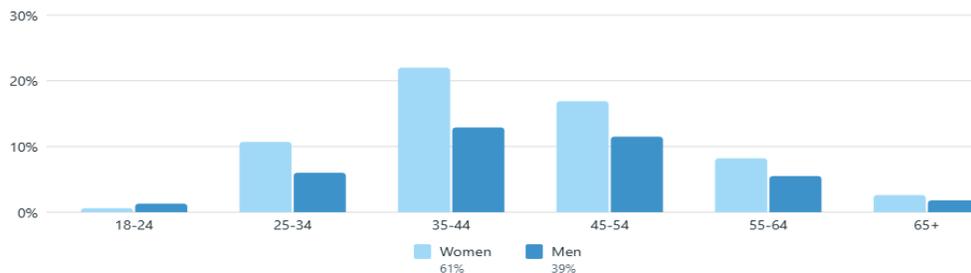
Potential audience

Followers

Lifetime

1,113

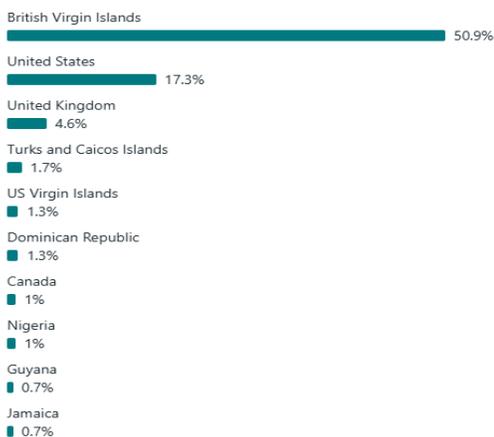
Age & gender



Top cities



Top countries



FACEBOOK

@DeputyGovernorBVI

Total Organic Likes: 1,404

Total Followers: 1,540

64 New Likes

85 New Followers

Page overview

Create a post

Last 28 days

Discovery

 Post reach	7,277
 Post engagement	4,226
 New Page Followers	14

Interactions

 Reactions	331
 Comments	74
 Shares	48
 Photo views	2,398
 Link clicks	23

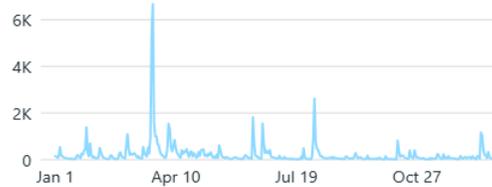
Views ●

25.1K



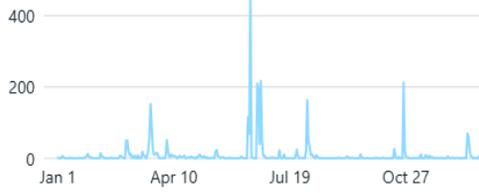
Reach ●

28.4K ↑ 22.1%



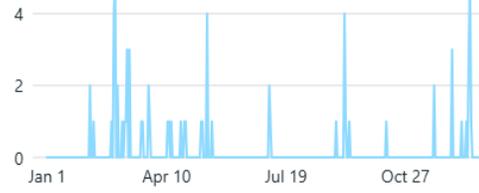
Content interactions

3.3K ↑ 0.1%



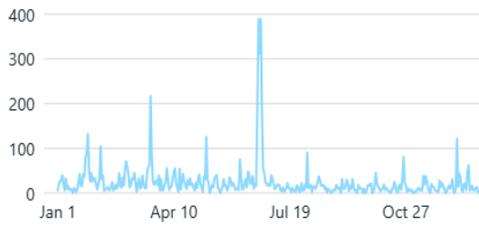
Link clicks

69 ↑ 23.2%



Visits

8.8K ↑ 4.7%



Audience

Demographics

Trends

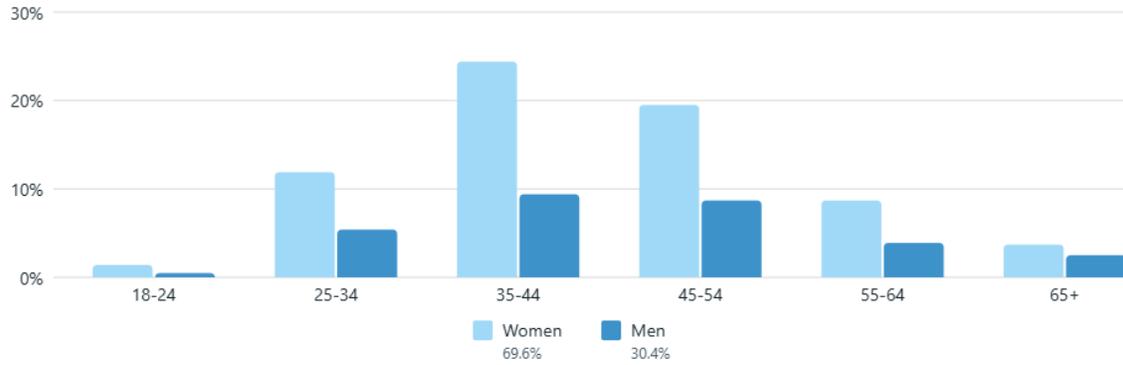
Potential audience

Followers

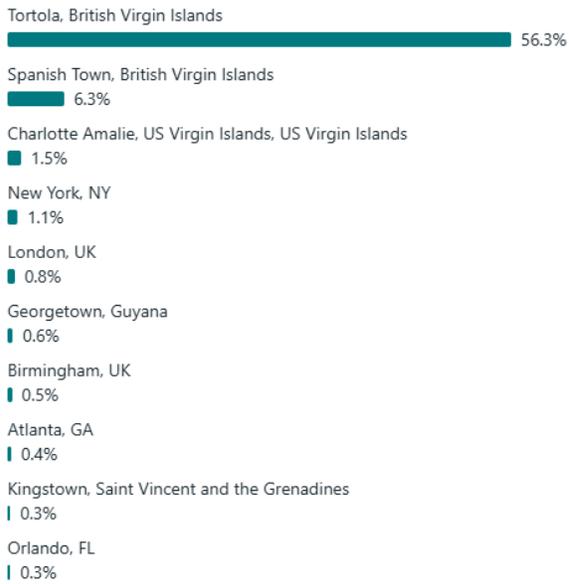
Lifetime

2,079

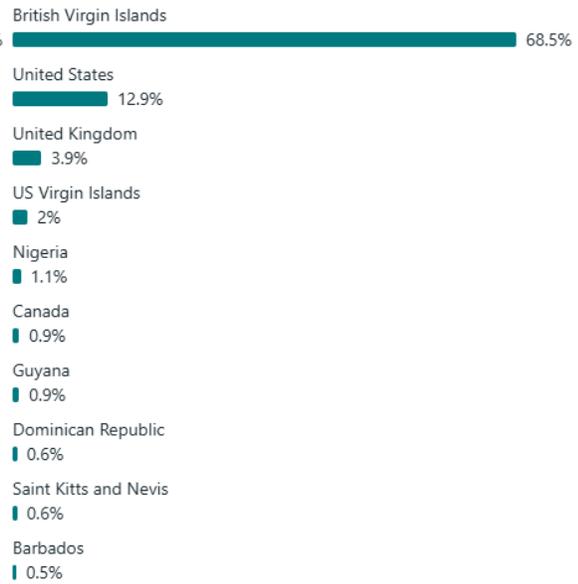
Age & gender



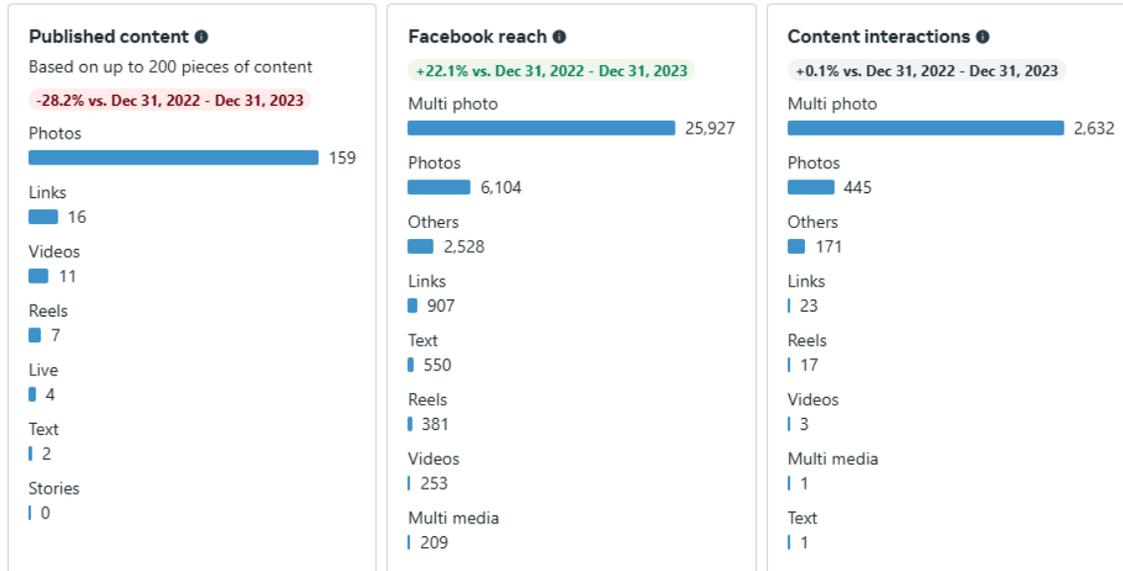
Top cities



Top countries



Top content formats



CONCLUSION

As we conclude this year's report, I must express my profound gratitude for the continued dedication and professionalism demonstrated by our public officers throughout the past year. I extend a special appreciation to all leaders in the Public Service who contribute daily towards a better Virgin Islands through the work they do daily. Our journey towards creating a world-class Public Service has been both challenging and rewarding, and your unwavering commitment has been the cornerstone of our progress and achievements. We will achieve our future goal of being ranked between 1 and 5 in the world in the delivery of public services.

Reflecting upon the year's milestones, it is clear that our collective efforts have yielded significant advancements. The strides made in digital transformation, customer service enhancement, and public administration stand as a testament to our shared vision and goal of excellence. The implementation of the freedom of information framework moves us closer to achieving unparalleled transparency and accountability within the Public Service, fostering greater trust and confidence among the people we serve.

As we look ahead, we remain resolute in our mission to continuously improve and adapt to the evolving needs of the Virgin Islands community. The reprioritisation of the objectives within the Transformation Programme has set a clear path for us to follow, and

I am confident that, with our combined efforts and focus on good governance, we will not only meet but exceed the expectations placed upon us.

The end of this year marks another chapter in our story of transformation—a story that each of you has helped write through your dedication and service. I am immensely proud of what we have accomplished together and am filled with optimism for the future we are shaping for the Virgin Islands.

I encourage you to review the accomplishments and milestones outlined in this report, as they serve as a blueprint for our ongoing efforts. Your feedback is not only welcome but essential, as it drives the continuous improvement of our Public Service. I invite you to share your thoughts and suggestions by reaching out to me via email at DArcher@gov.vg.

As we move forward, our resolve to maintain momentum in our journey of transformation is as strong as ever. I am committed to supporting the Government of the Virgin Islands and the Public Service with unwavering dedication, ensuring that we maintain the highest standards of service to our community.

Thank you once again for your support, for it is together that we will sustain the excellence of our Public Service for the benefit of every resident and visitor to our beautiful Virgin Islands. Please remain vigilant in safeguarding your health, and let us carry forward the spirit of unity and resilience that has always been our strength.

May the Virgin Islands continue to prosper under the guidance of our shared values and efforts. Together, we will forge a path towards a brighter and more inclusive future for all.

Questions, comments, or discussions regarding this report are highly valued. Please direct your correspondence to darcher@gov.vg. Your engagement is a vital part of our success. Thank you for your continued support, and may the Virgin Islands remain blessed and strong.

Thank You!

LIST OF APPENDICES

Appendix 1 – Office of the Deputy Governor Circulars 89

APPENDIX 1 - OFFICE OF THE DEPUTY GOVERNOR CIRCULARS



OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 1 OF 2023

FROM: Deputy Governor

TO: Attorney General
Financial Secretary
Permanent Secretaries
Heads of Constitutionally Established Offices
Heads of Departments
All Public Officers

DATE: 23rd January, 2023

SUBJECT: THE NEW ONLINE TAX RECEIVABLE SYSTEM

Good Day Public Officers,

As some of you may already be aware of, the new Standard Integrated Government Tax Administration System (SIGTAS 3.0) automates the administration of taxes and facilitates online payments through the Government e-payment gateway. The system is scheduled to go "LIVE" in March 2023. This is a successful collaboration between the Inland Revenue Department and the Department of Information Technology and forms an important element of the Digital Transformation component of the Public Service Transformation Plan.

I am excited to bring to your attention that effective, today Monday, 23rd January, 2023 the portal is now open for registration of all individuals, aged sixteen and over, in the Virgin Islands, including Public Officers. Heads of Departments with the support of Ministerial Human Resources Managers must ensure that the SIGTAS 3.0 registration process is completed for each Public Officer.

I would like to take this opportunity to commend Public Officers in both the Inland Revenue Department and the Department of Information Technology for their hard work which has brought this programme to fruition and subsequently advanced Public Service Transformation.

A paperless, technologically innovative Public Service is at the heart of the Transformation plan, and SIGTAS 3.0 is a significant step in that direction. Digital transformation is imperative, and the Government is committed to prioritising initiatives like these as we stride towards attaining a world-class Public Service.

Persons and entities can register at eregisterfortax.gov.vg. The list of required documents and other important information can be found in the registration screen under FAQ's. You can also visit the Inland Revenue Department at Skelton Bay Lot to register and contact the Department if you are in need of any assistance.

I am confident that you will all join me in celebrating this exciting enhancement to the Public Service by doing your part in ensuring its continued success, starting with this initial registration phase.

David D. Archer, Jr.
Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO 2 OF 2023

FROM: Deputy Governor

TO: Attorney General
Financial Secretary
Permanent Secretaries
Heads of Constitutionally Established Offices
Heads of Departments
All Public Officers

DATE: 9th March, 2023

SUBJECT: ELECTION GUIDANCE NOTES FOR PUBLIC OFFICERS

Good day public officers,

Following the pending dissolution of the House of Assembly and resulting in the preparing of the upcoming General Elections, the attached Elections Guidance Notes are circulated for your information.

It is important that the Public Service is seen as being apolitical and non-partisan during this period. The attached Guidance Notes are presented as a guide on how public officers should conduct themselves during an Election period.

Should you have questions or concerns regarding the Elections Guidance Notes, please email me directly at DArcher@gov.vg, and I will provide an appropriate response. Additionally, if needed and on the request of Departments, a Question and Answer opportunity can be facilitated in the upcoming weeks to provide further clarification of the Elections Guidance Notes.



David D. Archer, Jr.
Deputy Governor

Att.

Government of the Virgin Islands | Central Administration Building | #33 Administration Drive | Road Town
TORTOLA VG1110 | BRITISH VIRGIN ISLANDS

Tel: (284) 468-2195 | Fax: (284) 468-3198 | Email: dgo@gov.vg | Website: www.bvi.gov.vg

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 3 OF 2023

FROM: Deputy Governor

TO: Attorney General
Financial Secretary
Permanent Secretaries
Heads of Constitutionally Established Offices
Heads of Departments
All Public Officers

DATE: 28th March, 2023

SUBJECT: **LAUNCH OF THE PUBLIC SERVICE MANAGEMENT CODE**

Good Day Public Officers,

I have exciting news to share! General Orders is no more, and we have today, 28th March, 2023, officially launched the Public Service Management Code! This is a critical component of the Public Service Transformation Programme.

This should be exciting news for all public officers! The Public Service Management Code has replaced General Orders, which has been in place since 1971. The Public Service Management Code signals a new era for the management of public officers as it provides direction on the terms and conditions of service of persons holding or acting in public offices. It will ensure that the Public Service remains a progressive, modern employer.

What does this mean for public officers?

Public officers are required to acquaint themselves thoroughly with the new Public Service Management Code, which aims to provide guidance and regulate the behaviour of persons holding or acting in public offices by outlining the terms and conditions of service. It is important to note that the Code has undergone a simplification process to ensure it is helpful for all public officers. It is considered a dynamic and constantly evolving document where policies, standard practices, and procedures will be enhanced to ensure improved services and relations throughout the Public Service. It is important to note that all other HR policies and regulations remain in use and should be consulted in conjunction with the Public Service Management Code.

The Public Service Management Code, which the Department of Human Resources will administer, acts as a guideline to public officers outlining what is expected of them ethically, both in their conduct and in their relationship with others. Therefore, compliance with the Code can be expected to enhance professionalism and help to ensure greater confidence in the Virgin Islands Public Service.

We thank the Acting Director of Human Resources, Ms. Shavon Henley and her team in the Human Resource Department for leading in the transitional process from the old General Orders to the new Public Service Management Code. In addition, gratitude is extended to Permanent Secretary, Mrs. Sharleen Dabreo Lettsome, staff in the Office of the Deputy Governor, the team of legal drafters in Attorney General's Chambers and to every senior manager, department head and public officer who provided comments and feedback resulting in the finalisation of the Code.

Government of the Virgin Islands | Central Administration Building | #33 Administration Drive | Road Town
TORTOLA VG1110 | VIRGIN ISLANDS

Launch of the Public Service Management Code

28th March, 2023

Page 2

The Public Service Management Code can be accessed electronically at: https://bvi.gov.vg/sites/default/files/resources/public_service_code_-_final_-_14th_march_2023_2.pdf. For more information or questions related to the Code, please contact your Ministerial Human Resources Managers.



David D. Archer, Jr.
Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 4 OF 2023

FROM: Deputy Governor

TO: Attorney General
Financial Secretary
Permanent Secretaries
Heads of Constitutionally Established Offices
Heads of Departments
All Public Officers

DATE: 4th April, 2023

SUBJECT: **GENERAL ELECTIONS 2023**

Monday, 24th April, 2023 has been appointed as Polling Day for the 2023 General Elections. The polls will open from 6:00 a.m. until 6:00 p.m.

You are reminded in accordance with Section 64 of the Elections Act, Revised Laws of the Virgin Islands 2013, which states:

(1) "Every employer shall on polling day, allow to every voter in his employ a reasonable period for voting, and no employer shall make any deduction from the pay or other remuneration of any such voter or impose upon or exact from him any penalty by reason of his absence during such period."

(2) "Any employer who, directly or indirectly, refuses, or by intimidation, undue influence, or in any other way, interferes with the granting to any voter in his employ, of such period for voting, as in this section provided, shall be guilty of an offence and liable on summary conviction to a fine of five hundred dollars and to imprisonment for six months."

Public officers who are registered voters are granted up to two (2) hours to vote on Polling Day. Each office is asked to prepare a schedule to ensure services are not disrupted during the day. Permanent Secretaries and Heads of Departments are asked to take note and arrange the release of public officers appointed as Returning Officers and Elections Officers for Advanced Polling and Polling Day.

As a gentle reminder, it is essential that the Public Service is seen as being apolitical and non-partisan during this period. The Election Guidance Notes guide how public officers should conduct themselves during an Election period and on Polling Day. The document is accessible via this link: <https://bvi.gov.vg/content/election-guidance-notes-public-officers-march-2023>.

The Public Service supports the constitutional right to vote for eligible and registered public officers. If you have questions or require clarity on the information presented, please contact the Office of the Deputy Governor at 468-3000 or the Office of the Supervisor of Elections at 468-4380.



David D. Archer, Jr.
Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 05 OF 2023

FROM: Deputy Governor

TO: Attorney General
Financial Secretary
Permanent Secretaries
Heads of Constitutionally Established Offices
Heads of Departments
All Public Officers

DATE: 11th April, 2023

SUBJECT: INCREMENT REPORTS/PAYMENTS AND PERFORMANCE EVALUATIONS

All outstanding increment reports should be fully completed and submitted by Friday, 14th April 2023.

For circumstances where officers have been transferred or assigned to other ministries or departments, the current Ministry or Department Head should ensure all necessary evaluations have been completed and are up to date. No public officer will be penalised for performance evaluations not completed by their supervisors; however, every public officer must ensure the completion of their self-evaluations immediately and present them to their supervisors. Overall, it is the responsibility of the supervisors to ensure completion of the process.

Persons who have retired and terminated their employment in good standing will not need to present a performance evaluation for their increments to be processed. Increments for Permanent Secretaries and Department Heads can only be processed after all staff evaluations are completed and submitted.

Payment of increments for qualifying officers will begin from 30th April, 2023. Public officers should therefore expect to see payments being made from this point until the proposed deadline of 30th June, 2023. If public officers have questions or are faced with challenges throughout this process, please email Mrs. Kishann Cupid-Braithwaite at kcupid-braithwaite@gov.vg.

Thank you for all you do on a daily basis to advance the work of the Public Service.



David D. Archer, Jr.
Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 06 OF 2023

FROM: Deputy Governor

TO: All Public Officers

DATE: 17th April, 2023

SUBJECT: ANNUAL CARIBE WAVE 23 EARTHQUAKE/Tsunami SIMULATION EXERCISE

On 23rd March, 2023, the Public Service participated in the annual Caribewave Earthquake/Tsunami Simulation Exercise, which provided an opportunity for ministries and departments to test their disaster management plans and procedures for these two destructive hazards. The DDM provided a wealth of information on the exercise to assist in preparing, registering, and taking action. Over the years, ministries and departments have been encouraged to participate in the exercise, which is held once every year during the month of March.

I have noted a steady decline in the number of public officers participating. This year, the DMM requested we test the Public Service coordination procedures by asking Senior Managers to report on the number of persons evacuated. The CaribeWave23 Reporting Form was shared with Senior Managers to include this data, and I am in receipt of the results submitted by Ministries and their departments.

The report indicates only 280 public officers participated in the exercise out of nearly 3,000 public officers. Some departments simply did not evacuate and presented no valid reason. This is disappointing considering the level of investment made by the Government to establish the Territory-wide early warning and notification system to meet the reaccreditation standards for the Emergency Management Accreditation Program (EMAP), alongside the level of preparedness undertaken over the years to be ready for two of the most destructive hazards that can impact the Territory with little or no warning. Simulation exercises are life-saving activities that have proven worldwide to be effective in ensuring communities are able to respond, save lives and protect valuable assets. We cannot afford not to take these exercises seriously, as we are well aware of the catastrophic impact hazards have placed on our islands and the challenges in recovering from these impacts.

I am thankful to the departments that participated, however, as a result of the low participation, the exercise will be **mandatory** for all public officers in 2024. I expect to see significant interest in participation as this is a life-saving exercise. My office will be working closely with the DDM for the remainder of the year to ensure the appropriate plans, procedures, and warning devices are in place and tested to ensure you are ready for full participation in CaribeWave24.



David D. Archer Jr.
Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 7 OF 2023

FROM: Deputy Governor

TO: Attorney General
Financial Secretary
Permanent Secretaries
Heads of Constitutionally Established Offices
Heads of Departments
All public officers

DATE: 20th April, 2023

SUBJECT: COMPENSATION REVIEW AND JOB CLASSIFICATION UPDATE

I wish to provide an update on the Compensation Review and Job Classification Exercise, which is being undertaken by PriceWaterhouseCoopers Advisory Services Limited. We have just completed Phase 2 of the project, which provided an assessment of the current state of the Public Service.

I am pleased that the project has been progressing well and public officers are fully engaged. Recognising that the project has far-reaching impacts, a number of key stakeholders were engaged during this phase of the project in order to provide further context and insights to inform the diagnostic assessment. These included the following Groups:

- Law Enforcement functions
- Human Resources functions
- Legal Departments
- Technical Departments
- Education Departments
- Legislative functions
- Finance, Constitutional Officers and other officers of the Deputy Governor's Office
- Senior Managers
- Health and Social Services
- Sister Islands
- Unions and Associations
- Environment and Workforce Development
- Teachers
- Private Sector

The stakeholder discussions focused on strategic direction and philosophies driving the Public Service; structure and administration of compensation; current classification structure, tools, grades and salaries and roles of key stakeholders.

The consultants identified several strengths within the Public Service to include:

- A dedicated Public Service workforce with many public officers wanting to give back and develop the Territory. Public officers find a sense of purpose and fulfilment in carrying out their functions.
- Public officers are aware of their job role and function and these are clearly defined.

- The Public Service has a highly skilled workforce with capabilities to drive transformation initiatives and contribute the achievement of national strategic outcomes.
- There is a positive culture of communication within the Public Service where individuals are encouraged to provide honest feedback.
- Though not consistent across job groups, the allowance and benefits package exceeds those available in some private sector organisations.

It is important to note that there has been a steady decrease in the number of public officers in the Public Service since 2010. The highest number of public officers recorded during this period was 4,495 in 2010. Today the Public Service has 2,895 officers employed.

The wider Stakeholder Survey administered by the Consultants highlighted a number of key insights; 815 persons attempted the survey and of that number, 704 surveys provided sufficient information to be analysed. The majority of the respondents were between the ages of 35 and 54 and the majority of the respondents had a bachelor's degree. 62% of the respondents were women. The results also revealed that the majority of public officers occupy Grade 5.

The results revealed some data that was expected based on previous surveys administered. For instance, 70% of the public officers who participated in the survey indicated that they were unsatisfied with the reward and benefits provided to them and 66% said they are unsatisfied that they are able to cover the cost of basic necessities. This cements the need for the compensation review.

I was pleased to see that more than half of the respondents indicated that they experience autonomy in work, feel like they are trusted by leadership and nearly 70% believe that their jobs makes good use of their skills. This is a reflection that their skills are aligned and is a key motivator for retention. There were three clearly defined motivation triggers captured which included learning new things; coming up with creative ideas to improve or make something new and meeting deadlines, targets and goals.

The consultants will soon provide a dashboard that will be available to public officers to view all questions and responses from the survey in their full entirety.

The main feedback points from the stakeholder discussions that we must concentrate on going forward with the project are the following:

1. New initiatives are being introduced leading to increased workload and changes in job scope/ portfolio, but there is no additional compensation. These also result in additional expenses to outsource where insufficient resources are not available.
2. Decentralisation from Tortola is critical to creating more developmental opportunities for the Sister Islands and their residents.
3. There are disparities in roles, salaries and allowances.
4. Compensation packages make it difficult to attract requisite talent needed to effectively perform job functions; retain employees which leads to brain drain as staff leave to the private sector, statutory bodies or other countries; attract local talent resulting in various roles being occupied by foreign nationals
5. Challenges in succession planning due to lack of adequate incentives
6. Poor grading of technical positions. As a result, technical expertise is often lost as officers move to administrative roles for career advancement and increased compensation

7. Low employee morale as staff feel undervalued, overworked and underpaid
8. Remuneration is not commensurate with Cost of Living
9. Allowances and Benefits do not sufficiently enhance the base salary offering
10. Limited use of performance management systems

The consultants have already presented their findings to the Project Steering Committee and have based their comparisons on the countries with similar legislative systems and that represent efforts to complete classification system reforms such as Canada, United Kingdom and Australia. The next phase in the project is the development of the Compensation Philosophy and revised classification system, which is expected to conclude early next month and will take into consideration similar exercises completed in the other Overseas Territories and the wider Caribbean Region. The philosophy will take into consideration private sector comparisons, leading compensation practices and emerging themes in Civil Service organisations to include Devolution of salary administration functions to Ministries and Departments; the use of fewer salary ranges; salary structures with wider range bands at the top and narrower bands at the bottom; and the use of varying degrees of performance rated pay.

I will continue to provide updates on the progress of the project and we will continue work with the consultants to ensure that public officers remain engaged in the process. The entire project will conclude early August, 2023, and presented to Cabinet for consideration. This process aligns with the 2024 Budgetary Process, which ensures the implementation of any decisions that Cabinet might make which have financial implications.

Should you have questions, please do not hesitate to contact us via email at dgo@gov.vg.



David D. Archer, Jr.

Deputy Governor



OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 8 OF 2023

FROM: Deputy Governor

TO: Attorney General
Financial Secretary
Cabinet Secretary
Permanent Secretaries
Heads of Departments
All Public Officers

DATE: 5th May, 2023

SUBJECT: RAPID READINESS ASSESSMENT 2023

With the 2023 Atlantic Hurricane Season fast approaching, I am urging all of you to begin your seasonal preparations. This season is expected to be a slightly below-average one. Nonetheless, we must ensure that we have the necessary mechanisms in place to not only prepare for the possibility of tropical storms, but also for the many other hazard impacts which we in the Territory may face.

As a Territory, we are capable of thriving in the face of challenges. It is proven that we remain resilient because we remain in a constant state of readiness; ready to respond to potential threats like hurricanes and earthquakes.

I know without protecting yourselves, your homes and families first, none of you are likely to be at your best to perform critical work duties. In the coming weeks, please take the time to ensure you are prepared on the home-front and within your private interests.

I implore each ministry, department and statutory agency under the Public Service umbrella to take all possible actions to ensure that we protect our human resources, including you and your staff members; as well as essential supplies, data, equipment and vehicles. Protecting these vital resources ensures the continuity of Government following hazard events. Ensure that we take every opportunity to test our plans such as the recent CaribWave23 exercise and be aware of related resources and training facilitated by industry partners as well as to reach out for guidance on disaster contingency and continuity planning and testing from the DDM. With all that in mind, each of you should:

1. Complete the Rapid Readiness Assessment to determine your agency's level of readiness. Please access the assessment questionnaire via (<https://www.surveymonkey.com/r/PS2023RA>) from Monday 8th May, 2023 - Friday 19th May, 2023 (2 weeks);
2. Nominate a Disaster Liaison Officer (DLO) for your agency by completing the attached nomination form. Also review the Terms of Reference that highlight the responsibilities of a DLO that is included with the nomination form. All DLOs are encouraged to participate in an Orientation Session on 8th June, 2023 at 10 am. The Department of Disaster Management (DDM) will share on the role of a DLO, predictions for the 2023 Atlantic Hurricane Season and staying connected. Here is the link to join the session: <https://bvigov.webex.com/bvigov/j.php?MTID=mbae9198b0d51721c23069aaa3a0bca9d>;
3. Ensure your Disaster Plans are in place, reviewed with staff and tested. We welcome those Units/Departments who have not yet developed a Contingency and Continuity Plan to share a draft with DDM by 2nd June 2023. Access the DM Template via <https://www.bviddm.com/download/disaster-plan-templatepublic-private-sector-2016/>;

2023 Rapid Readiness Assessment

5th May, 2023

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4. Ensure your staff is aware of the National Plan. Access the National Plan via <https://www.bviddm.com/download/national-disaster-plan/>
5. Establish internal systems for maintaining contact with staff so officers can assist with hazard preparation and assessments;
6. Identify alternate sites where agencies can continue to provide critical service to the public;
7. Ensure appropriate measures are in place to protect staff, equipment, vehicles and other assets; and,
8. Procure and install appropriate emergency communications equipment such as VHF or RDS Radios and Satellite Phones for staying connected and receiving important information.

I look forward to your full cooperation.



David D. Archer, Jr.

Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 9 OF 2023

FROM: Deputy Governor

TO: Attorney General
Financial Secretary
Cabinet Secretary
Permanent Secretaries
Heads of Departments
All Public Officers

DATE: 12th May, 2023

SUBJECT: UPDATE ON PAYMENT OF INCREMENTS

Following the issuance of the Office of the Deputy Governor Circular No. 5 of 2023 (INCREMENT REPORTS/PAYMENTS AND PERFORMANCE EVALUATIONS) on 11th April 2023, which indicated a 16th April deadline for submission of increment reports, I will now provide an update on the payment of increments for the work years, 2018 – 2022.

Attached you will find seven (7) infographics, the first of which details the steps for processing increment payments. These steps include compiling Increment Reports, which should include performance evaluation scores for each public officer in all Departments for all relevant years to determine their eligibility to receive increment payments.

Public officers are reminded that performance evaluation scores are determined when self-assessments are completed, and performance meetings are conducted with supervisors, who then submit signed documents to Heads of Departments to complete the process. Additionally, as indicated in the Public Service Management Code Section 5.8(3), "The outcome of the performance appraisal report of an officer or employee shall be the determining factor for the granting or withholding of an increment to that officer or employee"; therefore, public officers who receive a 'Not Met' or 'Partially Met' rating are not eligible to receive increments. Performance ratings are defined on the Performance Agreement Form as follows:

- Not Met: 0.00 – 0.99;
- Partially Met: 1.00 – 1.99;
- Met Expectations: 2.00 – 3.10;
- Exceeds Expectations: 3.11 – 3.49; and
- Distinguished: 3.5 – 4.00

The second graphic indicates which departments have submitted 100% completed increment reports for 2018 – 2022 to the Office of the Deputy Governor for review before final processing by the Department of Human Resources. Please note an increment report can only be considered 100% completed if it includes all relevant information and evaluation scores for each public officer within the department.

The subsequent graphic lists departments that have submitted partially completed reports. This list indicates the total number of employees in each category whose evaluation scores have been received for the identified year.

The infographic shows that only 24 of 61 departments and units met the 16th April submission deadline. This deadline was critical to ensuring all payments were made by 30th June. This delay could therefore impact the timely processing of increment payments.

Notwithstanding, the Department of Human Resources is working diligently to ensure payments are processed as quickly as possible. The evidence of this will be seen on the 15th May pay period when the continuation of the processing of increments will result in approximately 700 employees seeing proof of payment of increment arrears for the 2018 and 2019 work years. It should also be noted that approximately 900 officers have had changes to their employment (i.e., transfers, promotions, leave of absence, etc.) which requires more detailed calculations and a slightly lengthier process for increment payments. Good progress is, however, being made.

For questions, kindly contact Mrs. Kishann Cupid Braithwaite, Public Service Transformation Manager, at (284) 468-2218 or kcupid-braithwaite@gov.vg. Thank you for your continued dedication to the Public Service.



David D. Archer, Jr.
Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 10 OF 2023

FROM: Deputy Governor

TO: Attorney General
Financial Secretary
Permanent Secretaries
Heads of Constitutionally Established Offices
Heads of Departments
All Public Officers

DATE: 12th May, 2023

SUBJECT: **CHANGES TO SENIOR MANAGERS IN THE PUBLIC SERVICE**

The outcome of the 2023 General Elections have brought about some changes to the Public Service in the form of new ministerial portfolios. The new ministerial portfolios outlined at **Appendix A** are surmised below:

1. Premier and Minister of Finance – Dr. the Honourable D. Natalio Wheatley
2. Deputy Premier and Minister for Financial Services, Labour and Trade – Honourable Lorna Smith, OBE
3. Minister of Communication and Works – Honourable Kye Rymer
4. Minister of Education, Youth Affairs and Sports – Honourable Sharie DeCastro
5. Minister of Health and Social Development – Honourable Vincent Wheatley
6. Junior Minister of Culture and Tourism – Honourable Luce Hodge-Smith
7. Junior Minister of Agriculture and Fisheries – Dr. The Honourable Karl Dawson

To better support the new portfolios there have also been some reassignments of senior managers. Please find below the leadership within ministries:

1. Premier's Office - Mrs. Carolyn Stoutt-Igwe, Mr. Ronald Smith Berkeley and Mr. Joseph Smith Abbott (Acting)
2. Ministry of Finance – Mr. Jeremiah Frett
3. Ministry of Financial Services, Trade and Labour – Mrs. Petrona Davies
4. Ministry of Communication and Works – Mrs. Elvia Smith-Maduro (Acting)
5. Ministry of Education, Youth Affairs and Sports – Dr. Marcia Potter
6. Ministry of Health and Social Development – Ms. Tasha Bertie (Acting)
7. Office of the Deputy Governor – Mrs. Sharleen Dabreo-Lettsome, MBE

The changes reflect a commitment to ensuring our Public Service continues to transform while advancing the government's agenda. I want to assure you; we are committed to making this transition as smooth as possible. I am confident the leadership of these noted ministries will help us to serve the needs of the people of these Virgin Islands and promote economic growth and prosperity.

I want to take this opportunity to thank each and every public officer for your hard work and dedication to the Public Service. Your commitment to serving the needs of our residents is deeply appreciated, and we are confident we will continue to work together to achieve our shared goals.

At the next Heads of Departments meeting scheduled for Friday 19th May, 2023, the ministers of government will be invited and will share priorities while discussing the work of their ministries. The meeting will be made available for your viewing. If at the end of this meeting, you have questions or concerns, please do not hesitate to reach out to your supervisors, department heads or my office at dgo@gov.vg.

Thank you for your continued commitment to the public service and to the people of these Virgin Islands.



David D. Archer, Jr.
 Deputy Governor

APPENDIX A

Name of Minister	Name of Ministry	Portfolio Subjects
<p>Dr. the Honourable Natalio Wheatley</p>	<p>Premier's Office</p>	<p>Administration of Crown Lands (except Wickham's Cay, including the seabed) Agriculture Alternative Energy Archives Building Standards 2Cinemas Climate Change Coastal Zone Management Cooperatives Co-ordination of Government Policy Culture and Cultural Heritage (including Historical Sites, Monuments and Museums) Disaster Recovery Ecclesiastical Affairs Electrical Inspection Environment Festival and Fairs Fisheries Food Security Forestry Gaming Geology Housing Immigration Industrial Development (including Incentives) Information (including Standards for Media) International Affairs Land Policy Land Reclamation Land Registration Maritime Administration and Shipping Minerals and Mining National Parks and Marine Parks Nature Conservation Protocol Race Track Regional Affairs Tourism</p>

		Survey Town and Country Planning Veterinary Weights and Measures
Dr. the Honourable Natalio Wheatley	Ministry of Finance	Budget Currency Customs and Excise Development Aid Finance and Fiscal Policy Information Technology Taxation Internal Audit Postal and Philatelic Services Revenue Telephone Services Tenders Accountancy
Honourable Lorna Smith	Ministry of Financial Services, Trade and Labour	Banking (includes National Bank of the Virgin Islands) Companies Consumer Affairs Economic Planning E-Government Financial Services Human Resource Planning Insurance Investment Promotion Labour Science and Technology (including Digital Transformation) Statistics Trade and Business (including Licences) Trusts Workforce Development
Honourable Kye Rymer	Ministry of Communication and Works	Aircraft Engines and Mortgages Registration Airports City Management Civil Aviation Electricity Explosives Facilities Management Fire and Rescue Service (including Lifeguard Services) Hazardous Materials Marine Transport Meteorology Ports and Harbours Public Works Roads Telecommunications (including Regulation of Broadcasting Media) Transportation and Traffic Vehicle Licensing Water and Sewerage Wickham's Cay Development Wrecks

Honourable DeCastro	Sharie	Ministry of Education, Youth Affairs and Sports	Colleges and Universities Education Public Libraries Scholarships (excluding Civil Service Training) Sports and Recreation Youth Affairs
Honourable Wheatley	Vincent	Ministry of Health and Social Development	Aged Care Services Cemeteries Charities Clinics Community Centres Community Development Drug Control Emergency Call Service Environmental Health Gender Affairs Hospital Administration Medical Services Mental Health National Health Insurance Parole and Probation Prison Administration Public Health Social Housing Social Security Social Welfare Solid Waste Management Voluntary Organisations
Honourable Luce Hodge-Smith		Premier's Office	Culture and Tourism
Dr. the Honourable Karl Dawson		Premier's Office	Agriculture and Fisheries

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 11 OF 2023

FROM: Deputy Governor

TO: Attorney General
Financial Secretary
Permanent Secretaries
Heads of Constitutionally Established Offices
Heads of Departments
All Public Officers

DATE: 23rd June, 2023

SUBJECT: **MINISTERIAL CHART FOR THE GOVERNMENT OF THE VIRGIN ISLANDS**

Following our previously issued Circular No. 10 of 2023 titled ‘**Changes To Senior Managers In The Public Service**’, this circular serves to provide the new Ministerial Chart for the Government of the Virgin Islands (attached), along with the responsible subject Ministers, as surmised below:

1. **Premier’s Office** led by Premier Hon. Dr. Natalio Wheatley
2. **Ministry of Finance** led by Minister for Finance, Hon. Dr. Natalio Wheatley
3. **Ministry of Environment, Natural Resources and Climate Change** is led by Premier Hon. Dr. Natalio Wheatley and supported by Junior Minister, Hon. Dr. Karl Dawson (NEW)
4. **Ministry of Tourism, Culture and Sustainable Development** is led by Premier, Hon. Dr. Natalio Wheatley and supported by Junior Minister, Hon. Luce Hodge Smith (NEW)
5. **Ministry of Financial Services, Labour and Trade** is led by Deputy Premier, Hon. Lorna Smith (NEW)
6. **Ministry of Communications and Works** is led by Hon. Kye Rymer
7. Ministry of Education, Youth Affairs and Sports is led by Hon. Sharie deCastro
8. **Ministry of Health and Social Development** is led by Hon. Vincent Wheatley

The senior managers assigned to the above ministries are listed below:

1. Premier’s Office is managed by Permanent Secretary, Mrs. Carolyn Stoutt Igwe
2. Ministry of Finance is managed by Financial Secretary, Mr. Jeremiah Frett
3. Ministry of Tourism, Culture and Sustainable Development is managed by Acting Permanent Secretary, Mr. Joseph Smith Abbott
4. Ministry of Environment, Natural Resources and Climate Change is managed by Permanent Secretary, Mr. Ronald Smith Berkeley
5. Ministry of Financial Services, Labour and Trade is managed by Permanent Secretary, Mrs. Petrona Davies
6. Ministry of Communications and Works is managed by Acting Permanent Secretary, Mrs. Elvia Smith Maduro
7. Ministry of Education, Youth Affairs and Sports is managed by Permanent Secretary, Dr. Marcia Potter

Circular 11 of 2023 – Ministerial Chart For The Government Of The Virgin Islands

23rd June, 2023

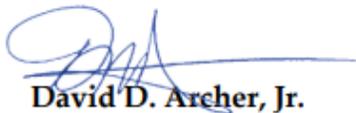
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8. Ministry of Health and Social Development is managed by Acting Permanent Secretary, Ms. Tasha Bertie

Please take note of the changes and make any necessary adjustments. The changes reflect a commitment to ensuring our Public Service continues to transform while advancing the government's agenda.

I would like to take this opportunity to express my sincere gratitude for your understanding, commitment, continued hard work and dedication to the Public Service. Your contributions are essential to the success of our organisation and the well-being of our community.

Thank you for your continued commitment to the public service and to the people of these Virgin Islands.



David D. Archer, Jr.
Deputy Governor

Att.



OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 12 OF 2023

FROM: Deputy Governor

TO: Attorney General
Financial Secretary
Permanent Secretaries
Heads of Constitutionally Established Offices
Heads of Departments
All public officers

DATE: 30th June, 2023

SUBJECT: COMPENSATION REVIEW AND JOB CLASSIFICATION UPDATE

I am pleased to announce to Public Officers that phase three of the Compensation Review has culminated in the submission of a “compensation philosophy” from consultancy firm Pricewaterhouse Coopers (PwC.)

A compensation philosophy is an organisation’s position on employee compensation. It explains the “why” behind employee pay, creates a framework for consistency in decision making, and links overarching business strategies to compensation strategies.

The Government of the Virgin Islands strives to offer a comprehensive compensation package that attracts, retains and motivates the requisite talent needed to achieve our objectives. This compensation philosophy for the Public Service is outlined within the framework of four key principles:

1. Principle on Market Position: Public servants will be offered a competitive compensation package with consideration of the current market while remaining within the appropriate financial, legal and economic parameters.
2. Principle on Equity: Public servants will be assured of a compensation package in accordance with the principle of equal pay for equal work of equal value.
3. Principle on Reward Focus: The compensation rewards for public servants will be based on individual and organisational performance within appropriate financial, legal and economic parameters.
4. Principle on Pay Mix: Public servants will be offered a compensation package that is all encompassing, modernised and meets the changing needs of employees.

The compensation philosophy includes a new way of organising job positions. PwC suggests using a three-dimensional system that includes job families and subfamilies, streams, stages and levels. They have also suggested adopting the Industrial Classification of All Economic Activities (ISIC) (Appendix A) for the assigning of these job families.

The ISIC framework divides the economy into 21 broad industries. The revised classification system then separates positions among the following categories: Executive, Management, Professional and Support/ Technical.

Public Officers should note that this classification system seeks to address several issues raised during the current state assessment phase in which you were able to provide us with your feedback and perspective. Such issues include: disparities in roles, salaries and allowances; poor grading of technical positions; challenges to succession planning; and the circumstances surrounding employment of Public Officers on the Sister Islands.

The proposed classification is also rooted in models from several different countries including: Canada, United Kingdom, Australia, Jamaica, Barbados, Cayman Islands and Mauritius. PwC has crafted the compensation philosophy in line with the Virgin Islands National Sustainable Development Plan and Public Service Transformation framework.

Following the submission of the revised compensation philosophy, the review has now moved into the fourth phase; where both a draft and final Compensation Review Report will be created which involves three remaining steps: developing a compensation strategy, designing a compensation plan and package and adjusting and adapting the salary administration system to facilitate the achievement of strategic objectives.

The contract for the Compensation Review was signed with PwC in October 2022 and is valued at Three Hundred and Two Thousand, One Hundred and Three Dollars (\$302,103.00). The project is currently on track and scheduled to conclude in August 2023.

The Compensation Review is currently moving into the fourth phase of a six phased approach and seeks to address remuneration disparity, further support the retention, engagement and motivation of skilled and competent officers to effectively deliver public services, and to move toward a 'Total Rewards' Scheme that promotes high performance.

The Office of the Deputy Governor will continue to provide updates on the progress of this important project.

Should you have questions, please do not hesitate to contact us via email at dgo@gov.vg.



David D. Archer, Jr.
Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 13 OF 2023

FROM: Deputy Governor

TO: Attorney General
Financial Secretary
Cabinet Secretary
Permanent Secretaries
Heads of Constitutionally Established Offices
Heads of Departments
All Public Officers

DATE: 14th July, 2023

SUBJECT: UPDATE ON PAYMENT OF INCREMENTS – MID-JULY PAY PERIOD

The next payment of increments for public officers will be done on **Friday 14th and a special payroll on Tuesday, 18th July.**

In my last update on the payment of increments shared on 7th July, 2023, I indicated some challenges with the submission of increment reports to date. Since then, 85% of increment reports have been received, resulting in the processing of increment payments beyond our 30th June original deadline. To date, 1,282 increment arrears have been processed and paid. This figure includes 92% of those officers without changes to their employment during this period. A further update on the total number of persons paid will be done after payments on **Tuesday, 18th July.**

The increments remaining to be processed include those officers with changes to employment status, which requires detailed review of files, records and completion of complex calculations. This will be my final notice of accountability to Heads to ensure that all outstanding reports are submitted by **Wednesday, 19th July.**

While, more than half of the total performance increments to eligible officers have been disbursed, this is not in keeping with our goal. Based on the current data, increment reports are still outstanding for some Ministries/Departments; of particular concern are:

- Ministry of Finance
- Ministry of Education, Youth Affairs and Sports (Pre-Primary, Primary and Secondary Teachers)
- Department of Agriculture and Fisheries
- Department of Culture
- Immigration Department
- Department of Labour and Workforce Development
- Central Statistics Office

Additionally, employment letters that are also required to process increment payments remain outstanding for the following Ministries/Departments:

- Ministry of Finance
- Ministry of Education, Youth Affairs and Sports
- Ministry of Health and Social Development
- Royal Virgin Islands Police Force

All outstanding reports and letters should be submitted by Wednesday, **19th July**. Failure to do so will result in a further delay in the processing of outstanding increment payments and will cause the final payments to be made in August; this is not acceptable. Therefore, beginning next week Monday, I will be meeting with Permanent Secretaries, Department Heads and public officers to ensure the completion of all outstanding reports and letters.

Additionally, Authorised Officers are asked to hold all requests for salary augmentations until increment arrears are processed and paid to those officers whose salaries are being adjusted. This is to ensure requests for salary augmentations are properly considered as outstanding increments will impact the final salary placement of the affected officer.

Going forward, before the pay period, Heads of Departments will also be notified of which officers within their departments should expect to receive increment payments in the upcoming pay period.

We appreciate your patience and understanding as we work through the remainder of this process. We will continue to keep you updated biweekly. We understand the importance of these increments to each of you, and we deeply regret the delay. Honouring our commitment to you is our priority, and we are expending all necessary efforts to complete the process.

If you have questions or concerns regarding your increment payment, **your first point of contact** must be your Ministerial Human Resources Managers. If you require further assistance, please contact Mrs. Kishann Cupid Braithwaite or Ms. Kedimone Rubaine at the Office of the Deputy Governor at 468-2195.

Thank you for your continued hard work and dedication to the Public Service and for being a part of the process to ensure each eligible public officer's increment is paid.



David D. Archer, Jr.
Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 14 OF 2023

FROM: Deputy Governor

TO: Attorney General
Financial Secretary
Cabinet Secretary
Permanent Secretaries
Heads of Departments
All Public Officers

DATE: 18th August, 2023

SUBJECT: UPDATE ON PAYMENT OF INCREMENTS

In a collaborative effort with each Ministry, the Department of Human Resources has made significant advancements in the processing of increment payments for eligible public officers. During the mid-August pay period, increment payments were issued to 152 individuals, contributing to a total of 1,722 recipients. This cumulative number signifies 76% of the estimated total of eligible public officers. At this pace, our projections indicate that we are on track to finalise the processing of performance year increments for both 2018 and 2019, including associated arrears, by November 2023.

With 2018 and 2019 arrears nearing completion, discussions are underway with the Financial Secretary and Accountant General to initiate the second phase of the initiative. This phase involves disbursing payments for performance years 2020 to 2022 without arrears, aligning with the decisions endorsed by the Cabinet. We expect to finalise the entire process by the end of the current year.

The Government's commitment to efficient and transparent payment processes remains unwavering. We look forward to fulfilling the financial entitlements of both current and former public officers, ensuring their contributions are duly recognised. If you have questions or concerns regarding your increment payment, please contact your Ministerial HRM directly.

Thank you for your continued hard work and dedication to the Public Service.



Petrona N. Davies (Ms)
Ag. Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 15 OF 2023

FROM: Deputy Governor

TO: Attorney General
Financial Secretary
Cabinet Secretary
Permanent Secretaries
Heads of Constitutionally Established Offices
Heads of Departments

DATE: 25th September, 2023

SUBJECT: ANNUAL REPORTS

Annual reports serve as instruments of communication, providing an insightful, comprehensive, and objective account of the activities of our respective departments over the past year. They also offer an opportunity to reflect on our achievements and challenges, paving the way for greater transparency and accountability.

I write to offer guidance on the preparation and submission of annual reports, with particular reference to the requirements set forth in the Public Service Management Code of 2023, and the need for strict adherence to the Data Protection Act, 2021, when producing annual reports.

As per section 15.17 of the Public Service Management Code of 2023,

- (1) Responsible Officers are required to ensure that annual reports are prepared and submitted to the Cabinet no later than three (3) months following the year under review.
- (2) Annual Reports shall –
 - (a) give a clear, concise and objective account of the activities of the Ministry or Department during the period under review;
 - (b) be divided into chapters and paragraphs;
 - (c) include any statistics that may be relevant; and
 - (d) be in accordance with the provisions of section 15.3, as applicable.”

I would also like to emphasise the importance of sending annual reports directly to the Cabinet. This policy which is cemented in the Public Service Management Code is also a legislative requirement for most departments.

In addition, I wish to draw your attention to the Data Protection Act, 2021. This legislation is designed to safeguard personal information, and it is imperative to uphold these protections in preparation of annual reports. Any personal information that is included in our reports must be handled with the utmost care and in full compliance with the act.

The delinquency culture of preparing annual reports must change immediately and this circular serves as an urgent reminder to bring all outstanding annual reports up to date by 1st November, 2023. Future delinquency in this area will result in the advancement of the accountable action to the Public Service Commission.

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Circular No. 15 of 2023 – Annual Reports

25th September, 2023

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You have my full support in helping you achieve the requirement. Let us all work together to ensure that annual reports stand as representations of our diligent service to the public, while simultaneously upholding the highest standard of accountability.

Thank you for your attention to this critical matter. If you have any questions or require further clarification on any of the points raised in this circular, please do not hesitate to contact my office.

A handwritten signature in blue ink, appearing to read 'D.A.', with a long horizontal line extending to the right.

David D. Archer, Jr.

Deputy Governor

cc: Governor

cc: Chairman, Public Service Commission



OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 16 OF 2023

FROM: Deputy Governor

TO: Attorney General
Financial Secretary
Cabinet Secretary
Permanent Secretaries
Heads of Constitutionally Established Offices
Heads of Departments
All Public Officers

DATE: 28th September, 2023

SUBJECT: FINAL INCREMENT PAYMENTS – 2018, 2019

I write with an important update regarding the final phase of the increment payments for eligible officers for the years 2018 and 2019. Our records indicate that out of 2,261 eligible officers, there are 267 officers still outstanding that require processing.

To ensure that we can conclude this process promptly, I am requesting that all ministries, departments, and constitutionally-established offices submit a list of any eligible officers who have outstanding payments for this period. Please send this information via email to Mrs. Kishann Cupid-Braithwaite and Ms. Kedimone Rubaine by Monday, 2nd October.

In addition to this, we have noted a discrepancy between the number of outstanding eligible officers and the supporting documentation that we currently have on file. Therefore, I urge you to review your listings and, as a matter of urgency, submit all necessary supporting documentation to the Department of Human Resources.

Our goal is to ensure that all eligible officers receive their performance increments by the next pay period, which falls on the 15th October. To achieve this, your assistance in expediting the process within your respective ministries and departments is crucial.

Your timely cooperation and commitment to this matter are greatly appreciated. With your assistance, we can successfully conclude this initiative and ensure that all eligible officers receive their due performance increments for 2018 and 2019. The conclusion of this process allows for the transition towards implementing the movement of incremental steps for 2020, 2021 and 2022.

Thank you for your immediate attention and action regarding this matter.

David D. Archer, Jr.
Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 17 OF 2023

FROM: Deputy Governor

TO: Attorney General
Financial Secretary
Cabinet Secretary
Permanent Secretaries
Heads of Constitutionally Established Offices
Heads of Departments
All Public Officers

DATE: 3rd October, 2023

SUBJECT: TROPICAL STORM PHILIPPE AND PRECAUTIONARY MEASURES FOR THE PUBLIC SERVICE

The Department of Disaster Management's 2:00 p.m. update highlighted that the center of Tropical Storm Philippe, although poorly defined, was identified near latitude 19.0 North and longitude 64.4 West. Philippe is currently moving northwest at approximately 10 mph (17 km/h). Forecasts predict a shift towards north-northwest later today, followed by a northward motion from late Wednesday through Thursday.

While the center of Philippe is expected to move away from the Virgin Islands beginning tonight, the most potent winds and heaviest rainfall are likely to occur in the islands southeast of the center. This indicates that the Virgin Islands remain under a Tropical Storm Watch, a status that signifies potential tropical storm conditions within approximately 48 hours. Forecasters warn of possible gusty winds and heavy rainfall, which may lead to flooding in low-lying areas.

As specified in the message by Governor John J. Rankin, Forecasters have repeatedly called this a difficult system to predict, but they warn that we may see wind speeds of 30 miles per hour. They also report the possibility of 4-8 inches of rain over the next 24 hours, which means that flash flooding is possible. Rough seas and rip currents, especially on the northern sides of the islands, are also expected, and a small craft advisory is in effect. Based on all this, and out of an abundance of caution, the National Emergency Operations Centre will be activating this afternoon at Level 1, which is the monitoring phase. Close monitoring means that if conditions worsen, our first responders and essential workers will be ready for immediate response.

In light of this, I request all department and unit heads to conduct visual inspections of their premises and ensure necessary steps are taken to secure offices and equipment before closing today, Tuesday, 3rd October. Please also discuss your Disaster Management and Continuity of Operations Plan with your teams and solicit their input on safeguarding the workplace.

As precautionary measures, I advise you to:

- Cover computers, printers, copiers, and other essential electronic equipment.
- Disconnect and move electronic devices away from windows.

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- Store files away from desks in areas safe from moisture.
- Secure outdoor signs and other potential projectiles indoors.
- Protect office vehicles, vessels, and other operation-critical equipment.

Please promptly report any concerns, such as leaks or broken windows, to the Public Estate Unit within the Office of the Deputy Governor. This will facilitate early engagement with property owners for leased properties or the Public Works Department for Government-owned structures.

I encourage you to keep updated with the latest weather reports through our local radio stations and the DDM's social media accounts. Officers are also urged to monitor local radio stations and other government-issued media for further updates regarding the delivery of services and any possible office closures under my direction. Most importantly, take the time to inspect your homes, businesses, and surroundings for potential vulnerabilities that need to be addressed.

As we continue through the Atlantic Hurricane Season, I urge you to prioritise safety and the well-being of yourselves and your families.



David D. Archer, Jr.
Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 18 OF 2023

FROM: Deputy Governor

TO: Attorney General
Financial Secretary
Cabinet Secretary
Permanent Secretaries
Heads of Constitutionally Established Offices
Heads of Departments
All Public Officers

DATE: 4th October, 2023

SUBJECT: CLOSURE OF GOVERNMENT OFFICES DUE TO TROPICAL STORM PHILIPPE – FLASH FLOOD WARNING IN EFFECT

The Department of Disaster Management has issued a Flash Flood Warning for the territory. As a result of this, the Governor has asked persons to remain indoors. Prioritising the safety and well-being of all public officers, we have taken the necessary decision to close all Government offices today, October 4, 2023. This decision, guided by the escalating weather conditions, aims to ensure the safety of all employees and the preservation of our public infrastructure.

Please be advised that following a thorough inspection of the state of our offices, a subsequent notice will be issued regarding the reopening of these facilities. During this period, I urge you to remain safe, stay updated with the latest weather developments, and adhere to the instructions from disaster management authorities.

Importantly, those involved in essential services are requested to report to their assigned posts and remain in a state of readiness. These are challenging times, and your dedication and resilience are vital to our Territory's safety and security.

Heads of Departments are asked to assess their offices once the storm's effects have subsided and roads have become accessible. Your cooperation in this regard will be invaluable in determining our subsequent course of action.

I would like to extend my gratitude for your understanding, cooperation, and commitment during this period. As we continue through the Atlantic Hurricane Season, I urge you to prioritise safety and the well-being of yourselves and your families.

We hope to resume regular operations as soon as it is safe to do so.



David D. Archer, Jr.
Deputy Governor



OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 19 OF 2023

FROM: Deputy Governor

TO: Attorney General
Financial Secretary
Cabinet Secretary
Permanent Secretaries
Heads of Constitutionally Established Offices
Heads of Departments
All Public Officers

DATE: 4th October, 2023

SUBJECT: GOVERNMENT OFFICES TO RESUME NORMAL OPERATIONS ON 5TH OCTOBER

I am pleased to inform you that as of 1p.m. today, the Governor has issued an all-clear for the territory. I would like to extend my deepest gratitude to our essential officers who have worked tirelessly to mitigate the damages caused by the storm. Your dedication and resilience have been instrumental in maintaining our Territory's safety and security.

I would also like to thank everyone for adhering to the instructions from the Department of Disaster Management and staying at home during this period. Your cooperation and understanding have been invaluable.

Following a thorough inspection of our offices, I am pleased to announce that all Government offices will reopen for normal operations tomorrow, 5th October. Heads of Departments are asked to assess their offices once again to ensure that all facilities are ready for operation.

As we continue to navigate through the Atlantic Hurricane Season, I urge you all to prioritise your safety and the well-being of yourselves and your families. Please stay updated with the latest weather developments and adhere to the instructions from the relevant authorities.

Once again, thank you for your understanding, cooperation, and commitment during this period. Your dedication to the service of our Territory is greatly appreciated.

David D. Archer, Jr.

Deputy Governor
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OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 20 OF 2023

FROM: Deputy Governor

TO: Attorney General
Financial Secretary
Cabinet Secretary
Permanent Secretaries
Heads of Constitutionally Established Offices
Heads of Departments
All Public Officers

DATE: 19th October, 2023

SUBJECT: TROPICAL STORM TAMMY AND PRECAUTIONARY MEASURES FOR THE PUBLIC SERVICE

The Department of Disaster Management's 5:00 a.m. update highlighted that the center of Tropical Storm Tammy, was identified near latitude 13.5 North and longitude 58.4 West or approximately 556 miles Southeast of Anguilla and 637 miles Southeast of the British Virgin Islands. Tropical Storm Tammy is moving toward the West near 17mph. Forecasts predict a turn towards the west-northwest by tonight, followed by a turn toward the northwest on Friday or Saturday. The center of Tropical Storm Tammy will move near or over the Leeward Islands Friday and Saturday.

Tropical Storm Tammy has maximum sustained winds nearing 40mph with higher gusts. Gradual strengthening is forecasted during the next few days and could be near hurricane intensity by the end of the weekend. Tropical Storm Tammy could be near or over the region by late Friday or early Saturday. Residents should be prepared for impacts to include strong tropical storm force sustained winds, heavy rainfall and rough seas on Saturday. A tropical storm watch may be issued later today.

In light of this, I request all department and unit heads to conduct visual inspections of their premises and ensure necessary steps are taken to secure offices and equipment before closing on Friday, 20th October. Please also discuss your Disaster Management and Continuity of Operations Plan with your teams and solicit their input on safeguarding the workplace.

As precautionary measures, I advise you to:

- Cover computers, printers, copiers, and other essential electronic equipment.
- Disconnect and move electronic devices away from windows.
- Store files away from desks in areas safe from moisture.
- Secure outdoor signs and other potential projectiles indoors.
- Protect office vehicles, vessels, and other operation-critical equipment.

Please promptly report any concerns, such as leaks or broken windows, to the Public Estate Unit within the Office of the Deputy Governor. This will facilitate early engagement with property owners for leased properties or the Public Works Department for Government-owned structures.

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Circular No. 20 of 2023 – Tropical Storm Tammy and Precautionary Measures for the Public Service
19th October, 2023
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I encourage you to keep updated with the latest weather reports through our local radio stations and the DDM's social media accounts. Most importantly, take the time to inspect your homes, businesses, and surroundings for potential vulnerabilities that need to be addressed.

As we continue through the Atlantic Hurricane Season, I urge you to prioritise safety and the well-being of yourselves and your families.

A handwritten signature in blue ink, appearing to read 'D. Archer, Jr.', with a long horizontal stroke extending to the right.

David D. Archer, Jr.
Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 21 OF 2023

FROM: Deputy Governor

TO: Attorney General
Financial Secretary
Permanent Secretaries
Heads of Constitutionally Established Offices
Heads of Departments
All Public Officers

DATE: 9th November, 2023

SUBJECT: COMPENSATION REVIEW AND JOB CLASSIFICATION COMPLETION

We are pleased to announce that the Compensation Review and Job Classification Project, initiated in November 2022, has now been completed. The final report was presented to Cabinet on Wednesday, 8th November after the successful completion of six project phases including Project Planning, Current State Assessment, Compensation Philosophy and Revised Class System, Compensation Review, Job Evaluation Methodology, and Project Close-out. Cabinet has noted the report and we now await Cabinet's direction on the recommendations in the report.

The review was executed by PricewaterhouseCoopers of Trinidad and Tobago (PwC), who performed extensive studies to evaluate the effectiveness of our current compensation model in light of the constantly evolving economic environment. As part of the review, a comprehensive survey was conducted, which received 585 responses. The data collected from this survey played a significant role in shaping the review process.

We wish to recognise the valuable contributions of the PwC consultancy team, specifically Mr. Shermarke Howard and Mr. Khari Murray. Their visit to the Virgin Islands in July enhanced our understanding of the Public Service's compensation needs through their direct engagement with stakeholders and public officers.

Our gratitude also extends to the Honourable Dr. Natalio D. Wheatley, Premier and Minister of Finance, for his continuous support throughout the Compensation Philosophy phase. We also appreciate the involvement of all Cabinet members and public officers during the consultations.

The Office of the Deputy Governor and the project management team presented the Final Compensation Report to the Cabinet after thorough scrutiny. The Cabinet is now reviewing the final report, which was advanced to Cabinet by His Excellency, The Governor, John J. Rankin, CMG. The completion of this review emphasises our commitment to ensuring that public officers are compensated equitably, and this is a key step towards ensuring competitive salaries for our Public Service.

Circular 21 of 2023 - COMPENSATION REVIEW AND JOB CLASSIFICATION COMPLETION

9th November, 2023

Page 2

As Deputy Governor, it is my responsibility to ensure proper compensation for public officers remains a high priority on the transformation of the Public Service agenda. Once Cabinet has made its considerations, the outcomes will be communicated to all stakeholders, which include heads of departments, public officers and representative associations.

Should you have questions, please do not hesitate to contact us via email at dgo@gov.vg or at extension 3000.

A handwritten signature in blue ink, appearing to read 'D. Archer, Jr.', with a long horizontal flourish extending to the right.

David D. Archer, Jr.
Deputy Governor



OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 22 OF 2023

FROM: Deputy Governor

TO: Attorney General
Financial Secretary
Cabinet Secretary
Permanent Secretaries
Heads of Constitutionally Established Offices
Heads of Departments
All Public Officers

DATE: 21st November, 2023

SUBJECT: IMPORTANT UPDATE ON PUBLIC SERVICE COMPENSATION REVIEW AND SALARY RESTRUCTURING

Further to Circular 21 of 2023 shared on 9th November 2023, regarding the completion of the compensation review and job classification project, I am pleased to bring to your attention a significant update on the same subject.

In November 2022, we embarked on an exhaustive compensation and job classification review, conducted by PricewaterhouseCoopers, Trinidad and Tobago, our first since 2003. The review was executed meticulously in six phases, spanning from project planning to the final project close-out. I have kept you updated at all stages of this project and will continue to do so.

It is with great satisfaction I inform you, following the completed review and its subsequent presentation to Cabinet, the recommendation for a new salary structure has been approved, and funding allotted in the 2024 budget for its implementation. This comes as a result of our dedicated efforts to ensure fairness, equity, and competitive remuneration for all public officers. This review was benchmarked against comparative salaries in Anguilla, Bermuda, the Cayman Islands, the Bahamas, and the Turks and Caicos Islands along with statutory agencies and some private sector entities.

I am thrilled to announce that the new salary structure will be effective from 1st January, 2024 with final adjustments to all public officers being implemented by 31st March, 2024 or sooner.

The core team that worked along with the consultants to accomplish the outcome of this review comprised of highly-skilled public officers from the Office of the Deputy Governor, Department of Human Resources, Ministry of Finance, and Central Statistics Office. Additionally, a steering committee consisting of a cross-section of public officers, in addition to associations and union heads assisted significantly with the completion of this process. We are immensely grateful for their dedication, expertise, and collaborative efforts.

(cont...)

I want to personally thank His Excellency the Governor, John J. Rankin, CMG, for his support in seeing this project completed, under whose constitutional responsibility falls terms and conditions for public officers. I also extend appreciation to the Premier and Minister of Finance, Honourable Dr. Natalio D. Wheatley and his Cabinet for allocating funding in the 2024 budget for the new salary structure.

The outcome of this project is a testament to our commitment to fairness and equity in our compensation practices. We believe by assessing factors such as job responsibilities, qualifications, and experience, we can ensure each employee is fairly compensated based on their contributions and performance.

It is important I also highlight, with better compensation will come a higher expectation to serve our customers with an exceptional level of service. Therefore, the service we deliver adds to a vibrant economy, which in turn, ensures funding for our salaries.

Starting this week, meetings will be held with public officers, associations and unions to present the new salary structure and to inform of its implementation, and how it will impact their current compensation.

Thank you for your service and dedication to the public. We look forward to the positive impact this compensation adjustment will make on the Public Service and the lives of public officers.



David D. Archer, Jr.
Deputy Governor

cc: Governor

cc: Premier & Minister of Finance



OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 23 OF 2023

FROM: Deputy Governor

TO: Attorney General
Financial Secretary
Permanent Secretaries
Heads of Constitutionally Established Offices
Heads of Departments
All Public Officers

DATE: 19th December, 2023

SUBJECT: 2023 CHRISTMAS/NEW YEAR HOLIDAY SCHEDULE

As we approach the end of another year, I take this opportunity to thank all public officers for their extraordinary service and invaluable commitment for the 2023 work year and to give notice of the following hours of work for public officers during the Christmas and New Year holiday season:

1. **Monday, 25th December 2023** – Government offices will be closed for Christmas Day, a public holiday.
2. **Tuesday, 26th December 2023** – Government offices will be closed in observance of Boxing Day, a public holiday.
3. **Monday, 1st January 2024** – Government offices will be closed in observance of New Year's Day, a public holiday.

Departments that provide direct services to the public should take steps to advise the public accordingly. The usual exceptions apply for **essential services** and those services with required operating hours as regulated by law.

Thank you for your continued resilience and commitment as you have maintained your steadfastness in being dedicated public officers in 2023. I am proud of you and appreciate you! I wish you a safe and happy Holiday Season and a bright, prosperous New Year.

David D. Archer, Jr.
Deputy Governor



OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 24 OF 2023

FROM: Deputy Governor

TO: Attorney General
Financial Secretary
Permanent Secretaries
Heads of Constitutionally Established Offices
Heads of Departments
All Public Officers

DATE: 29th December, 2022

SUBJECT: PAYMENT OF OUTSTANDING INCREMENTS AND SALARY PROGRESSIONS

As we close 2023, I am sharing an update on the status of payments of outstanding increments to public officers and salary progressions based on the new salary structure. On Wednesday, 13th December, Cabinet decided that all outstanding increment arrears for the Public Service are to be paid by 2027, subject to the availability of funding and barring any unforeseen circumstances. Cabinet has also decided that the ongoing increment salary adjustments for the period 2020-2022, scheduled to be completed in December 2023, should also include the adjustment of a step for the 2023 incremental work year. However, the arrears for 2023 increments will also be paid by 2027, subject to the availability of funding and barring any unforeseen circumstances.

This decision comes on the heels of our now completed Compensation Review and Job Classification Project by PricewaterhouseCoopers. Following the Premier and Minister of Finance, Honourable Dr. Natalio D. Wheatley's announcement in the Budget Address on Tuesday, 21st November that funding in the amount of nearly 10 Million Dollars has been allocated to effect the new salary scale, the project team in the Office of the Deputy Governor swiftly began and concluded the consultation process with all public officers. A new salary structure is a momentous change in the course of the Public Service, therefore we ensured that every public officer, in every ministry and group received the opportunity to hear from us first hand, see the current proposals, and provide feedback.

His Excellency the Governor, John J Rankin CMG said, "The Public Service has endured difficult days, over the past years, including devastating hurricanes and COVID-19, but through those days, public officers have continued to deliver faithful service to the Virgin Islands' public. As we look to the future, it is vital that public officers receive compensation owed to them. With the responsibility for terms and conditions for the Public Service, I endorse the recent decisions geared at better compensation for public officers. The commitment by the Premier to fund this is also welcomed, and I am confident that teams across the Public Service will ensure that the decisions are implemented with efficiency and excellence."

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The consultation on the new salary structure was important, and allowed us to gain valuable perspectives of public officers, and formulated the content of further recommendations to Cabinet. Specifically, on the recommendation to Cabinet of consideration for an additional increment based on years of service and position on the top of the salary scale, His Excellency, the Governor noted, "Cabinet having received the recommendation of awarding an additional incremental step for persons serving 10 years or more in their current posts, or being 5 years or more at the top of their scales, did not accept the recommendation at this time but noted other ways by which long-serving public officers can be remunerated based on their ongoing exceptional performance or advancement through academic achievement or promotion."

As it relates to the ongoing incremental salary progressions, some public officers may have already noticed a change in their annual salaries. Ministerial Human Resources Managers are working to the end of December 2023 to ensure that these adjustments are completed, in respect of Cabinet's decision to include the 2023 work year.

Premier and Minister of Finance, Honourable Dr. Natalio D. Wheatley said, "The Government remains unwavering in our commitment to public officers, and the public service. In order for our collective vision to be realised, we must invest into the success of the Public Service. Our commitment to the payment of outstanding increments and the introduction of a new salary structure reaffirms my government's commitment to ensure sustainable compensation for the public service."

The ability to pay comparable market wages and cement a commitment to pay outstanding increments does however come at a significant cost to the government which must be sustained. To support a long-term commitment to properly compensate public officers, the Public Service with effect from 1st January, 2024 will adopt a pay-for-performance scheme to replace the current incremental system with one that administers bonuses based on public officers meeting expectations, exceeding expectations and providing distinguished service throughout a work year. As we begin to move forward with the administration of this, public officers will be duly informed in more detail. In preparation to move toward this, Cabinet has decided that compensation for the Public Service will be reviewed every two or three years, and where evidence supports an increase in salary, this will be executed, based on affordability.

Further to this, Cabinet's decision to pay outstanding increment arrears by 2027, subject to the availability of funds and any unforeseen circumstances, is a statement of the Government's commitment to ensuring public officers fully receive payments that are due to them.

We also recognise that now, more than ever, there is a need to transform the Public Service's Pension Scheme. Currently, a non-contributory plan, which sees the Government contributing 100% of a public officer's pension, is in place. Retired officers access these funds only after 25 years of service. Therefore, there is a high importance on the need to ensure that no matter when public officers retire or decide to move on from the Public Service, they can reap the benefits for their dedicated service. This is why plans are currently being developed to move toward a contributory pension scheme, which will be shared at a later date.

As we continue to develop how this change, and others will impact the lives of public officers, you can expect that in due course, we will continue to engage you, seeking your opinions and ideas to understand how best this can work for you.

Should you have any questions or concerns about this statement, please do not hesitate to email the Office of the Deputy Governor.

Public officers, for your dedicated and exceptional service, and especially your sacrifices, I extend my sincere gratitude. The work that you do is vital as we build the Territory; your devotion to the Public Service is also a commitment to the future of the Virgin Islands. Together, we will continue to build a World-Class Public Service with an understanding of the importance of proper and sustainable compensation along the journey.

I extend Happy Holiday wishes to you and your families and a bright and prosperous 2024.



David D. Archer, Jr.
Deputy Governor

**Office of the Deputy Governor
Government of the Virgin Islands
2nd Floor, Burhym Building
Road Town, Tortola VG1110**

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