



GOVERNMENT OF THE
VIRGIN ISLANDS

DEPUTY GOVERNOR'S

7TH YEAR IN OFFICE REPORT

March 2024 - February 2025



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David D. Archer, Jr.
Deputy Governor

1 WELCOME MESSAGE FROM THE DEPUTY GOVERNOR



Dear Reader,

On 1st March 2018, I took the Oath of Office as Deputy Governor of the Virgin Islands. Each year since, I have remained committed to reflecting openly and accountably on the work undertaken in service to this Territory. It is therefore with a deep sense of duty and transparency that I present my 7th Year In-Office Report, covering the period 1st March 2024 to 28th February 2025.

This report represents more than a chronicle of activities; it is an affirmation of our collective progress, challenges met and lessons learned. It captures the rhythm of a Public Service in motion: modernising systems, reforming policies, engaging the people we serve and strengthening the institutions that uphold our democracy.

In this year's report, particular emphasis has been placed on capturing the wide-ranging responsibilities of the Office of the Deputy Governor, spanning governance, constitutional leadership, human resources, digital transformation, public engagement and international representation. Importantly, the structure and style of this year's report were informed by feedback received from officers and members of the public in previous years. That feedback called for greater clarity, storytelling, context and relevance—and we have sought to respond by making this year's edition more accessible, data-informed, and reflective of the voices we serve.

Whether you are a public officer, citizen, resident, or observer of governance in the Virgin Islands, I invite you to read this report not just as a summary of outcomes, but as a mirror of our shared efforts to build a Public Service worthy of our people's trust and future.

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

3 LIST OF ACRONYMS

Attorney General Chambers	AGC
British Virgin Islands	BVI
Customer Service Care Centre	CSCC
Commission of Inquiry	COI
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
House of Assembly	HOA
Human Resources Department	HRD
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	PubSer
Public Service Transformation Programme	PSTP
Royal Virgin Islands Police Force	RVIPF
Senior Management Team	SMT
Terms of References	ToRs

4 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, with particular attention to the initiatives and activities I have personally spearheaded or overseen over the past year, many of which are not commonly featured in public-facing reports.

As the Virgin Islands Public Service continues to evolve, so too must our approach to information sharing. This report stands as 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 this report, kindly contact us at **dgo@gov.vg**.

As we move into the next section, I invite you to learn more about the core roles and responsibilities that shape the work of the Deputy Governor's Office and our impact on the Public Service.

4.1 ROLES AND RESPONSIBILITIES OF THE DEPUTY GOVERNOR

During the reporting period, I served as principal support to **His Excellency the Governor**, overseeing the management and development of the Virgin Islands Public Service. This included direct oversight of **Permanent Secretaries** and the **Financial Secretary**, ensuring that they effectively delivered on the mandates of their respective ministries and advanced 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 we do.

This report outlines the strategic initiatives and efforts I have personally initiated, championed or overseen as Deputy Governor. I invite you to engage with its contents and reflect on how this work contributes to a Public Service that is efficient, responsive, and prepared for continued transformation.

The following section provides an overview of the structure of the Governor's Group, highlighting the departments, units and statutory bodies I have worked with to strengthen governance and improve service delivery across the Territory.

4.2 STRUCTURE OF THE GOVERNOR'S GROUP

In my role as Deputy Governor, I also provide critical support to **His Excellency the Governor** in leading the **Governor's Group**, which comprises a wide range of departments, units and constitutionally established bodies. These entities are integral to the effective functioning of the Public Service and form a vital part of the wider governance framework of the Virgin Islands.

The work carried out across the Governor's Group reflects a shared commitment to upholding the rule of law, ensuring public safety, strengthening good governance and delivering quality public services to the people of the Territory. Below is an outline of the core entities under this framework:

Departments

- Civil Registry and Passport Office
- Commercial Court
- Department of Disaster Management
- Governor's Office
- Human Resources Department
 - o Virgin Islands Public Service Learning Institute
- Magistracy
- Office of the Deputy Governor
- 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

Under the delegated authority of the Governor, I also provide support to the following constitutionally established offices, ensuring they operate effectively and in line with their legal mandates:

- Attorney General's Chambers
- Cabinet Office
- Commissions Secretariat
- 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

As I now turn to the strategic priorities that guide this work, let's explore the key focus areas that have shaped my efforts over the past year and will continue to chart the course for the future.

4.3 LOOKING AHEAD

The organisational structure of the Governor's Group provides the bedrock for coordinated leadership, operational efficiency and the delivery of high-quality services across the Territory. With this framework firmly in place, we now turn to the strategic priorities that have guided our collective efforts over the past year and that will continue to shape our course in the years to come.

5 PRIORITIES

The development of an annual **Strategic Plan** is essential to ensuring that the Governor's Group is equipped with the necessary resources to fulfil its mandate effectively. It also enables the Group to contribute meaningfully to the Government's Legislative Agenda and to 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. Together, these priorities 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



With these priorities as our foundation, we next examine the tools and frameworks I have led in developing to monitor progress, measure outcomes and ensure the effective delivery of our goals.

5.1 STRATEGIC PLAN AND PERFORMANCE MONITORING TOOL

The **Governor's Group Strategic Plan and Performance Monitoring Framework 2020–2023** was developed through a participatory process that engaged Heads of Departments, units and staff across the Group. In 2024, the Plan was reviewed and evaluated, marking an important

transitional period as we prepared for the next strategic cycle. I am pleased to report that 85 per cent of the Plan's objectives were successfully achieved, with the remaining goals carried forward into the forthcoming Strategic Plan.

The 2020–2023 Plan was firmly 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 key priorities such as **Good Governance, Justice and Security, Disaster Management** and the **Administration of the Courts**.

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

Under my stewardship and through the commitment of departmental leadership, the Plan facilitated detailed departmental profiling, identification of optimal staffing structures, analysis of human capital needs, phased human resource development strategies, financial forecasting and risk mitigation measures to ensure continuity of execution.

A robust **Monitoring and Evaluation (M&E)** methodology was embedded to support evidence-based decision-making. These insights not only informed annual departmental reporting but also shaped the direction of future initiatives and guided the development of the next strategic phase.

Building on this strong foundation, let's now look ahead to the Governor's Group Strategic Plan for 2025–2029, which charts a bold and forward-looking course for the next stage of public service transformation.

5.2 GOVERNOR'S GROUP STRATEGIC PLAN: 2025–2029 STRATEGIC PLAN

Building on the foundation of the 2020–2023 Strategic Plan, the **Governor's Group Strategic Plan 2025–2029** is both ambitious and forward-looking. It reflects the lessons learned over recent years while setting out a clear path for sustained transformation and enhanced governance.

The 2025–2029 Plan reinforces our unwavering commitment to good governance, service excellence, digitisation and human capital development. It sets out actionable priorities that will guide our efforts to enhance organisational effectiveness, modernise legal and operational frameworks, strengthen capacity across the Public Service and deliver exceptional customer

service. These pillars are central to achieving our national vision and 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 service delivery. As we 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 2025–2029** is available upon request by contacting the Office at dgo@gov.vg.

5.3 SUMMARY AND LOOKING AHEAD

The Governor’s Group Strategic Plan 2025–2029 stands as a bold and carefully crafted blueprint for the future of governance and public service delivery in the Virgin Islands. By reinforcing a shared commitment to good governance, innovation, capacity building and service excellence, the Plan provides a clear and actionable roadmap for achieving meaningful, lasting change.

With this strategic roadmap firmly in place, my office is now well-positioned to deliver on the priorities that matter most to the people of the Virgin Islands. As we turn our focus to the Public Service Transformation Programme, I am pleased to highlight the progress made in advancing meaningful reform, with particular attention to our continued work on the implementation of the Commission of Inquiry recommendations. This effort remains central to upholding good governance, transparency and accountability across the Public Service.

6 PUBLIC SERVICE MATTERS

6.1 IMPLEMENTATION OF COMMISSION OF INQUIRY RECOMMENDATIONS

The seventh 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.

To illustrate the scope and progress of this work, the following section provides a detailed summary of the key recommendations and the actions taken by the Office over the reporting period.

6.2 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 PSTP	Completed
B35-2	Ministries finalise plans	Completed
B35-5	Monitoring and reporting on progress of the plan	Completed
B36-1	Finalisation of PubSer Management Code	Completed
B36-2	Launch of PubSer Management Code	Completed
B36-3	Submit drafting instructions for the PubSer Management Act	Completed
B36-4	Introduction of the PubSer Management Bill to HOA	Completed
B36-5	Launch of PubSer 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
Action Item	Recommendation Summary	Status
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 receive 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

Building on this substantial progress, we next turn to the Public Service Management Code and the landmark Public Service Management Act, 2024, which have further strengthened the governance and accountability framework of the Virgin Islands Public Service.

6.3 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.

With these governance frameworks firmly in place, my Office has also played a central role in advancing a broader legislative agenda designed to strengthen the Territory’s institutions and promote long-term resilience.

6.4 LEGISLATIVE ADVANCEMENTS

Complementing these structural reforms, the Office has made significant progress in the area of legislative modernisation. In partnership with the internal 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.

The initiatives highlighted in this section reflect the depth and breadth of the transformative work underway within the Public Service. From meeting our obligations under the COI recommendations to enacting landmark legislation, these collective efforts have laid a firm foundation for sustained reform and national progress.

As Deputy Governor, I remain resolute in my mission to modernise the Public Service, strengthen institutional integrity, and uphold the highest standards of governance. Most

importantly, we continue to work towards a Public Service that is not only respected and trusted, but one that actively embodies the values and aspirations of the Virgin Islands people.

Building on this momentum, the completion of the **Compensation Review, Job Classification Project** and the implementation of the **new Salary Structure** mark another defining chapter in our journey to create a fairer, more competitive and forward-looking Public Service.

6.5 PROGRESS AND PATH AHEAD

The legislative advancements achieved over the past year have been pivotal in strengthening the legal foundation of the Virgin Islands Public Service. By embedding principles of accountability, transparency and excellence into law, we have laid the groundwork for deeper institutional reform and sustainable progress. Looking ahead, the next section will explore the critical area of pension scheme reform, reflecting our continued efforts to build a fair, resilient and future-ready employment framework for public officers across the Territory.

7 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 were fully implemented by **31st March 2024**, establishing a new foundation for equitable and transparent compensation practices across the Public Service.

7.1 STAKEHOLDER ENGAGEMENT AND CONSULTATION

To ensure the reforms were inclusive and reflective of the realities on the ground, a robust consultation process began in December 2023, involving direct engagement with ministries, departments and employee associations. The Office of the Deputy Governor, in collaboration with the Human Resources Department, spearheaded this process, ensuring that operational feedback and employee perspectives were meaningfully integrated into the final salary structure.

This inclusive approach underscored our commitment to participatory governance and laid the groundwork for subsequent reform initiatives within the Public Service.

7.2 PAY-FOR-PERFORMANCE SCHEME

Aligned with the introduction of the new salary framework, the Public Service officially transitioned to a **pay-for-performance** system on 1st January 2024. Under this approach, salary progressions will now be determined by merit, performance outcomes and service excellence.

Cabinet has mandated a **biennial or triennial review** of the structure to ensure that salaries remain fair, competitive and fiscally sustainable in light of national priorities.

This shift marks a significant cultural change within the Public Service, reinforcing a performance-driven ethos that recognises and rewards excellence.

7.3 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 currently underway, with a target completion date of **2027**, subject to funding availability.

During the reporting period, ministries were instructed to finalise and submit all relevant documentation to ensure that eligible officers were accurately captured in the payment process. This work was crucial in ensuring that final salary placements accurately reflected both historical increments and the updated salary structure.

To safeguard consistency and avoid duplication in salary progression, a **temporary hold** was placed on new salary augmentation requests until the arrears reconciliation was completed.

This measured approach reinforces our commitment to fairness, transparency and responsible fiscal management across the Public Service.

7.4 PENSION SCHEME REFORM

In parallel with the compensation reforms, 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 tenure or exit pathway and represents a critical next step in modernising the employment framework of the Public Service.

This preparatory work ensures that our approach to human capital development remains comprehensive, forward-looking and aligned with the long-term sustainability of the Territory's public finances.

The completion of the Compensation Review, Job Classification Project, and the launch of the new Salary Structure stand as landmark achievements in our ongoing efforts to modernise the Virgin Islands Public Service. These reforms address long-standing challenges around fairness, career progression and workforce motivation, creating a more transparent, competitive and performance-driven public sector.

7.5 ACHIEVEMENTS AND CONTINUING PRIORITIES

As we continue this transformative journey, my Office remains focused on embedding these changes into the operational fabric of the Public Service, ensuring they deliver meaningful and lasting benefits for both officers and the wider community.

Looking ahead, we turn our attention to the broader **Public Service Transformation Programme**, which builds on these achievements and continues to drive innovation, service excellence and institutional resilience across the Public Service.

8 PUBLIC SERVICE TRANSFORMATION

8.1 OVERVIEW OF THE TRANSFORMATION PROGRAMME

The **Public Service Transformation Programme (PSTP)** remained a cornerstone of institutional strengthening and national development throughout 2024. Anchored in our commitment to building a respected, trusted, and efficient Public Service with people at the heart of all we do, the Programme continued to advance targeted reforms. These efforts were aimed at improving service delivery, strengthening governance and cultivating a high-performance, citizen-focused culture across the Public Service.

Transformation is being delivered through three overarching strategies:

1. **Leading Globally in Service Delivery** by benchmarking our operations against international standards such as the Blavatnik Index to strengthen service performance and customer experience.
2. **Developing Skilled and Adaptable Leaders and Employees** by 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** by 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 through the PSTP.

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



Figure 2 – Public Service Transformation Model

With this framework in place, the vision and values guiding our transformation efforts provide a clear ethical and operational foundation.

8.2 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 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, with internal guidance provided to ensure every officer understands what constitutes misconduct and its consequences.

Guided by this vision and value system, the PSTP has achieved significant milestones across its four Cabinet-prioritised pillars, which are detailed below.

8.3 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**.

We begin with achievements in human resource management, which form the backbone of an agile and capable Public Service.

8.4 HUMAN RESOURCES MANAGEMENT AND PUBLIC ADMINISTRATION

- Expanded partnerships between the **Virgin Islands Public Service Learning Institute (VIPSLI)** and the UK and Cayman Islands Civil Service Colleges and the Global Government Forum.
- Completion of Cohort 1 of the **Emerging Leaders Initiative** with 21 senior officers; launch of Cohort 2 in January 2025 with 25 officers.
- Delivery of seven one-day **Customer Service Training** sessions, reaching 111 public officers, alongside a CXC-accredited course now underway.
- Awarding of study leave and scholarships to nine officers, including four enrolled in the **CMI Level 7 Diploma in Strategic Management and Leadership Practice**.
- Launch of the **Essential Learning and Development Programme**, recording 7,259 course attendances across 96 offerings.

- Revamped **Retire-Ready Programme** delivered across ministries in October 2024.
- Reinstatement of the **Employee Recognition Ceremony** in November 2024, honouring approximately 700 officers.
- Commencement of the **Job Evaluation and Analysis Project** led by the Human Resources Department.

These workforce advancements created a strong foundation for elevating the customer service experience across government services.

8.5 CUSTOMER SERVICE IMPROVEMENTS

- Expansion of the **Customer Service Care Centre (CSCC)** to Virgin Gorda, achieving:
 - 65% improvement in customer service experiences
 - 70% increase in customer satisfaction
 - 77% reduction in complaints
- Training of over 120 frontline officers in communication, professionalism, and conflict resolution through VIPSLI.
- Reintroduction of **Service Charters** across ministries.
 - Development of performance competencies for customer-facing roles, to be integrated in 2025 appraisals.
 - Launch of **Customer Service Tips** and a tri-annual Customer Service Newsletter.
 - Delivery of **Public Service 101 Training** for teachers.
 - 100% satisfaction reported via **Express Pods**.
 - Introduction of **Guest Wi-Fi** at CSCC to improve client experience.
 - Opening of the **Virgin Gorda CSCC**, equipped with a new telephone switchboard.
 - Establishment of **Disaster Readiness Support** for uninterrupted service during emergencies.
 - Enhancement of the reception area, resulting in a 92% resolution rate for inquiries and 62% for BVIGovReportIt matters at the CSCC.

- Receipt of 351 individual and 18 departmental commendations on **Rate Us Platform**.

Building on these service gains, the transformation agenda has also advanced significantly in the area of digital innovation.

8.6 DIGITAL TRANSFORMATION

- Launched the tender process for a new **Records Management System**.
- Procured shelving and upgrades for the **Records Management Centre**.
- Initiated digitisation projects, including the **Genealogy Records Project** and mapping of government-owned and leased estates.

These technological improvements have been reinforced by progress in governance, ensuring the necessary legal and policy frameworks are in place.

8.7 GOOD GOVERNANCE

- Passage and assent of the **Public Service Management Act, 2024**.
- Introduction of the **Devolution of Human Resource Functions (Amendment) Regulations, 2024**, expanding ministry-level autonomy.
- Finalisation of **Workforce Plans** for law enforcement agencies and the Office of the Director of Public Prosecutions, in line with **HMICFRS Report** recommendations.

Alongside these digital innovations, the Public Service has prioritised strengthening governance frameworks to ensure that the systems supporting transformation are transparent, accountable and fit for purpose.

8.8 SUMMARY OF TRANSFORMATION PROGRESS

Taken together, these achievements demonstrate the continued commitment of my Office in strengthening the core functions of the Public Service. Through strategic investment in people, systems and structures, my Office 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.

As we build on this strong foundation, attention now turns to the future direction of the Public Service Transformation Programme and the critical next phase of implementation, integration and measurable impact across the Public Service.

8.9 HIGHLIGHTS AND WHAT'S NEXT

As I reflect on the progress made over the past year, it is clear that the Virgin Islands Public Service has reached an inflexion point in its transformation journey. The foundation has been firmly laid and the time has now come to move beyond planning and groundwork towards full-scale implementation, integration and the delivery of measurable results. The year ahead will be marked by renewed momentum, deeper collaboration and a steadfast commitment to achieving meaningful and lasting improvements across all levels of government.

With this renewed focus, the following section outlines the **Strategic Priorities for 2025**, detailing the key areas that will guide my Office's efforts to strengthen public sector performance, enhance service delivery and build a Public Service that is truly responsive to the needs of the Virgin Islands and its people.

9 LOOKING AHEAD: THE FUTURE OF THE PUBLIC SERVICE TRANSFORMATION PROGRAMME

It is clear that the Virgin Islands Public Service has reached an inflexion point in its transformation journey. With the foundation firmly established, the next phase requires us to move with focus and discipline from planning to execution. This will mean embedding reforms, measuring impact and sustaining improvements that strengthen the capacity and credibility of government.

The year ahead will therefore be guided by a clear set of strategic priorities, practical steps designed to ensure that transformation is not only advanced, but also translated into visible, measurable benefits for the people of the Virgin Islands.

9.1 STRATEGIC PRIORITIES FOR 2025

The priorities for 2025 are designed to strengthen public service performance and ensure lasting improvements in how services are delivered, how people are supported and how the Public Service operates:

- **Operationalising the Strategic Framework**
Ministries and departments will align their internal work plans and performance targets with the three core strategies of the Framework: *Service Delivery and Innovation*, *Skilled and Adaptable Workforce* and *Digital, Lean and Agile Operations*.

- **Institutionalising Customer Service Standards**

The full roll-out of revised Service Charters, alongside the continued expansion of the **Rate Us** programme, will reinforce a culture of responsiveness, accountability and service excellence across the Public Service.

- **Accelerating Digital Transformation**

Particular emphasis will be placed on the digitisation of public records, the automation of frontline services and the introduction of e-payment platforms, supporting our goal of a smarter, more accessible and technology-enabled Public Service.

- **Advancing Policy and Legislative Reform**

Key legislative reforms, including amendments related to public service, education and governance, are expected to progress, helping to strengthen the legal foundation required for long-term transformation.

- **Building Capacity and Leading Change**

Through the **Virgin Islands Public Service Learning Institute (VIPSLI)**, officers at all levels will be equipped with the leadership, innovation, and digital skills needed to manage and lead transformation effectively.

- **Enhancing Governance and Transparency**

A continued focus on performance measurement, records management and integrity systems will underpin stronger public trust. This includes initiatives such as the launch of the **Integrity Commission**, which will support greater transparency and accountability.

The year ahead promises to be one of meaningful progress as the Public Service continues its journey towards becoming a more modern, agile and citizen-focused institution. Achieving this vision will depend on the collective commitment of every officer and agency, working in partnership to ensure that transformation is not only delivered, but sustained for the long-term benefit of the Virgin Islands and its people.

9.2 PROGRESS AND PATH AHEAD

Building directly on these priorities, the next section highlights the strides made in one of the most visible and impactful pillars of transformation: Customer Service Improvement. This work has been central to strengthening public trust, improving service delivery and ensuring that people remain at the heart of governance across all parts of the Territory.

10 PUBLIC SERVICE TRANSFORMATION – CUSTOMER SERVICE IMPROVEMENT

Building on the reforms and innovations outlined in the previous section, my Office has maintained momentum in transforming the culture and quality of service delivery. In March 2024–February 2025, one of the most visible pillars of this transformation was the focus on Customer Service Improvement, guided by the theme “*A Dynamic, Exceptional and World-Class Customer Service Experience.*”

This section provides an overview of the major initiatives and progress made under this agenda, reflecting our ongoing commitment to placing people at the centre of governance across the Virgin Islands.

10.1 REINTRODUCTION OF DEPARTMENTAL SERVICE CHARTERS

To anchor this transformation, the reintroduction of **Departmental Service Charters** was prioritised. These charters reaffirm each department’s accountability to the public by outlining service standards, delivery timelines, and feedback channels.

A standardised charter template was distributed to all ministries, with departments expected to finalise and publish their charters by **Q2 2025**. This initiative directly supports transparency and service equity across the Territory, ensuring that residents have clear expectations and avenues for engagement.

With clear standards established, the next phase focused on equipping public officers with the skills to deliver on these commitments.

10.2 TRAINING AND ORIENTATION: LAYING THE FOUNDATION

To support the implementation of these standards, targeted customer service training was delivered through the **Virgin Islands Public Service Learning Institute (VIPSLI)** in mid-2024. Six sessions, led by the Director of Customer Service, explored key topics such as:

- Distinguishing service from experience
- Applying the Public Service Customer Promise
- Conflict resolution and trust-building behaviours

Additionally, **Public Service 101** orientation sessions reached over 500 officers across all major islands, helping to instil a shared understanding of service excellence.

This investment in capacity-building laid the groundwork for recognising and celebrating exceptional performance across the Public Service.

10.3 CELEBRATING EXCELLENCE: STAR MEMBERSHIP CLUB & CUSTOMER EXPERIENCE (CX) DAY

October 2024 marked the inaugural celebration of **Customer Experience (CX) Day**, under the global theme “Good CX delivers better outcomes for customers, employees and organisations.” Activities included social media spotlights, departmental tributes and the #CXDay2024 campaign, reaffirming our commitment to recognising public officer who go above and beyond.

Through the **Star Membership Club**, over 46 officers and 10 departments were celebrated at two Pinning Ceremonies for exceptional performance. This recognition programme not only boosts morale but also sets a visible standard for service excellence across government.

10.4 THE STAR MEMBERSHIP CLUB AND STEPHANIE BENN AWARD

Complementing these initiatives, the annual **Stephanie Benn Public Service Award for Customer Service Excellence** honours officers with the highest public commendations via the **Rate Us** platform. This award upholds the legacy of the late Registrar General, Mrs Stephanie Benn, whose exemplary service embodied integrity, compassion and dedication.

The 2024 honouree will be announced in **Q2 2025**, reinforcing the message that excellence in public service is both valued and celebrated.

10.5 LISTENING TO THE PUBLIC – RATE US AND CUSTOMER SATISFACTION

Public feedback plays a vital role in shaping improvements. In 2024, the **Rate Us platform** (<https://rateus.gov.vg>) recorded:

- **928 submissions**, including:
 - 792 individual commendations
 - 78 departmental commendations
 - 27 individual complaints
 - 31 departmental complaints



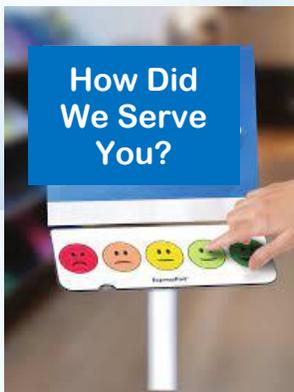
Figure 3 – Rate Us

Of these, 870 were rated exceptional and 58 were rated unsatisfactory, yielding a **Customer Satisfaction Score (CSAT)** of **93.8%**.

This consistently high satisfaction rate indicates that the majority of residents are pleased with the service received, while the relatively low complaint figures suggest that issues are being proactively addressed. The balance of commendations and complaints provides an important feedback loop for ongoing improvement.

The Office of the Deputy Governor itself received **13 commendations and 1 complaint**, affirming the strength of its internal service standards. To maintain this performance, initiatives such as the **Customer Service Newsletter** and monthly service tips were introduced to reinforce behaviours aligned with the Customer Promise.

10.6 AT YOUR FINGERTIPS: EXPRESS PODS AND DIGITAL TOOLS



The **Customer Service Express Pods** provide real-time feedback at 15 locations, recording 1,808 responses in 2024, compared to 469 in the previous year, a **285% increase**. The Office of the Deputy Governor recorded a **CSAT score of 78.5%**.

The sharp rise in pod usage reflects increasing public engagement and confidence in these tools. The slightly lower CSAT score compared to the overall average signals areas for further improvement, particularly in managing peak times, such as Thursday afternoons and Fridays. This data is now being used to guide staff deployment and service strategies.

10.7 INNOVATION IN ACTION: THE CUSTOMER SERVICE CARE CENTRE (CSCC):



The CSCC, based in the Burhym Building, remained a model of integrated service delivery. In 2024, it:

- Supported **135,858 customers**, up 1% from 2023
- Managed **94,538 calls, 2,343 WhatsApp messages** and **2,063 emails**
- Handled **1,556 walk-ins** and scheduled **24,785 appointments**

While the overall customer volume increased slightly, the Centre's ability to manage high volumes across multiple channels reflects an increasingly mature and resilient service model.

The CSCC also piloted a **satellite location on Virgin Gorda**, improving service accessibility. Through **BVIGovReportIt**, **514 community reports** were received, achieving a **63% resolution rate**, demonstrating the system's practical impact in addressing community concerns.

10.8 SYSTEM THAT WORKS: APPOINTMENTS, REPORTS & SOCIAL ENGAGEMENT

A modern Public Service must offer not only excellent service but also convenient, accessible ways for the public to engage with government. During the reporting period, my Office made significant strides in enhancing the systems that underpin service delivery, ensuring residents experience timely, efficient and people-centred support.

The **Government Appointment System** continued to improve access and reduce wait times, with **26 departments fully onboarded** and an additional **four added in Q3 2024**. This platform has proven instrumental in managing public traffic and creating a more structured, client-focused experience.

The **Customer Service Care Centre (CSCC)** also provided critical in-person support with appointment scheduling, form completion, application assistance and general inquiries. Departments such as **Human Resources** and **Labour and Workforce Development** benefited greatly from CSCC assistance, particularly in relation to the **Labour Management System (LMS)**.

To further improve communication and accessibility, the Centre maintains a centralised email (customerservice@gov.vg) and actively engages the public across social media platforms including Twitter, Facebook and Instagram. These tools allow for timely updates, community interaction and two-way engagement.

The observed **9% decline in traditional switchboard usage** in 2024 reflects the successful shift towards modern support channels such as WhatsApp, live chat, and in-person services. This trend signals meaningful progress toward a true omnichannel service model, enhancing flexibility and convenience for the public.

INBOUND & OUTBOUND CALL MANAGEMENT MONTHLY 2024

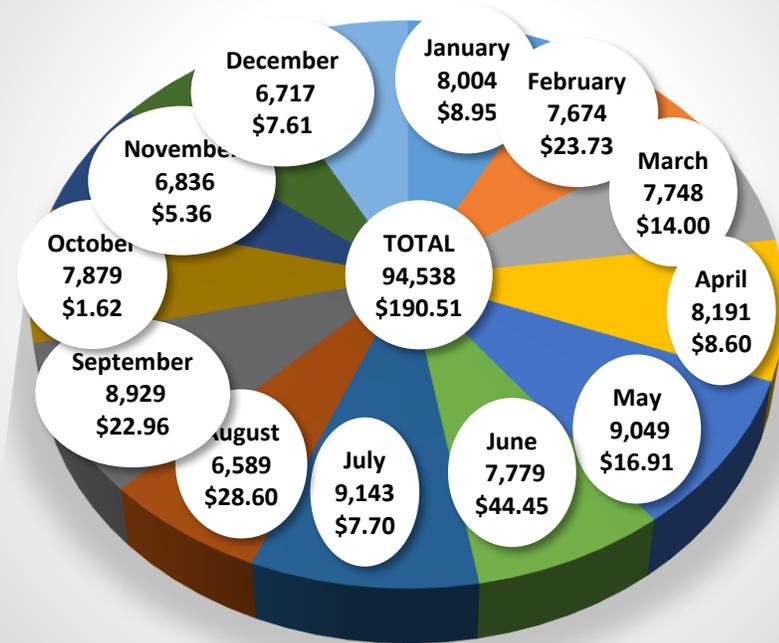


Figure 4 - Call Management (Monthly Inbound and Outbound Calls)

10.9 HIGHLIGHTS AND WHAT'S NEXT

The period from March 2024 to February 2025 has been transformative for customer service across the Virgin Islands Public Service. Through clear standards, comprehensive training, public feedback mechanisms, technological innovation and meaningful recognition, we have strengthened the culture of service excellence and accountability across departments.

Having strengthened the foundational systems and modernised service channels across the Public Service, the next phase of improvement has focused on expanding access and resilience. The following section highlights how the Customer Service Care Centre has continued to broaden its reach, introducing new initiatives designed to enhance customer experience, improve accessibility and ensure operational continuity across the Territory.

11 EXTENDING OUR REACH: CONTINUED CUSTOMER SERVICE IMPROVEMENTS

Guided by the theme "A Dynamic, Exceptional, and World-Class Customer Service Experience," the Customer Service Care Centre (CSCC) continued to extend its reach and strengthen its impact

across the Virgin Islands throughout 2024. Building on a solid foundation of systems and innovations, the Centre introduced several initiatives to further improve customer experience, expand accessibility and enhance operational resilience across the Public Service.

These initiatives reflect the government's ongoing commitment to ensuring that every public interaction, whether online, by phone, or in person, meets the highest standards of professionalism, convenience and care.

11.1 GUEST WI-FI ACCESS

To improve the on-site experience at CSCC locations, **complimentary Wi-Fi** was introduced in 2024. This service enables guests to confirm appointments, receive real-time updates and access government digital services during their visits. The Wi-Fi platform also serves as a medium for sharing announcements and promoting available services.

Providing on-site connectivity is more than a convenience; it reflects the evolving expectations of residents and supports the vision of a modern, accessible Public Service.

With this added convenience in place, the Centre also worked to improve the efficiency and simplicity of government transactions.

11.2 CENTRALISED PAYMENT PORTAL: CUSTOMER SUPPORT READINESS

In February 2025, the government launched a centralised payment portal, streamlining transactions across departments and offering residents a more seamless, user-friendly payment experience. To ensure readiness, CSCC staff underwent specialised training to equip them to assist the public from the day of launch.

The new payment system simplifies processes and demonstrates the government's commitment to reducing administrative barriers, thereby strengthening the customer experience.

In parallel with service modernisation, the Centre also focused on ensuring resilience in the face of disruption.

11.3 DISASTER READINESS AND CONTINUITY OF SERVICE

Recognising the importance of uninterrupted service, the CSCC invested in **VPN-enabled devices** and laptops in 2024, allowing staff to work remotely during emergencies. This effort was carried out in partnership with the Department of Information Technology. By equipping its workforce for remote operations, the Centre has reinforced its ability to serve the public reliably under all circumstances, reflecting a proactive and forward-thinking approach.

Beyond operational resilience, attention was also placed on expanding direct communication channels with residents.

11.4 WHATSAPP BULK MESSAGING FOR PUBLIC ENGAGEMENT

To strengthen public engagement, the Centre implemented **WhatsApp bulk messaging** in 2024. This innovation enables the simultaneous delivery of important updates, alerts and reminders to clients across the Territory.

The adoption of WhatsApp for bulk communication aligns with residents' preferred communication habits, enhancing outreach and ensuring that vital information reaches people promptly and effectively.

While technology has played a central role in improving reach, expanding physical access remained a critical focus in 2024.

11.5 EXPANDING ACCESS: CSCC ON VIRGIN GORDA

In a major step towards equitable service delivery, the CSCC opened a satellite location at the Vanterpool Administration Building, Virgin Gorda in June 2024. Operating two days per week, this Centre served approximately 50 clients in its initial months.

This expansion ensures that residents of the Sister Islands benefit from the same exceptional quality of service available on Tortola, promoting fairness and inclusivity across the Territory.

Complementing physical expansion, the Centre also focused on strengthening its multi-channel communication strategy.

11.6 STRENGTHENING COMMUNICATION CHANNEL

To improve accessibility and responsiveness, the Centre maintained a centralised email (customerservice@gov.vg) and engaged the public across **Twitter**, **Facebook** and **Instagram**. These platforms provide timely updates, enable interactive dialogue and create opportunities for feedback and improvement.

Expanding the government's digital presence fosters transparency, improves service responsiveness and builds stronger connections with the public, which are essential elements of a dynamic and world-class customer experience.

11.7 REFLECTION AND FORWARD LOOK

Overall, the initiatives introduced in 2024 have strengthened the CSCC's role as a cornerstone of a modern, accessible and resilient Public Service, firmly advancing the vision of delivering "A Dynamic, Exceptional, and World-Class Customer Service Experience." By combining

technological innovation, expanded access and improved communications, the Centre has made tangible progress in transforming the way government engages with the people of the Virgin Islands.

Equally important to this progress is how we listen and respond to the concerns raised by those we serve. The next section of this report explores the trends identified through customer complaints during 2024 and the steps being taken to address them as part of our ongoing commitment to accountability and continuous improvement.

12 CUSTOMER COMPLAINTS

As part of our ongoing mandate to promote good governance and sound public administration, the delivery of high-quality service depends not only on performance but also on how effectively we listen to and respond to public concerns. In 2024, the **Customer Service Care Centre (CSCC)** received a total of **298 complaints** across 15 departments. These complaints were carefully tracked and categorised to identify trends, inform corrective action and strengthen overall service delivery.

12.1 TOP COMPLAINT CATEGORIES

The following were the most frequently reported issues received from internal and external clients during the 2024 reporting year:



Complaint Category	Nature of Concern
Unresponsive Communication	Departments failing to answer phone calls, reply to emails, or provide timely updates
Incorrect or Incomplete Information	Misinformation provided by staff or documents that are not accurate or up to date

Appointment System Errors	Missed or mishandled bookings, issues with notifications or listings
Delayed Service Delivery	Late openings, extended wait times, or service disruptions without notice
Work Permit and Residency Inquiries	No updates provided on application status or excessive delays in processing

Figure 5 - Top 5 Complaint Categories – 2024

The prevalence of complaints regarding communication and delayed updates points to the need for stronger interdepartmental coordination and clearer protocols. Issues with the appointment system and processing delays highlight operational pressure points that, once addressed, can significantly improve the overall customer experience.

12.2 CUSTOMER SERVICE CHALLENGES

In addition to external complaints, the CSCC encountered several recurring operational challenges in 2024:

1. **Technical issues with the telephone system**, including call freezes, dropped calls, and delayed audio.
2. **Lack of timely departmental updates** to customers regarding applications and inquiries.
3. **Incorrect management of the Appointment System platform** by some departments, leading to overbookings.
4. **Understaffing at critical points**, such as having only one officer answering phone lines or too few cashiers, causing service delays.
5. **Technical difficulties with the BVIGovReportIt App** for Android users, resolved through collaboration with CivicPlus, Google Inc. and the Department of Information Technology.

These operational challenges underscore the importance of ongoing investment in systems, training and staffing. Notably, the swift resolution of the BVIGovReportIt App issue demonstrates the value of collaborative problem-solving between government departments and external partners.

12.3 REFLECTION AND FORWARD LOOK

By systematically addressing complaints and operational challenges, the Public Service is not only improving immediate service outcomes but also strengthening its long-term capacity to deliver on the promise of a modern, accountable and citizen-centred government. Recognising that sustainable improvement requires investment in the skills and leadership of our people, the next section highlights the pivotal role of the Virgin Islands Public Service Learning Institute

(VIPSLI) in advancing human resource management and professional development across the Territory.

13 PUBLIC SERVICE TRANSFORMATION – INVESTING IN HUMAN CAPITAL

13.1 VIRGIN ISLANDS PUBLIC SERVICE LEADERSHIP INSTITUTE

As we continue to address the challenges identified through customer service feedback, it has become evident that sustainable transformation of the Virgin Islands Public Service depends fundamentally on strengthening the capabilities of our people. In this regard, the **Virgin Islands Public Service Learning Institute (VIPSLI)** has emerged as a cornerstone of our modernisation agenda, advancing the professional development and leadership capacity of public officers across the Territory.

13.2 VIPSLI'S STRATEGIC ACHIEVEMENTS AND IMPACT

Over the reporting period, VIPSLI delivered over **100 training programmes**, engaging over **10,000 repeat participants**. These initiatives were closely aligned with key service priorities, including leadership, communication, customer service and crisis management. Notably, customer service training reached over 350 officers, directly addressing the service quality concerns identified through public feedback.

The scale and focus of these efforts highlight VIPSLI's critical role in strengthening institutional capacity and nurturing a culture of excellence across the Public Service.

Building on these achievements, VIPSLI also prioritised access to formal academic and professional qualifications to deepen human capital development.

13.3 SCHOLARSHIP AND PROFESSIONAL DEVELOPMENT

A key achievement during the reporting year was the relaunch of the Public Officers Scholarship Programme, supporting nine officers to pursue qualifications in priority fields such as accounting, geography, environmental health and public administration. Additionally, VIPSLI strengthened its partnerships with institutions such as H. Lavity Stoutt Community College, CARICAD, PAHO and the Global Governance Forum.

These strategic collaborations expand access to high-quality, accredited training that addresses both current skill needs and future workforce demands.

Despite these gains, VIPSLI has also had to navigate persistent operational challenges, which have shaped its priorities going forward.

13.4 OPERATIONAL CHALLENGES

While VIPSLI has demonstrated strong delivery, it continues to operate under capacity constraints. Only four of the twelve approved posts have been filled, limiting its ability to expand programmes and monitor outcomes effectively. The absence of a permanent training facility and limited technological infrastructure further impacted the Institute's ability to scale its work.

Plans are now in motion to establish a **dedicated training centre** and roll out the **Skill Wise Learning Management System**, which will modernise virtual delivery and improve data management.

Addressing these operational barriers will be essential to sustaining VIPSLI's growth and strengthening the long-term impact of its work.

Recognising these constraints, VIPSLI also focused on **strengthening governance mechanisms** to guide its future development.

13.5 GOVERNANCE AND INSTITUTIONAL STRENGTHENING

Throughout the reporting period, the VIPSLI Committee provided **strategic oversight**, approving eight scholarship awards, **setting priority training areas** and **initiating policy reviews**. A major milestone was the introduction of a **60-hour annual training requirement for all public officers**, underscoring the Government's commitment to continuous learning and high performance.

These governance measures help embed a culture of accountability and ensure that investments in learning yield measurable returns across the Public Service.

Looking ahead, VIPSLI has set an ambitious strategic agenda to accelerate progress in 2025.

13.6 STRATEGIC OUTLOOK FOR 2025

In the year ahead, VIPSLI will concentrate on:

- Establishing a permanent, fully equipped training facility in the Clarence Thomas Building;
- Broadening its programme offerings to meet evolving leadership and technical needs;
- Launching the Skill Wise Learning Management System; and
- Finalising core policies to govern learning and development across the public service.

These priorities position VIPSLI to play a transformative role in supporting the Public Service's ongoing modernisation and building resilience for the future.

13.7 REFLECTION AND FORWARD LOOK

The work of the Virgin Islands Public Service Learning Institute has continued to respond meaningfully to the needs of our workforce and the public we serve. Through a strategic focus on professional development, capacity building and stakeholder engagement, the Institute has contributed to a more responsive, accountable and performance-driven public service.

Looking ahead, VIPSLI will remain integral to strengthening the effectiveness of Government operations, supporting the implementation of priority policies and building a service culture rooted in excellence. As we enhance governance frameworks and reinforce transparency across the public sector, the development of our human capital through learning and training will remain a foundational pillar.

It is within this strengthened governance environment that we now turn to the Policy and Administration Programme, which highlights the key policy matters advanced during the reporting period that supported strategic decision-making, enhanced customer service and promoted good governance across the Public Service.

14 POLICY AND ADMINISTRATION PROGRAMME: GOOD GOVERNANCE

14.1 POLICY MATTERS ADVANCED FOR DECISIONS

As part of my unwavering commitment to good governance and sound public administration, my office advanced several key policy matters for Cabinet consideration during the reporting period. These actions were vital to enhancing decision-making, strengthening customer service and improving alignment within the Governor's Group and the broader Public Service.

14.2 ADVANCING POLICY FOR STRATEGIC DECISION-MAKING

Throughout the year, my Office worked diligently to ensure that all policy submissions brought before Cabinet were developed through the lenses of accountability, transparency and operational efficiency. This approach reflects our commitment to building governance systems that not only strengthen public trust but also support the effective delivery of services.

With this strategic approach in place, my Office moved forward to deliver a range of policy submissions that addressed both immediate operational needs and long-term institutional reforms.

14.3 COMPLETED POLICIES AND CABINET DECISIONS

Over the reporting period, 38 key matters were brought before Cabinet, spanning governance reforms, operational improvements and institutional strengthening. Notable examples include:

- Approval of a comprehensive vetting framework for key public safety departments, addressing COI Recommendation B39.
- Declaration of the Clarence Thomas Building as the Magistrate’s Court, enhancing the Territory’s judicial infrastructure.
- Approval of annual reports from critical departments, including the Human Resources Department, Supreme Court and Civil Registry.
- Amendments to the Service Commission Regulations to establish an independent dedicated secretariat, reinforcing oversight and accountability.
- Reforms to the Elections Act designed to modernise electoral processes and bolster public confidence.
- Strategic procurement decisions, including the purchase of vehicles for the RVIPF and upgrades to cyber security systems, ensuring operational resilience.

The breadth and substance of these submissions underscore the Office’s pivotal role in advancing good governance, strengthening institutional capacity and enhancing public administration across sectors.

A full list of the policy submissions and Cabinet decisions from the reporting period can be found in Appendix 1 for reference.

Building on this foundation of policy progress, the next step was to secure the legislative changes necessary to anchor these reforms into law, ensuring long-term governance impact.

14.4 LEGISLATIVE MILESTONES: BILLS PASSED IN THE HOUSE OF ASSEMBLY

Several landmark pieces of legislation were passed in the House of Assembly during the reporting period, each receiving assent from His Excellency the Governor. These Acts mark a major advance in governance, institutional integrity and public service transformation:

- **Inquiries Act, 2024:** Establishes a modern framework for public inquiries, replacing outdated provisions and promoting transparency.
- **Service Commissions (Amendment) Act, 2024:** Implements vetting measures for officers in critical agencies, reinforcing public safety and trust.
- **Public Service Management Act, 2024:** Formalises governance structures and embeds principles of accountability and fairness across the Public Service.

- **Financial Investigation (Amendment) Act, 2024:** Expands the powers of the Financial Investigation Agency, strengthening compliance with international anti-financial crime standards.

Together, these legislative achievements reflect a determined and coordinated effort to modernise the legal framework supporting the Public Service, ensuring it remains fit for purpose in an evolving global and domestic context.

With these legislative pillars in place, we turned our attention inward, focusing on the critical operational work taking place within the Office of the Deputy Governor itself.

14.5 ACHIEVEMENTS AND CONTINUING PRIORTIES

The breadth and substance of the policy submissions advanced during this reporting period underscore my Office’s pivotal role in strengthening governance, institutional resilience and public sector excellence. By addressing critical reforms and operational matters, we have laid the groundwork for a more transparent, accountable and responsive Public Service.

The past year’s policy and legislative achievements have laid a strong foundation for deepening good governance, strengthening institutional frameworks and advancing public service excellence across the Virgin Islands. By aligning policy direction with legal reform, we have positioned the Public Service to better serve both government and the people.

The following section explores how the Office of the Deputy Governor has translated these priorities into action, playing a pivotal role in advancing the public service reform agenda while ensuring the daily operations of government run smoothly and effectively.

15 WITHIN THE OFFICE OF THE DEPUTY GOVERNOR

The Office of the Deputy Governor continues to play a central role in advancing the broader public service reform agenda, while ensuring the smooth and effective functioning of the Government’s daily operations. Our work remains guided by a commitment to transparency, accountability and the consistent communication of critical information to both public officers and the wider Virgin Islands community.

To support this, a range of communication tools were employed, including official circulars, monthly messages and public statements. These channels allow for timely updates on matters of policy, legislation and administration that directly affect the Public Service.

15.1 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**, circulars are issued to keep officers updated on key developments affecting their roles and responsibilities. Circulars serve as an essential mechanism for maintaining alignment across ministries and departments, reinforcing cohesion and promoting good governance throughout the public sector.

Between **March 2024 and February 2025**, a total of **30 circulars** were issued, covering a wide range of topics from the Public Service Management Act and allowance updates to emergency response protocols and legislative consultations. These communications were instrumental in ensuring the smooth operation of Government services and keeping public officers aligned with policy and operational priorities.

The consistent issuance of circulars highlights my commitment to proactive and structured communication. This practice helps minimise ambiguity, strengthen operational readiness and build officer confidence in the service’s direction.

A detailed list of circulars issued during the reporting period is provided in table below.

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

12 th August 2024	17 of 2024	Early Release for Officers from Virgin Gorda due to incoming inclement weather
13 th August 2024	18 of 2024	Government Offices Closedp on Wednesday, 14 th August – Essential Services Only
Date	Circular	Topic
14 th August 2024	19 of 2024	Government Office to Reopen on Thursday, 15 th August
22 nd August 2024	20 of 2024	Completion of Performance Appraisals - 2023
27 th September 2024	21 of 2024	A Message to the Public Service
18 th October 2024	22 of 2024	National Celebration of the Right Honourable Dame Janice M. Pereira
1 st November 2024	23 of 2024	Public Service Week
5 th November 2024	24 of 2024	New Ministerial Assignments
11 th November 2024	25 of 2024	Office Inspections and Flexible Working Arrangements in Response to Flooding and Landslide Clean Up Efforts
22 nd November 2024	26 of 2024	Completion of 2024 Performance Appraisals
22 nd November 2024	27 of 2024	Public Service Management Act, 2024
13 th December 2024	28 of 2024	2024 Christmas/New Year Holiday Schedule
16 th December 2024	29 of 2024	Completion of Mandatory Learning Hours
19 th 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
26 th February 2025	5 of 2025	Implementation of 360 ⁰ Surveys in Preformance Managment

Additionally, a comprehensive view of each circular is available in **Appendix 2: Office of the Deputy Governor Circulars**. This appendix offers a complete reference for officers and members of the public seeking to review the breadth and focus of communications over the past year.

The steady issuance of circulars throughout the reporting period underscores my commitment to maintaining clear, consistent communication across the Public Service. By addressing a wide range of operational, legislative, and emergency topics, these circulars have strengthened alignment between ministries, improved organisational responsiveness and promoted a shared understanding of government priorities. Importantly, this regular flow of information has

helped to build trust, reduce uncertainty and ensure that public officers are well-positioned to deliver effective and coordinated service to the people of the Virgin Islands.

Building on this foundation of internal communication, my Office also continues to issue monthly messages and official statements. These channels extend our outreach beyond the internal Public Service, deepening engagement with the wider Virgin Islands community and reinforcing our commitment to transparency, inclusion and shared progress.

15.2 MONTHLY MESSAGES AND STATEMENTS

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

Monthly messages and statements are issued to keep public officers engaged and the public informed. Each message addresses a priority topic, from leadership and mental health awareness to updates on key legislative initiatives, ensuring consistent and meaningful communication across the Public Service.

Between March 2024 and February 2025, I issued a series of messages and statements, some of which addressed urgent matters such as weather events, leadership transitions and the progress of governance reforms. The accompanying table provides a detailed overview of these communications, reflecting the breadth and diversity of topics covered during the reporting period.

Month	Type	Title	Link
March	Monthly Message	Update on the Customer Service Programme	March's Message
March	Statement	The Register of Interest (Amendment) Bill, 2024	Statement-Register of Interest
March	Statement	Passing of Jamal Smith	Statement-Passing of Jamal Smith
March	Statement	False Statement in Mika Barry Video	False Statement-Mika Barry
April	Monthly Message	Leadership In The Public Service	April's Message
May	Monthly Message	Mental Health Awarenesss	May's Message
May	Statement	The Passing Of Mr. Vernon Malone, QPM, LLB, CPA	Passing of Vernon Malone
June	Monthly Message	Public Service: Atlantic Hurricane Season	June's Monthly Message
June	Statement	Flash Flood – Office Closures	June 2024-Flash Flood

September	Monthly Message	Update on the Implementation of the COI Recommendations	September's Message
November	Statement	Leadership Change in RVIPF	Leadership Changes RVIPF
December	Monthly Message	2024 Christmas Message	December's Message
February	Monthly Message	Work of the Records Management Centre	February's Message

15.3 MEETINGS AND ENGAGEMENTS

As Deputy Governor, I maintain an intensive and diverse calendar of engagements that reflect the breadth of my leadership role across governance, legal affairs, human resources, digital transformation, public service development and external relations.

Between March 2024 and February 2025, my calendar recorded **over 300 engagements**, encompassing local, regional and international meetings, site visits, ceremonial events, HR matters, legislative consultations and public-facing activities.

This high volume of engagements underscores the pivotal role the Deputy Governor plays in steering the Public Service, fostering cross-sectoral coordination, and advancing national priorities. Importantly, it reflects a balance between governance oversight, internal capacity-building, and external representation, reinforcing the Virgin Islands' reputation as a responsive and well-governed jurisdiction.

Key highlights from the calendar include:

- Governance & Policy:**
 Regular Cabinet meetings (including as Acting Governor), Senior Management Team meetings, Heads of Department meetings and legislative consultations ensured continuity of governance and strategic alignment.
- Human Resources & Workforce Development:**
 Numerous performance appraisals, HR consultations and recruitment strategy meetings highlighted the Office's ongoing focus on strengthening public sector leadership and human capital.
- Security & Law Enforcement:**

Engagements with the judiciary, police and Financial Investigation Agency (FIA) reflected the Office’s active oversight role in upholding the rule of law and security governance.

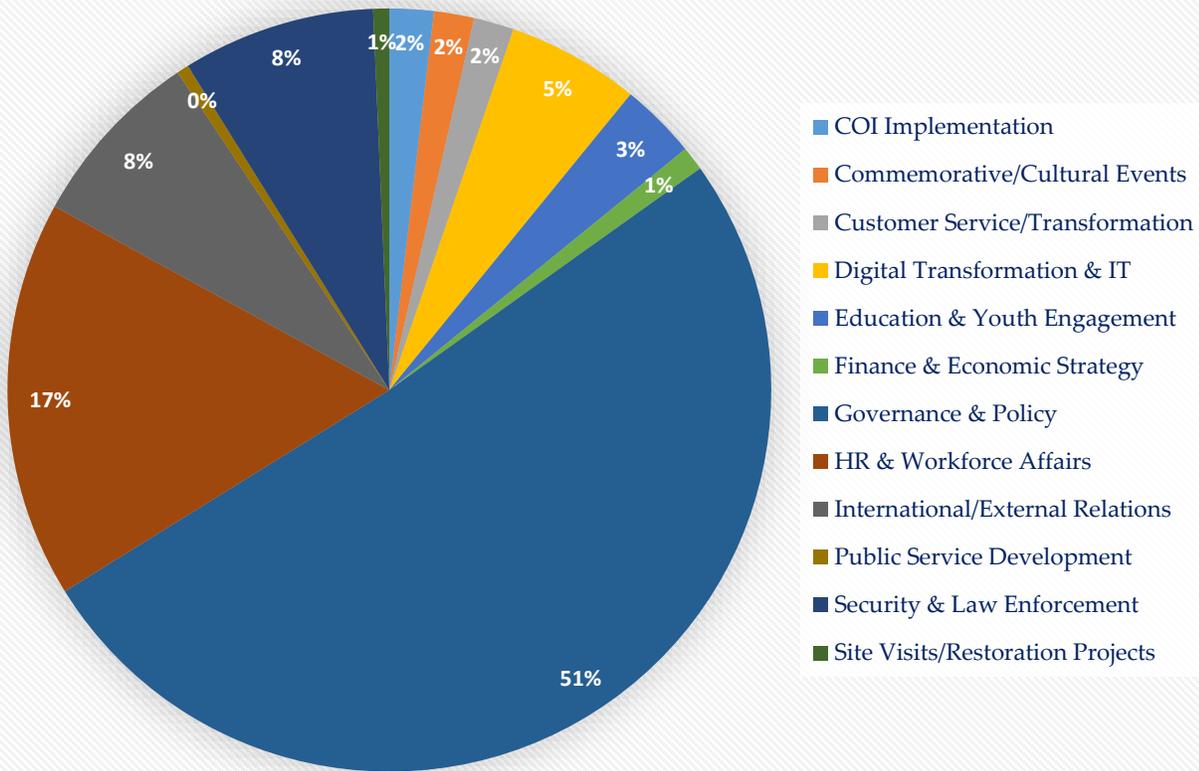
- **Customer Service & Digital Transformation:**
Meetings with transformation teams and frontline leaders showcased the push toward a modern, citizen-centric service model.
- **International Relations:**
Participation in regional forums and bilateral meetings advanced diplomatic ties and regional cooperation.
- **Commemorative & Cultural Engagements:**
Attendance at ceremonies, school visits, and national commemorative events underscored the Office’s commitment to community connection and public engagement.

15.4 SUMMARY OF ENGAGEMENTS

The table and pie chart below provide a quantitative snapshot of the number and type of engagements held over the reporting period, categorised by theme.

Engagement Type	# of Engagement
COI Implementation	11
Commemorative/Cultural Events	10
Customer Service/Transformation	10
Digital Transformation & IT	33
Education & Youth Engagement	19
Finance & Economic Strategy	6
Governance & Policy	300
HR & Workforce Affairs	99
International/External Relations	45
Public Service Development	3
Security & Law Enforcement	48
Site Visits/Restoration Projects	4
Grand Total	588

Deputy Governor Meeting 1 March 2024 thru 28 February 2025



The data clearly illustrate the extraordinary reach and diversity of my portfolio, with a total of **588 recorded engagements** across **17 categories**. **Governance and Policy** alone accounted for **300 engagements**, reflecting the centrality of this function in ensuring coherence, accountability and strategic direction across the Public Service.

Human Resources and Workforce Affairs (99 engagements) reveal the sustained attention to developing leadership, improving performance and fostering a high-performing workforce. Meanwhile, **Security and Law Enforcement (48 engagements)** demonstrate my role as the Deputy Governor in safeguarding public order, institutional integrity and adherence to the rule of law.

The increasing presence of **Digital Transformation and IT (33 engagements)** marks a shift toward innovation, underscoring the Territory’s commitment to modernising service delivery

and improving the citizen experience. **International and regional engagements (45 meetings)** highlight the Virgin Islands' proactive role in global and regional forums, strengthening partnerships and aligning with international best practices.

The breadth and frequency of meetings that I attended in my capacity as the Deputy Governor reflect the complexity and dynamism of modern governance. From high-level strategy sessions with senior leadership to public-facing engagements and specialised regulatory meetings, these forums play a crucial role in ensuring that the Public Service remains cohesive, accountable and responsive to both internal priorities and external obligations. Notably, the ability to maintain this cadence of engagement speaks to a governance culture that prioritises inclusion, collaboration, and continuous improvement.

15.5 CONNECTING WITH SENIOR LEADERSHIP

With this robust foundation of governance and engagement in place, the following section turns to the Senior Management Team (SMT), a core pillar of leadership that drives strategic coordination, innovation and performance across the Public Service.

15.6 SENIOR MANAGEMENT TEAM MEETINGS

As the reporting head for the Public Service, I regularly convene meetings with the SMT to ensure continued coordination, communication and alignment at the highest levels of administration. The SMT comprises:

- 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 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
- Permanent Secretary, Ministry of Financial Services, Economic Development and Digital Transformation

Monthly SMT meetings, held on the **first Friday of each month**, serve as a platform for collaboration, strategic alignment and the discussion of cross-ministry matters. During the reporting period, meetings were convened on 1st March 2024, 2nd April, 10th May, 7th June, 5th

July, 2nd August, 6th September, 4th October, 1st November, 6th December, 24th December (special meeting), 10th January and 14th February 2025.



The meetings remain instrumental in maintaining open channels of communication between senior managers, ensuring that decisions are informed, inclusive and aligned with the principles of good governance and effective service delivery.

Each session balances a structured agenda with space for discussing emerging issues or specific ministry priorities. Topics addressed during the year included:

- Road rehabilitation
- Pension reform
- Budget preparation and fiscal strategy
- Medical boarding
- Public Service Commission concerns and recommendations
- Workforce strategy
- Records management
- Implementation of 360° feedback
- Customer service improvements

- Public Service Management Act and related awareness campaigns

The SMT continues to play a pivotal role in fostering a unified, forward-looking approach to public sector leadership. These forums reinforce my commitment to transparency, accountability and service excellence, ensuring that the Public Service is both agile and aligned in meeting the needs of the Virgin Islands.

Building on this leadership coordination, the next level of engagement extends to Heads Meetings, which help cascade critical information and priorities across the wider Public Service.

15.7 HEADS MEETINGS

To promote consistent communication and ensure that all ministries, departments and statutory agencies remain informed and aligned, I convene **Heads Meetings** with leaders from across the Public Service.

These meetings bring together **Senior Managers, Deputy Secretaries, Ministerial Human Resources Managers, Heads of Departments, Divisions, Units, and Statutory Agencies** to receive key updates and contribute to discussions on matters of strategic importance. Recognising the critical need for all agencies to remain well-informed, these forums ensure that decisions and developments are clearly communicated.

During the reporting period, two Heads' Meetings were held on 27th September 2024 and 31st January 2025. Both sessions facilitated open dialogue and provided a valuable platform for addressing sector-wide issues.

Complementing these leadership-focused gatherings, direct engagement with public officers is achieved through Public Service Meetings, which foster transparency and build trust at every level of the organisation.

15.8 PUBLIC SERVICE MEETINGS

In addition to leadership-level meetings, I chaired **Extraordinary Public Service Meetings** to engage directly with all public officers. These Territory-wide gatherings form part of my ongoing effort to promote transparency, build trust and provide opportunities for officers to ask questions and receive updates firsthand.

The following sessions were convened during the reporting period:

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

Each session supported awareness-building around legislative, leadership and institutional reforms, reinforcing the core values of openness, engagement and accountability across the Public Service.



With broad-based communication channels firmly established, the next section explores the work of key oversight bodies and regulatory agencies that safeguard governance standards and institutional integrity across the Virgin Islands.

15.9 FINANCIAL INVESTIGATION AGENCY MEETINGS

As Chairman of the Board for the **Financial Investigation Agency (FIA)**, I oversee the work of this specialist investigative and regulatory arm of the Government. The FIA plays a vital role in upholding the Virgin Islands’ international reputation as a premier offshore financial centre, with core responsibilities that include combating money laundering, terrorist financing and other forms of financial crime.

Quarterly Board Meetings are held regularly to review the Agency’s strategic, operational and compliance-related matters. In addition to these scheduled sessions, several special meetings were convened during the reporting period to address urgent issues relating to staffing, budgeting and organisational oversight.

The FIA’s mandate as a specialist investigative body is critical to maintaining the Territory’s status as a responsible and well-regulated jurisdiction, particularly as international financial standards and expectations continue to evolve. As Chairman, I ensure that governance structures remain robust and that the Agency is well-positioned to respond to emerging risks and regulatory demands.

FINANCIAL INVESTIGATION AGENCY MEETINGS		
Date	Details	Category
16 April 2024	Meeting: Mrs. Policia Clyne	Governance & Policy
14 May 2024	FIA Board Meeting	Governance & Policy
10 July 2024	Mr. Errol George (FIA)	Governance & Policy
23 July 2024	Extraordinary FIA Board Meeting	Governance & Policy
27 August 2024	FIA Board Meeting	Governance & Policy
22 November 2024	FIA Matter to be Reviewed: Round Robin	Governance & Policy
17 December 2024	FIA Board Meeting	Governance & Policy
11 February 2025	FIA Board Meeting	Governance & Policy

Between March 2024 and February 2025, a total of eight (8) FIA meetings were conducted, providing a crucial forum to reinforce good governance, ensure adequate resourcing and align with international anti-financial crime frameworks.

The frequency and focus of FIA meetings reflect the Territory’s commitment to upholding international standards, safeguarding its reputation and maintaining the confidence of global partners and investors. These governance mechanisms are essential in ensuring that the Virgin Islands remains a leader in regulatory compliance and financial sector integrity.

From the oversight of financial regulation, the report now turns to the coordination of internal leadership through the Governor’s Group Heads of Department meetings – a key pillar in ensuring operational cohesion across the Public Service.

15.10 GOVERNOR’S LEADERSHIP MEETING

As part of our commitment to strong internal coordination and shared leadership, **weekly Heads of Department Meetings** were convened by **His Excellency the Governor** throughout the reporting period. These meetings, held at **Government House**, brought together senior officers from within the **Deputy Governor’s Group**.

A total of **thirty-eight (38)** meetings were held between **March 2024 and February 2025**. These sessions provided a structured and regular forum for discussing operational matters, reviewing

progress on key initiatives, and addressing cross-departmental challenges. The Governor and Deputy Governor, together with senior leadership, used these engagements to monitor performance, reinforce standards of good governance and ensure coordinated action across the Governor's Group.

The meetings serve not only as an opportunity for updates and strategic discussion, but also foster collaboration among departments that form the foundation of the Public Service. The consistent engagement reflects our commitment to shared leadership, transparency and high-level accountability in the execution of government functions.

The regularity and breadth of the Heads of Department meetings reflect an organisational culture that values communication, collective problem-solving and alignment. By maintaining this cadence, we strengthen the resilience, responsiveness and cohesion of the Governor's Group, ensuring the Public Service remains agile and equipped to meet the evolving needs of the Virgin Islands.

With the Governor's Group well-aligned, the report next highlights additional meetings and strategic engagements, including my participation on critical boards, committees and national councils, further extending the reach of public sector leadership.

15.11 ADDITIONAL MEETINGS AND STRATEGIC ENGAGEMENTS

Beyond the formal structures of governance, my calendar is marked by a dynamic range of additional meetings, reflecting the breadth of leadership across national, regional and international spheres. These engagements span vital policy discussions, operational reviews, committee leadership and collaborative initiatives, all central to advancing the Virgin Islands' public service reform and national development agenda.

During the reporting period, I actively participated in:

- **National Anti-Money Laundering/Countering the Financing of Terrorism Coordinating Council (NAMLCC)** meetings, providing strategic oversight on safeguarding the Territory's financial reputation and compliance with international standards.
- **Cabinet Meetings and Cabinet Steering Group** sessions, including both regular sittings and special meetings, where key decisions on national policy, budgetary matters and governance reforms were deliberated.
- **COI Steering Committee, Tripartite and Implementation Meetings**, which played a pivotal role in ensuring the effective execution of the Commission of Inquiry

recommendations, reinforcing the Territory's commitment to transparency, accountability and reform.

- **Criminal Justice Advisory Group and National Disaster Management Council** sessions, underscoring the Office's role in enhancing the justice system and bolstering national preparedness.
- **Specialised Policy and Operational discussions** covering issues such as the Compensation Review and Job Classification, digital transformation, pension reform, public sector vetting, e-government, increment processing and the rollout of the new salary structure.
- **Public Service Human Resources engagements**, including cross-ministry consultations, performance management meetings and discussions with key external partners like CARICAD, the Police Service Commission, and the Public Service Commission.
- **Community and External Stakeholder interactions**, ranging from Sister Islands Coordination Committee meetings and site visits to engagement with regional leaders, international observers and sector-specific working groups.

These additional engagements reflect the intensity and complexity of modern public administration. They signal a governance model that is consultative, data-informed and responsive to a wide range of stakeholders. Whether addressing compliance with international financial regulations, leading operational reforms or strengthening interagency coordination, these meetings position my Office as a hub of strategic leadership. They also underscore a sustained commitment to continuous improvement, reform delivery and institution-building, which are the cornerstones of a resilient and future-ready Virgin Islands Public Service.

16 ACTING IN THE HIGHEST OFFICE: ENSURING CONTINUITY OF LEADERSHIP

With these expansive engagements laying the groundwork for coordinated governance and reform, we now turn to an equally vital aspect of the Deputy Governor's constitutional responsibilities: the role of Acting Governor. This function is not merely ceremonial; it is a cornerstone of constitutional stability, ensuring the seamless continuation of governance during the Governor's absence. In this capacity, I served as a steady hand at the helm, safeguarding the resilience, accountability and uninterrupted service delivery of the Virgin Islands Government.

16.1 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.”

During the reporting period, I had the honour of serving as Acting Governor during the following intervals:

11th – 13th March, 2024

14th – 17th March, 2024

15th – 19th March, 2024

1st – 9th June, 2024

19th July – 10th August, 2024

5th – 22nd September, 2024

17th – 22nd November, 2024

16th December – 6th January, 2025

16.2 CLARIFYING ROLES: DEPUTY TO GOVERNOR

Separately, when appointed as Deputy to Governor, the appointment is made pursuant to Section 39(1) of the Virgin Islands Constitution Order, 2007:

“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.”

This distinction is important. An appointment as Deputy to Governor applies when the Governor remains within the Territory but is away from the seat of Government; while an appointment as Acting Governor applies when the Governor is absent from the Territory entirely.



Deputy Governor Mr. David D. Archer, Jr. signs the Oath of Allegiance and Oath for Due Execution of Office in the presence of Governor Daniel Pruce and Justice Sonia Young

These appointments reflect the constitutional trust placed in upholding the highest standards of governance and stewardship. Acting in the Governor’s stead during periods of absence is not only a matter of legal function, but also a powerful signal of continuity, stability and confidence in the Virgin Islands’ democratic institutions. Each period of acting service reinforces the Territory’s resilience, ensuring that public administration, security oversight and diplomatic functions continue without disruption.

16.3 LOOKING AHEAD: BUILDING RELATIONSHIPS ACROSS THE PUBLIC SERVICE

With the constitutional responsibilities of Acting Governor fulfilled during periods of national need, we now turn to another equally meaningful aspect of leadership, the human connection that underpins governance. From formal courtesy visits that strengthen diplomatic ties to outreach initiatives that uplift public officers and community members alike, these engagements embody the heart of a caring, responsive and people-centred Public Service.

17 COURTESY VISITS

As Deputy Governor and Acting Governor, I place great importance on building strong internal relationships across the Public Service. Throughout the year, I undertook a series of courtesy visits to ministries, departments and statutory bodies across the Virgin Islands. These engagements serve not only as gestures of respect but as meaningful opportunities to listen, exchange ideas and reinforce the shared mission that binds our public service family together.



The courtesy visits provided valuable insights into the daily work, challenges and achievements of public officers, while also enabling the Office of the Deputy Governor to offer direct support and encouragement. They underscore my commitment to fostering a connected, responsive and collaborative public service where every department feels seen, heard, and valued.

The schedule of courtesy visits between April 2024 and January 2025 highlights the wide reach and diversity of the Public Service. From law enforcement and youth services to cultural agencies and regulatory bodies, these visits helped strengthen institutional relationships and deepen my understanding of the operational landscape. Importantly, they also served as a platform for recognising staff contributions, promoting interdepartmental dialogue and identifying opportunities for future collaboration and improvement.

Building on these relationship-strengthening efforts, the Office has also prioritised outreach initiatives across the entire Virgin Islands. These initiatives are designed to celebrate excellence, acknowledge contributions and foster a culture of recognition and inclusion throughout the Public Service, ensuring public officers across all islands feel valued, motivated and connected to our shared mission.

COURTESY VISIT	
Date	Details
24 April 2024	Royal Virgin Islands Police Force's Cohort#7
29 May 2024	Department of Trade, Investment Promotions & Consumer Affairs
25 June 2024	Library Services Department
28 June 2024	Department of Youth Affairs & Sports
28 June 2024	Department of Youth Affairs & Sports Truancy Unit
10 July 2024	Civil Registry & Passport Services
12 July 2024	Magistracy
17 October 2024	Office of the Complaints Commissioner
	Wickhams Cay Development Authority
23 October 2024	Office of the City Manager
29 October 2024	Department of Disaster Management
05 November 2024	Department of Culture
12 November 2024	Office of the Supervisor of Elections
05 December 2024	Ministry of Tourism, Culture, and Sustainable Development
07 January 2025	Courtesy Visit with the Registrar of Interest

18 PUBLIC SERVICE OUTREACH

As Deputy Governor, I have placed particular emphasis on outreach across the Public Service, ensuring the needs and concerns of officers are not only heard but meaningfully addressed. This outreach extends to the Sister Islands, reinforcing my commitment to an inclusive and responsive public sector that prioritises the well-being and professional fulfilment of all officers. Building and nurturing these relationships is essential for transforming the Public Service into a supportive, engaged and high-performing organisation.

One of the signature initiatives under this outreach portfolio is the Thank You Thursday programme. As a means of expressing gratitude and acknowledging the positive contributions of persons living in and from the Virgin Islands, *Thank You Thursday letters* are issued to highlight individuals' achievements, whether in professional, entrepreneurial, cultural or community domains.

For the period, **nine** letters have been presented to individuals carefully selected for their remarkable efforts, achievements, and impact on the Territory. Each letter serves as both recognition of past contributions and encouragement for continued excellence, affirming the Virgin Islands' deep appreciation for its local champions.

The Thank You Thursday initiative has become a meaningful tool for fostering a culture of recognition and appreciation across the Territory. By formally acknowledging achievements in diverse sectors, from sport and entrepreneurship to culture, agriculture and public service, the programme not only uplifts individuals but also inspires wider civic pride, volunteerism, and innovation. This initiative is particularly important for motivating young people and highlighting role models who reflect the strength, talent and diversity of the Virgin Islands.

Thank you - Thursdays		
Date	Name of Recipient	Reason for Recognition
14 March 2024	Ms. Via Donovan	Recognised for her dynamic contributions to the arts and activism, including her thought-provoking exhibitions and efforts to empower local artists and promote civic engagement in the Virgin Islands.
20 March 2024	Mrs. Kenisha Sprauve	Commended for her multifaceted contributions to education, culture and tourism, including the creation of the 'Kimmy Goes' book series and her leadership during the COVID-19 pandemic as Chairman of the BVI Tourist Board.

Date	Name of Recipient	Reason for Recognition
27 March 2024	Mr. E. Che Pemberton	Recognised for his exceptional contributions to the arts, youth empowerment, community service and sustainable development, blending dance, economics and public engagement to enrich the Virgin Islands.
17 April 2024	Mr. Joshua Edwards, Mr. Albert Thompkins, Mr. Walter Barrett - Authors	Commended for co-authoring J.A.W.S. — a powerful and inspiring guide that promotes perseverance, purpose, and success within the Virgin Islands.
15 May 2024	Olanzo Boynes	Commended for his outstanding community impact through Boynes Taekwondo Academy, fostering discipline, confidence and personal growth in students.
13 June 2024	Mr. Craig Glasgow and Mrs. Shanda Webster-Glasgow	Honoured for their outstanding contributions to entertainment, sustainable agriculture and entrepreneurship, including launching the pioneering Caribbean Baking Awards.
20 June 2024	Pastor Paul and Mrs. Joycelyn Ricketts (Hope Academy)	Honoured for their transformative contributions to adult education and literacy through Hope Academy Trade School, empowering underserved individuals in Virgin Gorda.
24 July 2024	Mr. Morgan Creque	Commended for her trailblazing contributions to fashion design in the Virgin Islands, notably through her culturally inspired clothing line "OG Trippy Tortuga" and her dedication to creative excellence and youth inspiration.
19 December 2024	Mr. McKenzie Jr. and Rosanna Baltimore	Commended for their transformative work through GoGettas Nutrition & Fitness and the J.U.S.T Girls Foundation, empowering young adults and promoting holistic wellness, leadership and personal growth across the Virgin Islands.

With this culture of recognition helping to energise and unify the Public Service, I continue to champion national progress not only through internal leadership but also through external representation. These outward-facing engagements, whether offering remarks at key events, lending support to community initiatives, or addressing national audiences, allow me to amplify important messages, reinforce public sector values and cultivate meaningful connections with a wide cross-section of society.

19 EVENTS AND SPEAKING ENGAGEMENTS

Throughout the reporting period, I had the honour of participating in a diverse range of speaking engagements and events across the Virgin Islands and internationally. Invitations were extended by Government Ministries, statutory bodies, educational institutions, community-based organisations and regional partners, reflecting the Office's reach and the importance of maintaining an active public presence. Whether delivering keynote remarks, offering support through attendance, or engaging with stakeholders across various sectors, these opportunities allowed me to represent the Office of the Deputy Governor, reinforce key priorities and celebrate the accomplishments of our people.

Date	Details
04 March 2024	Wreath Laying Ceremony- Capps Bay Cemetery (24th Commemorative Celebration of H. Lavity Stoutt)
07 March 2024	Fair to showcase the impact of H. Lavity Stoutt
13 March 2024	Inter-Secondary Debate Finals
13 March 2024	BVI Arbitration Week - Lecture & Cocktail Reception
19 March 2024	Teacher for the Day (Elmore Stoutt High School)
21 March 2024	Remarks: Launch for the Implementation of the ECSC E-litigation Portal for the Criminal Module for the High Court Criminal Division and the Magistracy
25 March 2024	Investment Agreement Signing between the Government and Joma Properties
04 April 2024	Right Start Programme - Building Skills in a Competitive World
09 April 2024	Boynes Taekwondo Academy: Talk with students (Ages 9-15)
12 April 2024	Special Sitting of the High Court: Tribute to the late Jamal Smith
16 April 2024	Handover Ceremony - Marine Base
25 April 2024	Softball Game
13 May 2024	Condolence Visit: Isis Malone (Basket Presentation)
16 May 2024	Territorial Address
22 May 2024	FCDO Sanctions Directorate Follow Up Visit
24 May 2024	Condolences Visit Public Works Dept.: Mr. Brucerell Devain Fahie
25 May 2024	March against Drugs and Crime - Pathfinders 40th Anniversary
27 May 2024	Signing Ceremony - Devolution Accountability Agreements
28 May 2024	HLSCC/ Robert Mathavious Institute - Closing Recognition Ceremony
30 May 2024	Retirement Reception: Roy Bailey of Ernst & Young
06 June 2024	Rotary Fellowship with Rotary Club of Central Tortola
07 June 2024	Funeral Service (Stuart Donovan's Father)
12 June 2024	King's Birthday Reception
12 June 2024	Telecommunication Regulatory Commission Carriers' Cocktail Reception

Date	Details
13 June 2024	Graduation Ceremony - H. Lavity Stoutt Community College
14 June 2024	King's Birthday Parade
20 June 2024	Lying-in-State - Vernon Malone
20 June 2024	British Citizen Ceremony
20 June 2024	Career Day Meeting - Rylan Adams
22 June 2024	Pre-Service & Funeral Service - Mr. Vernon Malone, OPM, LLB
27 June 2024	ESHS - Graduation Ceremony
27 June 2024	NDMC Meeting
28 June 2024	Public Service Green Pledge Meeting
05 July 2024	OECS Environment Sustainability Exhibition (HLSCC)
24 July 2024	Police Cohort #7 Graduation
24 July 2024	Cocktail Reception for the 11th OECS Council of Ministers: Environmental Sustainability
26 July 2024	Robo Mindset Summer Camp Exhibition
27 August 2024	British Citizenship Ceremony
29 August 2024	BOTC Ceremony
30 August 2024	Funeral: Sirron Scatliffe
11 September 2024	VIPSLI Webinar "How to Navigate your Career Path in the Public Service"
13 September 2024	Courtesy Call - Lieutenant Commander Vialatte de Pemille - Commanding Officer of BSAOM Dumont D'Urville
01 October 2024	Pinning Ceremony "Public Service Star Membership Club"
19 October 2024	Magdaline Rymer's Funeral
22 October 2024	Virgin Gorda - Public Service 101 Training
23 October 2024	The Court in the Classroom: Special Lecture by Dame Janice H.L.S. Community College
24 October 2024	Special Court Sitting: Dame Pereira
24 October 2024	Cocktail Reception: Celebrating Dame Pereira
25 October 2024	Dinner with the Dame: Celebration Gala
29 October 2024	The Rotary 7020 District Governor
07 November 2024	APPLEBY BVI CLIENT APPRECIATION PARTY
07 November 2024	2024 British Citizenship Ceremony
10 November 2024	Public Service Week - Opening Ceremony
11 November 2024	Public Service Week: Track & Field Sports Day
11 November 2024	Remembrance Day
11 November 2024	2025 Budget Address
13 November 2024	Public Service Spelling Bee Fundraiser
14 November 2024	Softball Tournament

Date	Details
14 November 2024	RVIPF - Recruit Passing Out Ceremony
15 November 2024	Public Service Week 2024: Track & Field
15 November 2024	Public Service Week 2024: Employee Recognition Ceremony
20 November 2024	Public Service Week - Closing Ceremony
05 December 2024	Donation of Funds to Ivan Dawson Primary [Spelling Bee - Public Service Week 2024]
12 December 2024	Premier's Glam & Glitter Christmas Party
13 December 2024	Governor's Annual Christmas Party
14 December 2024	Office of the Deputy Governor Christmas Dinner
21 December 2024	Ministry of Finance Christmas Party
07 January 2025	Speech from the Throne
10 January 2025	ECSC (VI) Opening of the Law Year 2025
16 January 2025	Global Government Summit 2025 (Singapore)
17 January 2025	Global Government Summit 2025 (Singapore)
18 January 2025	Global Government Summit 2025 (Singapore)
19 January 2025	Global Government Summit 2025 (Singapore)
20 January 2025	Global Government Summit 2025 (Singapore)
21 January 2025	Global Government Summit 2025 (Singapore)
22 January 2025	Global Government Summit 2025 (Singapore)
23 January 2025	Global Government Summit 2025 (Singapore)
24 January 2025	Global Government Summit 2025 (Singapore)
25 January 2025	Global Government Summit 2025 (Singapore)
26 January 2025	Global Government Summit 2025 (Singapore)
07 February 2025	RETREAT - MINISTERS, PERMANENT SECRETARIES AND DEPARTMENT HEADS
10 February 2025	Rotary Peace Week Celebration
13 February 2025	Book Launch: Mr. Garnet Ferron Snr.
19 February 2025	Leadership for Public Service Excellence
20 February 2025	Retirement Celebration: Mrs. Valarie Charles-Welsh
28 February 2025	Teleconference: Invitation to Speak at International Women's Day Event - March 7, 2025

Between March 2024 and February 2025, I attended and contributed to over **90 events and public forums**. These engagements underscore the Office's continued role in shaping public discourse, advancing national and regional dialogue and affirming our shared values of service, excellence and accountability. Notably, participation ranged from solemn commemorative

observances such as Remembrance Day and State Funerals, to energising initiatives like Public Service Week, global summits and community celebrations.

A significant number of events were dedicated to education, digital innovation, youth development and international cooperation, each aligning closely with the Office's strategic objectives. The consistent presence of the Office in these spaces reinforces public confidence and cultivates a culture of transparency, engagement and responsive leadership.

19.1 BRIDGING PUBLIC PRESENCE AND PUBLIC MESSAGING

From delivering keynote addresses at local ceremonies to engaging with global leaders at international summits, these speaking engagements form a vital aspect of the Office's public-facing responsibilities. They provide not only a platform to articulate the Virgin Islands' vision and values but also to affirm the Territory's presence on matters of governance, policy and national development.

In an increasingly digital world, however, public presence must be complemented by strategic public messaging. The Office has embraced digital tools—particularly social media—to ensure that these engagements are accessible, informative and impactful to a wider audience. We now turn to how the Office has used these platforms to connect with Virgin Islanders at home and abroad, amplifying its message and reinforcing a culture of openness, relevance and responsiveness.

20 DIGITAL ENGAGEMENT THROUGH SOCIAL MEDIA

Social media continues to serve as a **dynamic and accessible platform** through which the Office of the Deputy Governor communicates its activities, priorities and values.

Regular postings are made across platforms, providing timely updates on developments within the Public Service, highlights from the Office and key events across the Virgin Islands, the wider Caribbean and globally.

These platforms play an increasingly important role in fostering public awareness, promoting transparency and celebrating achievements within the Public Service. They also offer a direct avenue for engagement with the people of the Virgin Islands, strengthening the connection between leadership and community.

20.1 SOCIAL MEDIA STATISTICS:

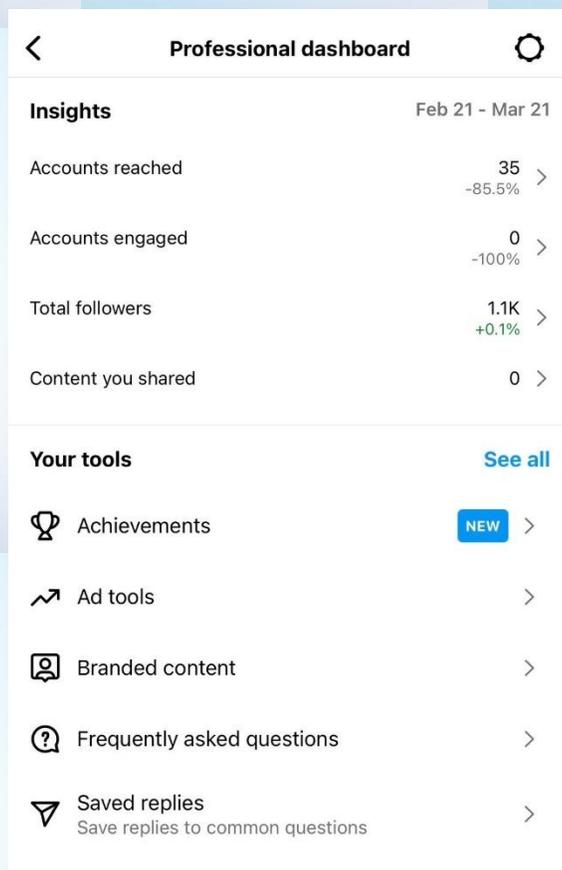


INSTAGRAM

@DeputyGovernorBVI

Total Followers: 1,016

New Followers: 19



Audience

Demographics

Trends

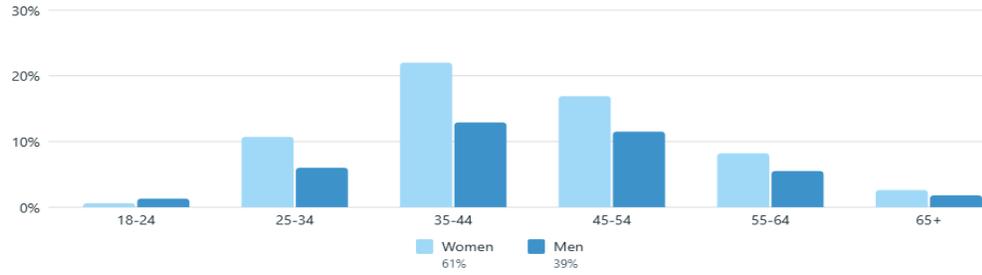
Potential audience

Followers

Lifetime

1,113

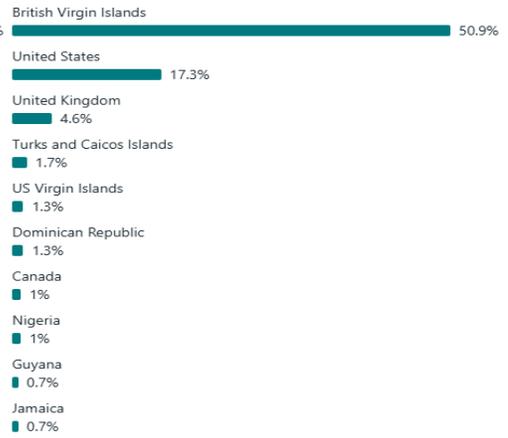
Age & gender



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

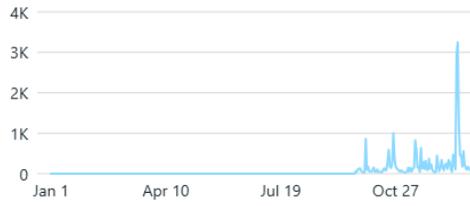
Post reach	7,277
Post engagement	4,226
New Page Followers	14

Interactions

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

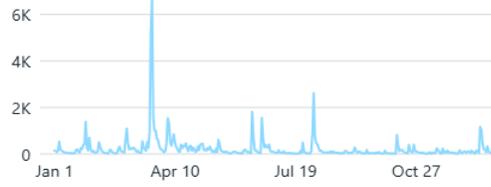
Views ●

25.1K



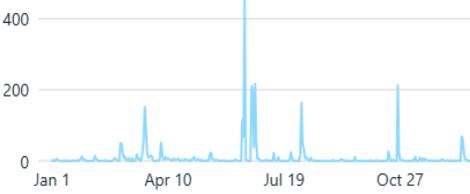
Reach ●

28.4K ↑ 22.1%



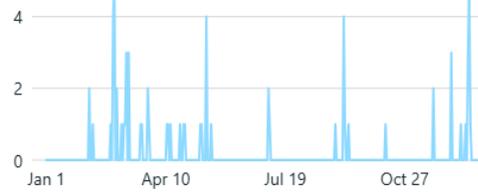
Content interactions ●

3.3K ↑ 0.1%



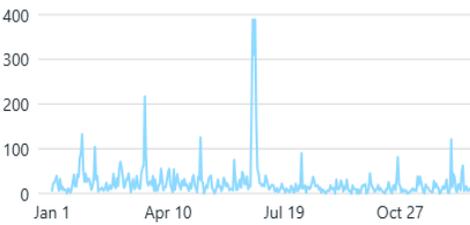
Link clicks ●

69 ↑ 23.2%



Visits ●

8.8K ↑ 4.7%



Audience

Demographics

Trends

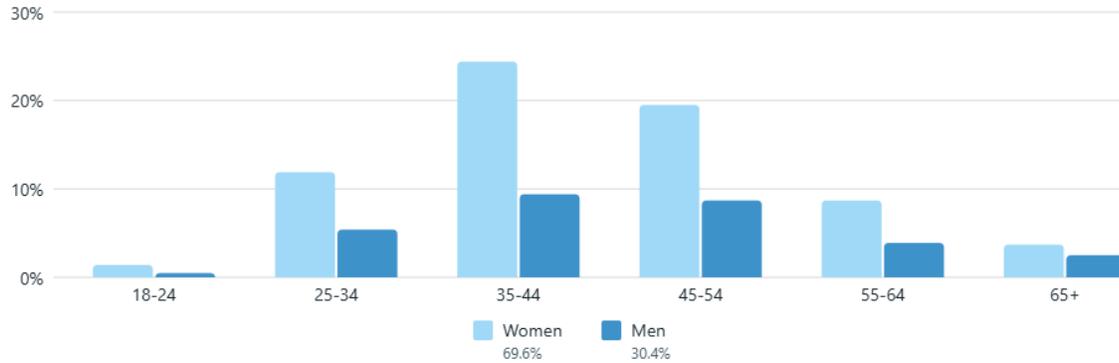
Potential audience

Followers

Lifetime

2,079

Age & gender



Top cities

Tortola, British Virgin Islands

56.3%

Spanish Town, British Virgin Islands

6.3%

Charlotte Amalie, US Virgin Islands, US Virgin Islands

1.5%

New York, NY

1.1%

London, UK

0.8%

Georgetown, Guyana

0.6%

Birmingham, UK

0.5%

Atlanta, GA

0.4%

Kingstown, Saint Vincent and the Grenadines

0.3%

Orlando, FL

0.3%

Top countries

British Virgin Islands

68.5%

United States

12.9%

United Kingdom

3.9%

US Virgin Islands

2%

Nigeria

1.1%

Canada

0.9%

Guyana

0.9%

Dominican Republic

0.6%

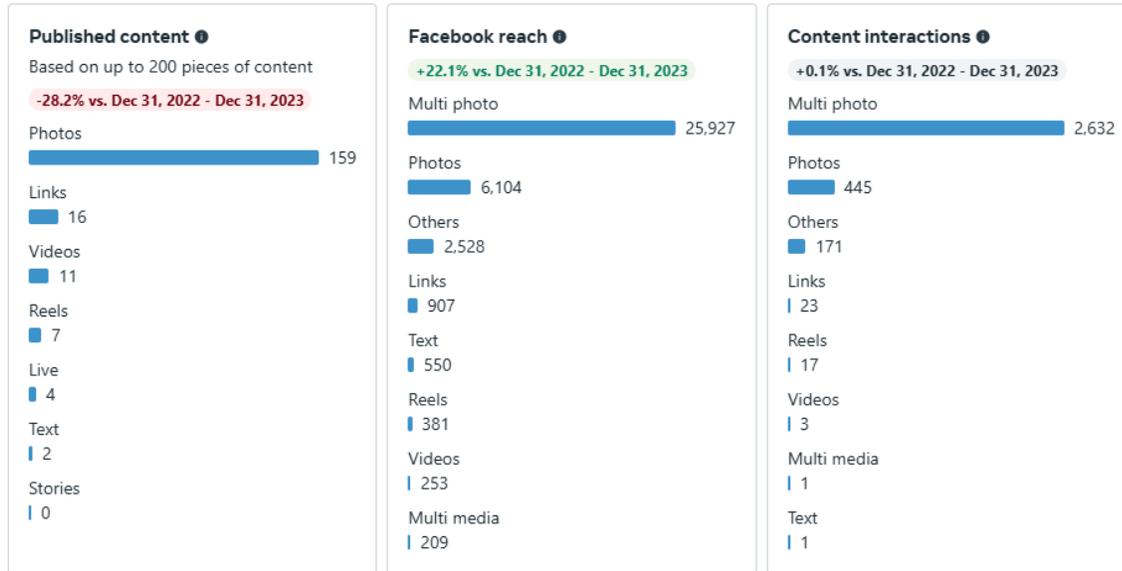
Saint Kitts and Nevis

0.6%

Barbados

0.5%

Top content formats



While Instagram growth remained steady, Facebook demonstrated a more substantial increase in followers and engagement, suggesting it continues to serve as the platform of choice for the Office’s core audience. The engagement figures indicate that there is an ongoing appetite for real-time updates and accessible communication from the Office of the Deputy Governor. This ongoing interaction, across digital spaces, ceremonial stages and day-to-day service, reflects a deeper commitment: to be present, to be accountable and to lead with clarity in every corner of public life.

21 CONCLUSION

As we close this seventh in-office report, I reflect with pride and humility on the ground we have covered together—from advancing landmark legislation and customer service innovations to implementing constitutional responsibilities with purpose and care. The progress captured in these pages is not mine alone; it belongs to every officer who continues to believe in the transformative power of public service.

Throughout this year, we have made space to celebrate our people, address long-standing institutional challenges and deepen our culture of performance, recognition and engagement. Whether through regulatory reform, the launch of new service tools, or the quiet resilience shown in difficult times, our Public Service has continued to grow stronger, more agile, and more responsive to the people of this Territory.

We are not yet at the summit; but we are firmly on the path, climbing with clarity, shared vision and steady purpose. The work continues—and so does the commitment. My gratitude goes to every public officer, partner and citizen who walks this path with us.

Let us stay the course, and let us do so with courage, excellence and unwavering belief in the bright future of the Virgin Islands.

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!

22 LIST OF APPENDICES

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22.1.1 APPENDIX 1: SUMMARY OF COMPLETED POLICIES AND CABINET DECISIONS, MARCH 2024 – FEBRUARY 2025

1. 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**.

2. 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**.

3. 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**.

4. 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.**

5. 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.**

6. Human Resources Department – 2020-2022 Annual Report

The purpose of the paper was to obtain Cabinet's approval of the Human Resources Department's 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.**

7. 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.**

8. 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.**

9. 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.**

10. 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.**

11. 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.**

12. 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.**

13. 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.**

14. Human Resources Department – 2023 Annual Report

The purpose of the paper was to obtain Cabinet's approval of the Human Resources Department'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/128/2024) on 26th June, 2024.**

15. 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.**

16. 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**

17. 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**

18. 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.**

19. 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.**

20. 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.**

21. 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.**

22. 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.**

23. 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.**

24. 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.**

25. 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.**

26. 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.**

27. 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.**

28. 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.**

29. 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.**

30. 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.**

31. 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.**

32. 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.**

33. 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.**

34. Update on the Leadership of the Human Resources Department

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

35. 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 OTRICS 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.**

36. 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.**

37. 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.**

38. 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.**

22.1.2 APPENDIX 2 - OFFICE OF THE DEPUTY GOVERNOR CIRCULARS

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 5 OF 2024

FROM: Deputy Governor

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

DATE: 12th March, 2024

SUBJECT: MANDATORY PARTICIPATION IN THE CARIBE WAVE TSUNAMI EXERCISE AND TSUNAMI READINESS WEBINAR

I write to inform you of the mandatory upcoming Caribe Wave Tsunami Exercise scheduled for 21st March, 2024 and to extend an invitation to the Tsunami Readiness for Public Officers Webinar on 14th March at 10:00am.

In adherence with the Office of the Deputy Governor Circular No. 6 of 2023, and as mandated by the Virgin Islands Disaster Management Act, 2003, participation in this year's Caribe Wave Tsunami Exercise is obligatory for all public officers. This exercise is integral to our mission of fostering a resilient public service, capable of responding swiftly and effectively in the face of natural disasters.

The Department of Disaster Management (DDM) has organised this exercise to simulate a tsunami event, allowing us to test and refine our emergency preparedness and response strategies. With the increasing frequency and intensity of natural disasters, it is essential that each department is prepared, and safety procedures are well-rehearsed.

To ensure a coordinated effort, each Department's Disaster Liaison Officer will lead their respective teams. We also encourage you to establish a buddy system for the exercise to ensure no one is left behind, and to emphasise the importance of clear communication throughout the event. Familiarise your team with the location and route to the designated assembly area and confirm that everyone understands their roles and responsibilities outlined in your disaster management plan.

In preparation for the exercise, we kindly request your cooperation in disseminating this information to ensure your organisation is ready to test both earthquake and tsunami response procedures. During the Caribe Wave Tsunami Exercise, we will practice the "Drop, Cover, and Hold On" technique used in the event of an earthquake, followed by a prompt evacuation to higher ground or designated shelters. A roll call at the safe point and reporting your location to the DDM are critical components of this drill.

I am also pleased to invite you to the Tsunami Readiness for Public Officers Webinar, set to take place virtually on 14 March 2024, at 10:00am. This session will provide valuable insights and information to assist in your preparation for the exercise. Please join us using the following link:

<https://bvigov.webex.com/bvigov/j.php?MTID=mfc1e64a1f41d17ada9c65b83a73c54cc>.
...(con't)

Should you have any questions or need further details, please do not hesitate to reach out to Ms. Michelle Ambrose, DDM Planning and Preparedness Officer, at ext. 4203, or Ms. Rhonexie Anderson, Health and Safety Coordinator, at ext. 3089.

Your active engagement in these preparedness activities is vital to enhancing our collective safety and response capabilities. We thank you in advance for your participation and dedication to the safety of the Public Service.



David D. Archer, Jr.
Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 6 OF 2024

FROM: Deputy Governor

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

DATE: 15th March, 2024

SUBJECT: REVISED ALLOWANCE LISTING

As part of the Compensation Review and Job Classification Project, the consultants from PricewaterhouseCoopers (PWC) completed a review of the allowances and benefits paid to public officers. Several recommendations were made to update allowances to align with the current market. The updated list of allowances and benefits, which reflects these changes, is attached to this circular for your reference.

Key Points of the Updated Allowance Listing:

- The new allowances will be retroactively applied from 1st January 2024 and impacted officers will begin to see changes from 15th April, 2024
- The updated allowance listing aims to standardise allowances and ensure that no officer's allowance exceeds 25% of the total compensation package.
- Eligible public officers will receive written notification of changes, which may include the commencement, discontinuance and/or amendment of applicable allowances.

To support the effective implementation of these updates, the following actions have been taken:

- The Department of Human Resources has been provided with ministerial reports on allowances for each employee. This information will be used to validate the data, provide rationales for any exceptional allowance assignments, and identify ineligible recipients for certain allowances.
- The aim of these reviews is to ensure a smooth transition to the updated framework. This includes issuing letters to public officers detailing any changes affecting them.
- An Allowances and Benefits committee has been established to maintain the integrity of the allowances. This committee will conduct regular reviews, authorize payments, and ensure the framework remains up-to-date and relevant.

The Human Resources Department is committed to upholding strict compliance with this revision. They will maintain an accurate register of all allowances, regularly review allowances, and ensure a high level of awareness among public officers regarding the benefits and allowances to which they are entitled.

...(con't)

We thank you for your participation and dedication to ensuring the successful completion of this process. Should you have any questions or require further clarification regarding the new allowance and benefits structure, please do not hesitate to contact the Human Resources Department.

We thank you in advance for your participation and dedication to completing this process.



David D. Archer, Jr.
Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 7 OF 2024

FROM: Deputy Governor

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

DATE: 10th April, 2024

SUBJECT: REVISED ALLOWANCES AND BENEFITS SCHEDULE

We have concluded our final meeting with Ministerial Human Resources Managers to discuss the revised Allowances and Benefits Schedule and the Verification Spreadsheets for every Ministry outlining eligible officers.

Based on our fruitful discussions, the Schedule has been further amended. Attached hereto, you will find the updated document, which supersedes the previous Schedule outlined in Circular No. 6 of 2024. I trust that everyone has had ample time to review the Schedule and taken the opportunity to report their concerns to your respective Ministerial Human Resources Managers. Therefore, we do not foresee any further amendments to be made to the Schedule, at this time.

I would like to draw your attention to the sections of the Schedule that have been amended based on the valuable feedback provided during our discussions. These include but are not limited to:

- Entertainment Allowance
- Housing Allowance
- Medical Coverage (Risk Allowance)
- On-Call Allowance
- Overtime in Lieu
- Sister Islands Allowance (Displacement Allowance)
- Specialisation Allowances (General Specialisation Allowance, Specialised EMP/Paramedic/Lifeguard Allowance, Specialised Band Director/Choir Director/Head of Cadet Corps Allowance, Specialised Linguistic Allowance, Specialised Detective/Surveillance Allowance, Specialised Technical Allowance, Specialised Education Senior Head Allowance)
- Subsistence Allowance (Local)
- Telecommunications Allowance
- Notes

You are reminded that the implementation of these changes will be retroactive, with eligible officers seeing adjustments to their compensation starting from 15th April, 2024. Additionally, allowances identified for discontinuance will cease as of 1st July, 2024. The Department of Human Resources will communicate these changes directly to affected officers through written notification.

Should you require any further clarification or have any questions regarding the revised Schedule, please do not hesitate to reach out to your Ministerial Human Resources Managers for assistance.

Thank you for your cooperation and support throughout this process.



David D. Archer, Jr.
Deputy Governor

Attachment

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 8 OF 2024

FROM: Deputy Governor

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

DATE: 8th May, 2024

SUBJECT: GOVERNMENT OFFICES TO REMAIN OPEN - REDUCED SERVICES ONLY

In light of the current weather conditions, a decision has been made to reduce services today, 8th May, 2024.

Individuals who are unable to physically report to work due to the weather conditions are asked to contact their supervisors to arrange the activation of a Flexible Working Arrangement which will allow work to continue remotely from your respective homes.

At midday today, a further assessment will be made to determine our next steps.

During these times, please prioritise your safety and wellbeing, ensuring the protection of yourselves and your families. Continue to monitor the Department of Disaster Management's channels and exercise extreme caution throughout the day.



David D. Archer, Jr.
Deputy Governor



OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 9 OF 2024

FROM: Deputy Governor

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

DATE: 8th May, 2024

SUBJECT" PUBLIC SERVICE TO CONTINUE REDUCED SERVICES ON 8TH MAY, 2024

Following preliminary assessments, Government offices will continue to offer reduced services today, 8th May, 2024. We will fully reopen tomorrow, 9th May, 2024 at 8:00 A.M, based on weather conditions.

Supervisors and Heads of Departments are asked to report any leakages within their respective offices to the Public Estate Manager, Mr. Floyd Stoutt via email address **FStoutt@gov.vg**.

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.

As we approach the beginning of Atlantic Hurricane Season, I urge you to prioritise safety and the well-being of yourselves and your families. Through this office, we will do our best to balance our commitment to serve our clients with that of your safety, which is our number one priority.

David D. Archer, Jr.
Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 10 OF 2024

FROM: Deputy Governor

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

DATE: 24th May, 2024

SUBJECT: RAPID READINESS ASSESSMENT 2024

If you have not done so already, now is the time to begin preparations ahead of the 2024 Atlantic Hurricane Season. It is anticipated that this season will be an active one. We must take steps that will allow us to quickly respond to dangers like hurricanes, flooding and earthquakes.

Preparedness should begin at home, so please ensure the safety of your families, homes, and yourselves as we continue to focus on providing world-class service to our clients. At the office or workplace, take all reasonable steps to safeguard yourselves and your colleagues, in addition to vital supplies, data, equipment, and vehicles. These essential resources are key to our continued successful operation should any hazards impact the Territory. You may contact the Department of Disaster Management (DDM) for advice on disaster contingency and continuity planning and testing. With all of that in mind, by Friday, 31st May, 2024, all departments, agencies and ministries should:

- Complete the Rapid Readiness Assessment form (<https://www.surveymonkey.com/r/Q9FL9QF>) from **Monday 27th May, 2024 – Friday 31st May, 2024**;
- Complete the attached nomination form with your agency or department's Disaster Liaison Officer (DLO) and ensure the DLO has reviewed the Terms of Reference highlighting the responsibilities of a DLO (included with the nomination form);
- Ensure your DLO participates each day in the orientation and working sessions scheduled from the 28th – 30th May, at 10:00 a.m. at DDM's Conference Room. DDM will share details of the role of a DLO, an outlook for the 2024 Atlantic Hurricane Season, and facilitate a working group session to assist with the timely completion of your Rapid Readiness Assessments. Sessions will be held with departments, units and statutory bodies according to the ministry or group you fall within. Please take note of the schedule below as well as your scheduled session.

DLO ORIENTATION AND WORKING SESSION SCHEDULE	
Ministry	Date of Session
Office of the Premier	Tuesday 28 th May, 2024
Ministry of Tourism, Culture and Sustainable Development	
Ministry of Environment, Natural Resources and Climate Change	
Ministry of Finance	
Ministry of Financial Services, Labour and Trade	Wednesday 29 th May, 2024
Ministry of Health and Social Development	
Ministry of Communications and Works	
Ministry of Education, Youth Affairs, and Sports	Thursday 30 th May, 2024
Governor's Group	

Should you have any questions or require assistance, please reach out to your ministry or DDM respectively.

I look forward to your full cooperation.


David D. Archer, Jr.
Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 11 OF 2024

FROM: Deputy Governor

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

DATE: 6th June, 2024

SUBJECT: GOVERNMENT OFFICES TO REMAIN OPEN - ACTIVATION OF FLEXIBLE WORKING ARRANGEMENT FOR ELIGIBLE OFFICERS

All Government Offices are open for full operations to clients today, 6th June, 2024. However, without impacting the delivery of services, the Flexible Working Arrangement Policy should be activated for eligible officers who are unable to report to work, to allow for the continuity of services.

At midday today, a further assessment will be made to determine our next steps in light of the rainfall currently impacting the Territory.

During these times, please prioritise your safety and wellbeing, ensuring the protection of yourselves and your families. Continue to monitor the Department of Disaster Management's channels and exercise extreme caution throughout the day.



David D. Archer, Jr.
Acting Governor



OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 12 OF 2024

FROM: Deputy Governor

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

DATE: 6th June, 2024

SUBJECT: GOVERNMENT OFFICES CLOSED – ESSENTIAL SERVICES ONLY

As a result of the recent weather update from DDM, the intensity of the rainfall in the last few hours and the road situation report from the Public Works Department, all government offices will be physically closed except for essential workers. All departments are to activate the full Remote Working Policy.

Senior Managers and Department Heads are asked to activate Office Contingency Plans and secure all offices. Please report any flooding or concerns with accommodations to the Public Estate Manager, Mr. Floyd Stoutt at fstoutt@gov.vg or 468-3000.

As we begin the Atlantic Hurricane Season, I urge you to prioritise safety and the well-being of yourselves and your families. Through this office, we will do our best to balance our commitment to serve our clients with that of your safety, which is our number one priority. Continue to monitor the Department of Disaster Management's channels and exercise extreme caution throughout the day.

David D. Archer, Jr.
Acting Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 13 OF 2024

FROM: Deputy Governor

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

DATE: 18th June, 2024

SUBJECT: FUNERAL ARRANGEMENTS FOR FORMER LEGISLATOR, MR. VERNON MALONE, QPM, LLB

I wish to extend my heartfelt condolences to the family, friends, and all those who had the privilege of knowing and working closely with the late Mr. Vernon Malone, QPM, LLB while he served as Commissioner of Police and during his time as a legislator. His passing is a great loss and he will be remembered for his unwavering commitment to the Territory.

In observance of this solemn period, I urge all public officers to show their respect in the most appropriate manner. To this end, I encourage department heads to accommodate public officers who wish to honour the late Mr. Malone by attending the scheduled events marking his passing. The schedule for his funeral arrangements is as follows:

Thursday, 20th June - Lying-in-State at the Chambers of the House of Assembly:

- 9 am to 10 am - Family
- 10:15 am to 11 am - Past and Present Members of the House of Assembly
- 11 am to 5 pm – General Public

Saturday, 22nd June - Funeral Service at the Multi-Purpose Sports Complex:

- 8:30 am – Special Procession
- 9 am to 10:00 am - Pre-service viewing
- 10:00 am - Funeral service commences

While we pay our respects to the late Mr. Malone, it is imperative that we continue to fulfill our duties to the public. Therefore, all offices should remain open and operational to ensure the continuity of services to our clients.

Your cooperation during this time of national mourning is appreciated.



David D. Archer, Jr.
Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 14 OF 2024

FROM: Deputy Governor

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

DATE: 28th June, 2024

SUBJECT: CONSULTATION – PUBLIC SERVICE MANAGEMENT BILL, 2024

Further to the British Virgin Islands Commission of Inquiry in 2022 and the subsequent report, several recommendations were made, including Recommendation B36. This recommendation mandates that the Governor finalises the Public Service Management Code, which was brought into force on 28th March, 2023, and that the House of Assembly introduces the Public Service Management Act to incorporate the new Public Service Management Code.

In Cabinet Memo No. 102 of 2023, it was agreed that the Public Service Management Bill be drafted to provide a robust legislative framework for the effective and efficient functioning of the Public Service. The Office of the Deputy Governor is now in receipt of the Public Service Management Bill, 2024, and will hold a virtual meeting with the Public Service on 3rd July at 11:00 a.m.

Based on the foregoing, all public officers are invited to the virtual meeting on **3rd July at 11:00 a.m.** The meeting link is provided both in the body of the introductory email and in the box at the bottom right of this circular.

In preparation for the meeting on 3rd July, I have attached a copy of the Public Service Management Bill.

The Public Service Management Bill affects you and it is therefore critical that you attend this meeting.

I look forward to your usual support.

Yours sincerely,



Honourable David D. Archer, Jr.
Deputy Governor

Attachments (1)

WEBEX MEETING INFORMATION

[https://bvigov.webex.com/bvigov/j.php?
MTID=m8a8dc9dcadcd9364a8e8224eca
51529](https://bvigov.webex.com/bvigov/j.php?MTID=m8a8dc9dcadcd9364a8e8224eca51529)

Meeting number: 2335 796 3553
Password: kcNhzXPV594

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 15 OF 2024

FROM: Deputy Governor

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

DATE: 2nd July, 2024

SUBJECT: LAUNCH OF THE GREEN PLEDGE DRIVE AND TIPS FOR SUPPORTING GREENING THE PUBLIC SERVICE

I am pleased to announce the launch of the Green Pledge Drive held in celebration of Environment Month (June 2024) under the international theme "Our land. Our future. We are #GenerationRestoration." This initiative, championed by the Premier, seeks to scale up the Green Pledge Programme originally launched by the former Conservation and Fisheries Department in June 2012.

The Green Pledge Programme, now managed by the Ministry of Environment, Natural Resources, and Climate Change in partnership with Green VI, encourages all businesses and organisations, including Government agencies, to "go green" by reducing the environmental impact of their developments and operations. Over 50 businesses and organizations made a Green Pledge in 2012, including several Government ministries and departments.

In line with the Public Service Transformation Plan, which emphasises the importance of the Public Service "going green," the Premier directed that the Public Service make a unified Green Pledge to launch the Green Pledge Drive on World Environment Day, June 5.

The Public Service Green Pledge includes the following commitments:

1. Reduce total energy use across the Public Service by 15% by December 2025.
2. Achieve the initial target of 30% renewable energy penetration across The Virgin Islands before 2030.
3. Conserve water within the Public Service and reduce unaccounted-for-water across The Virgin Islands by implementing a strategic programme to identify and fix water distribution system leaks.
4. Eliminate single-use plastics, including plastic water bottles, from Government offices and reduce paper use by 25% by December 2025.
5. Actively encourage green procurement in keeping with the Public Procurement Regulations, 2022.

From the above commitments, the following action is required:

...(con't)

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- Inform and Disseminate: All Permanent Secretaries are requested to inform Heads of Departments/Divisions/Units about the Public Service Green Pledge and disseminate the details to all staff. This includes the requirement for departments to submit an Implementation Plan and report progress periodically.
- Implementation Plan: Submit an Implementation Plan by July 31, 2024, detailing how your Ministry and its Departments will meet the energy reduction, waste reduction, and green procurement targets of the Pledge. Budget appropriately for the implementation in 2025.
- Progress Reports: Provide progress reports to the Ministry on a six-month cycle (December 2024, June 2025, and December 2025).

While the Permanent Secretaries and Heads of Departments will be instrumental in driving these changes, every public officer has a role to play in supporting and achieving the goals of the Green Pledge. Here are some practical tips for how you can contribute to greening the Public Service:

- Reduce Energy Use: Turn off lights, computers, and other electronic devices when not in use. Utilise energy-efficient appliances and lighting.
- Conserve Water: Fix leaks promptly, use water-saving fixtures, and be mindful of water usage.
- Minimise Single-Use Plastics: Bring reusable bottles and containers. Avoid using plastic cutlery and straws.
- Reduce Paper Use: Print double-sided, use digital documents, and recycle paper waste.
- Green Procurement: Prefer eco-friendly products and services in line with Public Procurement Regulations.

Please share your ideas and suggestions for greening our Public Service with your Heads of Departments and Senior Managers. Your active participation and innovative contributions are crucial to the success of this initiative.

We look forward to your confirmation of receipt, collaboration, and unwavering support as we work together to fulfill the Green Pledge and make our Public Service a model of environmental stewardship.

Thank you for your commitment to a greener future.



Honourable David D. Archer, Jr.
Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 16 OF 2024

FROM: Deputy Governor

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

DATE: 12th August, 2024

SUBJECT: PREPARATIONS FOR THE PUBLIC SERVICE AHEAD OF INCREASED WEATHER ACTIVITY

As we enter the peak of the hurricane season, it is expected that the Territory will be affected by tropical systems that will pass close to or within our area. At the 11:00 a.m. update, the Department of Disaster Management indicated that Tropical Cyclone AL98 continues to develop. The system will generate cloudy periods and showers from later tomorrow; however, as the system comes closer to the area tropical storm conditions are likely to intensify. The British Virgin Islands is currently under a Tropical Storm Warning.

This means that tropical storm conditions are likely within the warning area, generally within the next 24 to 36 hours. Forecasters have indicated that the system could bring gusty winds and periods of heavy rains that can result in flooding in low-lying areas. Public officers are encouraged to closely monitor the information about Tropical Cyclone AL98 issued by the DDM as the day progresses.

With this in mind, I am requesting that all heads of departments and units undertake visual inspections of their spaces and ensure arrangements are in place to secure your offices and equipment before closing today, **Monday, 12th August**. This is to be completed in the event that there are any sudden shifts that may impact our territory prior to the forecasted time period. I also ask that you meet and discuss your Disaster Management and Continuity of Operations Plan with your staff. Public Officers are asked to report to work on Tuesday, 13th August unless otherwise notified by the Office of the Deputy Governor.

As a cautionary measure, I am requesting you:

- Cover your computers, printers, copiers, and other critical electronic equipment.
- Unplug electronic devices and move them away from exposed windows.
- Remove all files from desks and put them in protected areas where they will not be affected by moisture. ... (con't)



OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 17 OF 2024

FROM: Deputy Governor

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

DATE: 13th August, 2024

SUBJECT: **EARLY RELEASE FOR OFFICERS FROM VIRGIN GORDA DUE TO INCOMING INCLEMENT WEATHER**

As Tropical Storm Ernesto approaches our territory, we are taking precautionary measures to ensure the safety and well-being of public officers. Given the anticipated inclement weather, officers residing on Virgin Gorda are to be released to catch the 1:30 p.m., Speedy's Ferry.

All officers are reminded to exercise caution and prioritise safety during this time. Continuous monitoring of Tropical Storm Ernesto is essential. Stay updated with weather reports and follow any additional instructions from the Department of Disaster Management and other emergency services.

Please ensure all necessary personal belongings and work-related materials are secured before departure.

For any urgent matters or further instructions, please stay in contact with your immediate supervisors.

Stay safe and vigilant.

(for) David D. Archer, Jr.
Deputy Governor



OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 18 OF 2024

FROM: Deputy Governor

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

DATE: 13th August, 2024

SUBJECT: **GOVERNMENT OFFICES CLOSED ON WEDNESDAY, 14TH AUGUST – ESSENTIAL SERVICES ONLY**

Following the latest update from the Department of Disaster Management (DDM), the territory is now under a Hurricane Watch and Flood Watch. Tropical Storm Ernesto is currently 169 miles east-southeast of Road Town, moving west-northwest at approximately 18 miles per hour. The storm has slightly intensified and is expected to pass near the Virgin Islands later tonight and into tomorrow. As a result, all Government Offices will be physically closed on **Wednesday, August 14th**, except for essential workers. All departments are to activate the full Remote Working Policy.

Senior Managers and Department Heads are asked to allow flexibility for the remainder of the day so officers can make necessary personal preparations. Department Heads should also activate Office Contingency Plans and secure all office premises. Please report any flooding or concerns with accommodations to the Public Estate Manager, Mr. Floyd Stoutt, at fstoutt@gov.vg or 468-3000.

As we enter the peak of the Atlantic Hurricane Season, I urge you to prioritise your safety and well-being, as well as that of your families. Through this office, we will strive to balance our commitment to serving our clients with ensuring your safety, which is our number one priority. Continue to monitor the Department of Disaster Management's channels and exercise extreme caution throughout the day.

Stay safe and vigilant.

(for) David D. Archer, Jr.
Deputy Governor



OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 19 OF 2024

FROM: Deputy Governor

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

DATE: 14th August, 2024

SUBJECT: GOVERNMENT OFFICES TO REOPEN ON THURSDAY, 15TH AUGUST

Following the latest update from the Department of Disaster Management (DDM), and consultation with key stakeholders, His Excellency the Governor, Mr. Daniel Pruce has issued an 'All-Clear' for the Territory.

As a result, all Government Offices will reopen tomorrow, 15th August, 2024 for regular operations. Senior Managers and Departments Heads may activate the full Remote Working Policy, particularly for public officers that commute to Tortola via ferry.

Please report any flooding or concerns with accommodations to the Public Estate Manager, Mr. Floyd Stoutt, at fstoutt@gov.vg or 468-3000.

As we enter the peak of the Atlantic Hurricane Season, I urge you to prioritise your safety and well-being, as well as that of your families. Through this office, we will strive to balance our commitment to serving our clients with ensuring your safety, which is our number one priority. Continue to monitor the Department of Disaster Management's channels and exercise extreme caution throughout the day.

Stay safe and vigilant.

(for) David D. Archer, Jr.
Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 20 OF 2024

FROM: Deputy Governor

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

DATE: 22nd August, 2024

SUBJECT: COMPLETION OF PERFORMANCE APPRAISALS – 2023

This circular serves as a reminder regarding the completion of performance appraisals for the year 2023. As stipulated in section 12.1 of the Public Service Management Code, it is imperative that all performance appraisals are accurately and objectively completed and submitted in a timely manner.

12.1 Annual Performance Appraisals

1. *A Responsible Officer must accurately and objectively complete performance appraisals for officers in his or her ministry or department in accordance with the guidelines provided by the Department of Human Resources. The performance appraisals must be submitted to the Director on or before the officer's anniversary date. For probationary appointments, the performance appraisals must be submitted at the end of the probationary term.*
2. *Responsible Officers who fail to submit performance appraisals to the Director shall be subject to disciplinary action.*
3. *A key component of the performance appraisal process is meaningful dialogue between the officer and the Permanent Secretary or Head of Department. It is also important to align the officer's objectives to those of the Ministry or Department.*
4. *The Performance Management Programme (PMP) is essential and is used to:*
 - a. *Monitor and measure performance;*
 - b. *Highlight training and development needs;*
 - c. *Recognise success and provide justification for annual increments; and*
 - d. *Provide data on an officer's or employee's performance, which may be used as justification for staff matters such as transfers, promotions, discipline, demotions, development, and termination.*

Human Resources Managers (HRMs) are asked to complete the attached form, detailing the status of performance appraisal completions. Please indicate whose appraisals have been completed and those that are still outstanding and the reason. This information should be provided to respective Senior Managers by 30th August 2024 and submitted to me by Thursday, 5th September. This will enable further action to be taken to ensure compliance with the guidelines outlined in the Public Service Management Code.

...(con't/)

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

We appreciate your cooperation and commitment to maintaining high performance standards within the Public Service. Timely and accurate performance appraisals are crucial for monitoring and enhancing the performance, development and overall success of our public officers.

Should you have any questions or require further clarification, please do not hesitate to contact the Department of Human Resources.

Thank you for your attention to this matter.



David D. Archer, Jr.
Deputy Governor

Attachments

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 21 OF 2024

FROM: Deputy Governor

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

DATE: 27th September, 2024

SUBJECT: A MESSAGE TO THE PUBLIC SERVICE

Today, I write to you with a heart filled with both admiration and profound understanding. We are living in challenging times, where the weight of responsibility feels heavier than ever, and the hard work of the Public Service is often overshadowed by the sharp sting of criticism. Many of you, along with your teams have received public accusations and blame for inefficiencies within Government.

Let me begin by acknowledging that yes, there are areas where we must improve, and we will, we are doing so. We accept that challenge with humility and with the understanding that no system is perfect. Nevertheless, let us not allow the critiques to mask the undeniable truth of your brilliance, dedication and sacrifices.

The progress we have made over the years is evidence of the unrelenting commitment of our public officers, many of whom have given years—decades even—of their lives to ensure this Territory functions, even in its most trying times. In the aftermath of hurricanes Irma and Maria, when this Territory laid in ruins, it was you, public officers, who stood at the forefront of our recovery. You worked tirelessly to restore order and bring this Territory back to its feet.

During the COVID-19 pandemic, while the world stopped under the weight of uncertainty, fear, and illness, you were there. Many of you risked your own health, and some of you, with no hesitation, used your own vehicles to deliver food and supplies to those in need. You served with grace, with courage, and with a sense of duty that cannot be measured by any metric but is deeply felt by the people you served.

More recently, you have taken on the heavy burden of implementing the reform initiatives of the Commission of Inquiry (COI). Despite the enormity of these demands, you have worked not just to meet them, but to do so while simultaneously addressing work related to the Mutual Evaluation Exercise and the ongoing transformation of the Public Service, while still carrying out daily functions. The road has been tough, the expectations high, but you have not faltered.

And even now, despite the criticism from various quarters, let me share with you what the data reveals: Overall public service complaints as reported through the Customer Service Care Centre have reduced in comparison to this period last year, and through the Rate Us platform (RateUs.gov.vg) platform, public officers continue to be commended for great customer

service. Our clients are acknowledging changes in the Public Service. In addition, a record number of key policies and legislation have either been developed or passed into law.

In 2023, we established the Virgin Islands Public Service Learning Institute to address skills development in the Public Service with over 3,000 officers being trained since the Institute was established. We are moving fast toward full digitisation of key processes throughout the Public Service through the implementation of the Payment Gateway and as seen through the newly launched Labour Management System. We have made our human resources management processes more agile, responsive and attentive to the need of our public officers and those applying for jobs by having a fully digitised employment process not just for recruitment but also for the Service Commissions, and expanded the devolution programme to Grade 12. We have launched the National Sustainable Development Plan, a National Cultural Policy, the Standard Integrated Government Tax Administration System (SIGTAS 3.0), a Customer Service Framework, a Domestic Violence Strategy and Action Plan, a revised Scholarship Policy, gained global re-accreditation for the Disaster Management Programme, gained recognition by the Observer Mission for an Orderly, Peaceful and Well-run Elections, developed and implemented a new Public Service Management Code, to name a few. This is not a story of inefficiency. Our systems of public assistance have become more transparent and there is still more to come. This is a story of progress, a story of resilience, a story of hope. You, the public officers, are the backbone of this Territory, and it is time that your story is told in its full truth.

I tell you this: Notwithstanding the critiques, we will continue to serve our people with conviction, with professionalism, and with the dedication that is our hallmark and legacy. We do not serve for applause or recognition; we serve because we are driven by a higher calling—the well-being of this Territory and its people.

I know that it can be disheartening to labour day in and day out, to give so much of yourself, and still feel unappreciated by some. Today, I humbly ask you—do not be discouraged. This is not the time to step back, this is the time to step forward. Despite the voices, despite the challenges, let us collectively recommit ourselves to the people we serve. Let us use this moment to work even harder, to prove that we are, as we have always been, the steady force that keeps this Territory moving forward.

Let me also speak to the compensation adjustments you have received. While some may question the timing or justification of these payments, you deserve every cent. It is important to note that Public Service salaries had not been reviewed in over 20 years. These adjustments are not a handout; they are an acknowledgment of your years of service, the sacrifices made, and the dedication shown by each and every one of you. For too long, a large percentage of our public officers have been compensated below the minimum acceptable living wage. That reality is unacceptable, and while we still have work to do to ensure fair and equitable compensation across the board, this step was long overdue.

Let me be clear: This message is not to deny that we still have work to do on our journey to becoming world-class. There are areas where we must rise to the occasion, but in acknowledging our shortcomings, we will also recognise our good efforts and achievements. I pray that you can remove from your hearts a feeling of brokenness, as many of you have expressed to me, and replace it with a resolve to be accountable, proud, and committed to a greater Public Service. You are the key to our future, and it is through your hands, your hard work, that we will reach higher and build better.

But today, I ask you not to only account for what is lacking but also look beyond to see what we are building. A brighter future, a more responsive Public Service, and a Virgin Islands that holds its public officers in the esteem they deserve.

I have a vision of a Public Service where the dedication and tireless efforts of our officers are met with the recognition and respect they have earned. A Public Service known not just for its steadfastness but for the quality, care, and compassion with which it serves every individual. A future where every public officer, from the newest recruit to the most seasoned manager, can stand proudly, knowing that their work is not only valued but transformative. This must also be merged with a service that is customer-driven and attentive to the needs of the people we serve.

I believe in you! I believe in the work you have done, and I believe in the work we will continue to do together. One service, one customer, one step at a time. Let us keep pressing forward with hope in our hearts, knowing that better days are not just ahead—they are within our grasp and there is so much *more to come*.

Yours in service and solidarity,

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

David D. Archer, Jr.
Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 22 OF 2024

FROM: Deputy Governor

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

DATE: 18th October, 2024

SUBJECT: NATIONAL CELEBRATION OF THE RIGHT HONOURABLE DAME
JANICE M. PEREIRA

The Government of the Virgin Islands has announced the upcoming National Celebration of The Right Honourable Dame Janice M. Pereira on the occasion of her retirement from the Eastern Caribbean Supreme Court as Chief Justice and her historic appointment to His Majesty's Most Honourable Privy Council.

In 1981, Dame Janice became one of the first women called to the Bar of the Virgin Islands and later began her career in the Public Service as Registrar of the Supreme Court and Registrar of Companies and the Admiralty Marshall. As she began to advance, Dame Janice was appointed a Magistrate and acted as an additional Magistrate.

In honour of Dame Janice's achievement, the Territory will celebrate the historic accomplishments and dedication to public service of our radiant daughter from the 21st to the 27th of October, 2024. With a combination of 14 (fourteen) public and private events, the celebrations are truly fitting for the heights she has attained on her mission to advance the legal landscape of the Virgin Islands and the Caribbean. The full calendar of activities is attached.

As part of her celebrations, Dame Janice will be honoured with some public events, two of which public officers are invited to support with their attendance.

1. The Court in the Classroom: Special Lecture by Dame Janice M. Pereira

Dame Janice will deliver a special lecture on Wednesday, 23rd October at the Eileene L. Parsons Auditorium, beginning at 6:00 p.m.

Titled "Law and Society; The Courts and Conflict Resolution", Dame Janice's special lecture is a rare opportunity to learn directly from one of the leading judicial minds across the Caribbean.

Public officers who attend this lecture will be awarded Essential Learning Hours from the Virgin Islands Public Service Learning Institute, once the officer confirms their attendance to the Institute.

2. Special Sitting of the Eastern Caribbean Supreme Court

On Thursday, 24th October, a Special Sitting of the Eastern Caribbean Supreme Court will be held at the Multipurpose Sports Complex in Road Town, Tortola, with a ceremonial procession beginning at 9:00 AM and the Sitting beginning at 10:00 AM.

Without disrupting service delivery, Heads of Departments are asked to identify three (3) officers from their Department who will attend the sitting in its entirety. Please notify the Office of the Deputy Governor of the selected attendees by emailing Eusa Adams, Communication Officer II (Ag.) at EAdams@gov.vg by Wednesday, 23rd October 2024.

All public officers who attend the Special Lecture by Dame Janice M. Pereira and the Special Sitting of the Eastern Caribbean Supreme Court will be awarded Essential Learning Hours from the Virgin Islands Public Service Learning Institute.

I also take this opportunity to encourage the entire Public Service to join in the National Celebrations of Dame Janice's journey from the Virgin Islands to the Privy Council.



David D. Archer, Jr.
Deputy Governor

**CELEBRATING
OUR RADIANT DAUGHTER:**
A Journey from the Virgin Islands
to the Privy Council

THE RIGHT HONOURABLE DAME
Janice Mesadis Pereira



CELEBRATION EVENTS

Monday 21

Primetime Special: 'The Right Honourable Dame Janice M. Pereira' with Mr. Temulji Hughes



Tuesday 22

General Knowledge Quiz on Morning Devotions, ZBVI

✉ Celebration Breakfast hosted by the Rotary Clubs of the Virgin Islands and the Tortola Lions Club

Courtesy Calls on His Excellency The Governor, Premier of the Virgin Islands and Deputy Premier of the Virgin Islands

✉ Celebration Luncheon hosted by Zonta Club of Tortola

Wednesday 23

General Knowledge Quiz on Morning Devotions, ZBVI

Official School Visits

Courtesy Call on The Cabinet of The Virgin Islands

👥 The Court in the Classroom: Special Lecture presented by the H. Lavivy Stoutt Community College and presented to the University of the West Indies community at the Eileene L. Parsons Auditorium

Thursday 24

General Knowledge Quiz on Morning Devotions, ZBVI

👥 Ceremonial Procession to Special Sitting of the Eastern Caribbean Supreme Court beginning at the House of Assembly of the Virgin Islands

👥 Special Sitting of the Eastern Caribbean Supreme Court at the MultiPurpose Sports Complex

✉ Celebration Cocktail Party hosted by the BVI Bar Association

Friday 25

General Knowledge Quiz on Morning Devotions, ZBVI

✉ Dinner with the Dame Celebration Gala

Saturday 26

✉ Home Again YOUth Brunch

Sunday 27

👥 Celebratory Church Service at Church of God (Holiness), North Sound, Virgin Gorda

Event key:

- 👥 Please join us
- ✉ By invitation

#VICelebratingDameJanice



H. LAVIVY STOUTT
COMMUNITY
COLLEGE



The Government of the Virgin Islands and
the H. Lavity Stoutt Community College



CELEBRATING OUR
RADIANT DAUGHTER



invites the public to attend a

SPECIAL LECTURE

“Law and Society; The Courts
and Conflict Resolution”

PRESENTED BY

The Right Honourable Dame
Janice M. Pereira



WED 23
OCTOBER
2024

6:00 PM



Eileene L. Parsons Auditorium

H. Lavity Stoutt Community College
Paraquita Bay



CELEBRATING OUR
RADIANT DAUGHTER



THE RIGHT HONOURABLE DAME
Janice Mesadis Pereira DBE
A Journey from the Virgin Islands
to the Privy Council

JOIN US FOR A SPECIAL SITTING OF THE
Eastern Caribbean Supreme Court

IN HONOUR OF

The Right Honourable Dame
Janice M. Pereira

ON HER RETIREMENT FROM THE EASTERN CARIBBEAN
SUPREME COURT AND APPOINTMENT TO HIS MAJESTY'S
MOST HONOURABLE PRIVY COUNCIL



THURSDAY, 24TH OCTOBER, 2024
10:00 AM



MULTIPURPOSE SPORTS COMPLEX
ROAD TOWN, TORTOLA, VIRGIN ISLANDS

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 23 OF 2024

FROM: Deputy Governor

TO: Financial Secretary
Permanent Secretaries
Heads of Departments
Human Resources Managers

DATE: 1st November, 2024

SUBJECT: 2024 Public Service Week

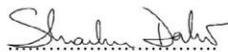
Public Service Week (PSW) will be celebrated from **10th November through 16th November, 2024** under the theme **“Unity in Service: Our Public Service Standing Together.”**

As you know, public officers are grouped into teams based on their Ministry of employment, and with Public Service Week fast approaching, we would like for you to nominate a Team Captain, based on the composition below.

	MINISTRIES	TEAM CAPTAIN
Team A Eagles	<ul style="list-style-type: none"> • Premier's Office • Ministry of Environment, Natural Resources and Climate Change • Ministry of Tourism, Culture and Sustainable Development • Ministry of Finance 	
Team B Supersonics	<ul style="list-style-type: none"> • Ministry of Financial Services, Labour and Trade • Governor's Group 	
Team C Warriors	<ul style="list-style-type: none"> • Ministry of Health and Social Development • Ministry of Education, Youth Affairs and Sports 	
Team D Panthers	<ul style="list-style-type: none"> • Ministry of Communications and Works 	

Kindly forward the name of your nominee to Communications Officer II (Ag.) in the Office of the Deputy Governor, Mr. Eusa Adams, at EAdams@gov.vg by **Monday, 4th November, 2024**.

Thank you and I look forward to your response.


(for) David D. Archer, Jr.
Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 24 OF 2024

FROM: Deputy Governor

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

DATE: 6th November, 2024

SUBJECT: **NEW MINISTERIAL ASSIGNMENTS WITHIN THE GOVERNMENT OF THE VIRGIN ISLANDS**

Following the recent announcement by the Premier and Minister of Finance, Honourable Dr. Natalio Wheatley, on changes to the Cabinet of the Virgin Islands and the subsequent publication of ministerial subjects in the Virgin Islands Official Gazette (#123), this circular serves to inform of:

1. The revocation of the appointment of the Honourable Lorna G. Smith, OBE as Deputy Premier and a Minister;
2. The appointment of the Honourable Julian Fraser, RA as Deputy Premier and a Minister;
3. The changes to ministerial assignments; and
4. The new Ministerial Chart for the Government of the Virgin Islands (Appendix A).

These new ministerial subjects and assignments include the creation of a new ministry assigned to Premier Honourable Dr. Natalio Wheatley (**Ministry of Financial Services, Economic Development and Digital Transformation**) and the reassignment of some departments, units and subjects under ministries. Deputy Premier Honourable Julian Fraser has also been assigned Minister for the Ministry of **Environment, Natural Resources and Climate Change**. A summary of the new ministry and the departmental and subject assignments is outlined in Appendix B.

These new ministerial assignments take effect immediately and the necessary transition will be implemented over the coming weeks. 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 and development of the Virgin Islands.

Your continued commitment to serving the Government of the Virgin Islands is required during this transitional period.



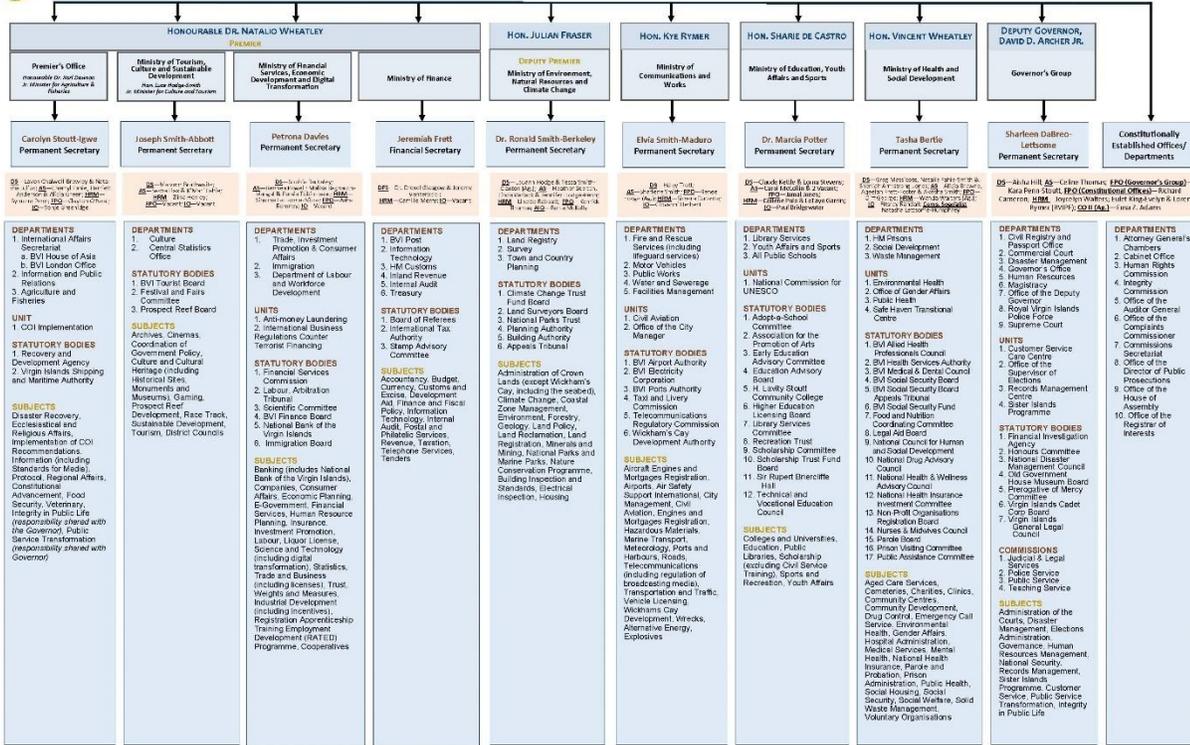
David D. Archer, Jr.
Deputy Governor

Enclosed: Appendix A/Ministerial Chart for the Government of the Virgin Islands
Appendix B/Changes in Ministerial Portfolio Assignments

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TORTOLA VG1110 | VIRGIN ISLANDS

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MINISTERIAL CHART FOR THE GOVERNMENT OF THE VIRGIN ISLANDS



CHANGES IN MINISTERIAL PORTFOLIO ASSIGNMENTS



GOVERNMENT OF THE
VIRGIN ISLANDS

Premier's Office

- Agriculture
- Constitutional Advancement
- Disaster Recovery
- Ecclesiastical and Religious Affairs
- Fisheries
- Food Security
- Implementation of COI Recommendations
- Information (*including Standards for Media*)
- Integrity in Public Life (*responsibility shared with the Governor*)
- International Affairs
- Maritime Administration and Shipping
- Protocol
- Public Service Transformation (*shared with the Governor*)
- Regional Affairs
- Veterinary

Ministry of Tourism, Culture and Sustainable Development

- Archives
- Cinemas
- Coordination of Government Policy
- Culture and Cultural Heritage (*including Historical Sites, Monuments and Museums*)
- District Councils
- Festivals and Fairs
- Gaming
- Prospect Reef Development
- Race Track
- Statistics
- Sustainable Development
- Tourism

Ministry of Communications and Works

- Aircraft Engines and Mortgages Registration
- Airports
- Alternative Energy
- 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

Ministry of Financial Services, Economic Development, and Digital Transformation

- Banking (*includes National Bank of the Virgin Islands*)
- Companies
- Consumer Affairs
- Cooperatives
- Economic Planning
- E-Government
- Financial Services

- Human Resource Planning
- Industrial Development (*including Incentives*)
- Insurance
- Immigration
- Investment Promotion
- Labour
- Registration Apprenticeship Training Employment Development (RATED) Programme
- Science and Technology (*including Digital Transformation*)
- Trade and Business (*including Licences*)
- Trusts
- Weights and Measures
- Workforce Development

Ministry of Environment, Natural Resources and Climate Change

- Administration of Crown Lands (*except Wickham's Cay, including the seabed*)
- Building Inspection and Standards
- Climate Change
- Coastal Zone Management
- Electrical Inspection
- Environment
- Forestry
- Geology
- Housing
- Land Policy
- Land Reclamation
- Land Registration
- Minerals and Mining
- National Parks and Marine Parks
- Nature Conservation Programme
- Survey
- Town and Country Planning



OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 25 OF 2024

FROM: Deputy Governor

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

DATE: 11th November, 2024

**SUBJECT: OFFICE INSPECTIONS AND FLEXIBLE WORK ARRANGEMENTS IN
RESPONSE TO FLOODING AND LANDSLIDE CLEAN-UP EFFORTS –
OFFICES TO OPEN BY 11:00 AM**

Following the intense overnight rainfall, several communities in the Territory are dealing with flooding and landslides. The Public Works Department (PWD) is actively working to clear affected areas, and we are initiating a coordinated response to ensure our office spaces are ready for service.

Senior Managers and Department Heads are directed to assess their office spaces as soon as possible. Barring any weather-related concerns or significant damage, all offices should be prepared to open by 11:00 a.m. to facilitate regular operations as soon as possible following the road clearance message from the PWD.

Any flooding or accommodation concerns should be reported immediately to the Public Estate Manager, Mr. Floyd Stoutt, at fstoutt@gov.vg or 468-3000.

We recognise that some officers may need time to address personal or family impacts due to the severe weather. Department Heads are encouraged to activate the Flexible Working Arrangement Policy to support remote work, wherever feasible. This also applies to officers whose children are at home today.

As we near the end of the Atlantic Hurricane Season, your safety remains our highest priority. Please continue monitoring updates from the Department of Disaster Management and proceed with caution throughout the day.

Thank you for your dedication and resilience during this time.

David D. Archer, Jr.
Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 26 OF 2024

FROM: Deputy Governor

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

DATE: 18th November, 2024

SUBJECT: COMPLETION OF 2024 PERFORMANCE APPRAISALS

This circular serves as a reminder that Responsible Officers are to ensure that performance appraisals for 2024 are completed on or before 31st March, 2025 as outlined in section 12.1 of the Public Service Management Code.

12.1 Annual Performance Appraisals

- (1) A Responsible Officer must accurately and objectively complete performance appraisals for officers in his or her ministry or department in accordance with the guidelines provided by the Department of Human Resources. The **performance appraisals must be submitted to the Director before the expiration of the first quarter of the calendar year following the year to which the appraisal relates**, except that where an officer is on probation, the performance appraisal must be submitted at the end of the probationary term.

It is of utmost importance that performance appraisals are completed by year-end or 31st March 2025, the latest. This medium is a tool used to encourage public officers' continued growth and development whilst addressing any deficiencies in performance for swift remediation. The deadline of 31st March 2025 must be strictly adhered to for the timely completion of the performance appraisal evaluation process. This is key to the continued success and growth of the Public Service.

Thank you for your cooperation and commitment to ensuring the timely completion of the 2024 performance appraisal. Should you have any questions or require further clarification, please do not hesitate to contact the Department of Human Resources.



David D. Archer, Jr.
Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 27 OF 2024

FROM: Deputy Governor

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

DATE: 22nd November, 2024

**SUBJECT: GOVERNOR'S ASSENT OF THE VIRGIN ISLANDS PUBLIC SERVICE
MANAGEMENT ACT, 2024**

Fellow public officers, following the passing of the Public Service Management Act, 2024 by the House of Assembly of the Virgin Islands on 29th August 2024, I am pleased to advise that His Excellency the Governor, Mr. Daniel Pruce, has assented to the Virgin Islands Public Service Management Act, 2024 ("PSM Act") on 15th November, 2024. This Act (enclosed) is currently within its proclamation phase and will be brought into force on 1st January 2025.

IMPORTANCE OF THE PSM ACT

During this time, I encourage each public officer to familiarise themselves with the content of the PSM Act, which now charts the way forward for a modern governance and management approach of the Public Service. As public officers, you must review and understand the PSM Act, as among other critical components, it:

- provides guidelines on employment, career progression and performance management
- outlines the functions, conduct of each public officer and disciplinary procedures
- reinforces accountability through frameworks which foster a culture of transparency and integrity
- outlines the requirement for specified public officers to make a declaration of interest
- outlines the functions and responsibilities of the Virgin Islands Public Service Learning Institute

INFORMATION SESSIONS

To support your understanding of this Act, the Office of the Deputy Governor, in collaboration with the Human Resources Department and the Virgin Islands Public Service Learning Institute, will facilitate information sessions for all public officers. These sessions will aim to provide insightful details on the implementation of the PSM Act. Scheduling details will follow.

.../continued

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NEXT STEPS: PUBLIC SERVICE MANAGEMENT CODE

To ensure the policies and procedures governing the Public Service are supported by Regulation, following the enactment of the PSM Act, the next phase is the transition of the Public Service Management Code, 2023 (PSMC), into regulations supported by section 52 of the PSM Act.

YOUR ROLE

Your compliance is key to the success of reforms outlined within the Act. Therefore, you are encouraged to familiarise yourself with this new legislation.

Your understanding, commitment and continued hard work are essential to the continued growth and transformation of the Public Service and development of the Virgin Islands.



David D. Archer, Jr.
Deputy Governor

Enclosed: Public Service Management Act, 2024



OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 28 OF 2024

FROM: Deputy Governor

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

DATE: 13th December, 2024

SUBJECT: 2024 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 2024 work year and to give notice of the following hours of work for public officers during the Christmas and New Year holiday season:

1. **Tuesday, 24th December 2024** – Government offices will close at 1:00 p.m.
2. **Wednesday, 25th December 2024** – Government offices will be closed in observance of Christmas Day, a public holiday.
3. **Thursday, 26th December 2024** – Government offices will be closed in observance of Boxing Day, a public holiday.
4. **Tuesday, 31st December 2024** – Government offices will be closed at 1:00 p.m.
5. **Wednesday, 1st January 2025** – 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.

Additionally, it is important to note, in particular:

1. Essential services staff who cannot be released at 1:00 p.m. on **Tuesday, 24th December** and **Tuesday, 31st December 2024**, may be awarded equivalent time off on another day.
2. The two half days (**24th and 31st December**) are granted to officers who are at work only and do not extend to those on leave on those days.
3. Officers and services that are usually open to the public after regular office hours and on weekends or holidays will maintain such services with sufficient staff.

Thank you for your continued resilience and commitment as you have maintained your steadfastness in being dedicated public officers in 2024. 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

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OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 29 OF 2024

FROM: Deputy Governor

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

DATE: 13th December, 2024

SUBJECT: COMPLETION OF MANDATORY LEARNING HOURS

Section 11 of the Public Service Management Code outlines the Government of the Virgin Islands' commitment to the continuous training and development of all officers in the Public Service. In light of this commitment, the Virgin Islands Public Service Essential Learning Hours Programme (VIPSELHP) was launched in April 2024 and mandates that public officers obtain at least 60 essential learning hours annually. This requirement fosters continuous professional development and growth and promotes public service excellence, as we transform into a world-class Public Service.

Public officers are reminded that 60 essential learning hours must be attained by 31st December 2024. Essential learning hours can be obtained:

- by pursuing formal academic degree programmes and certification;
- by attending or participating in workshops, webinars and conferences or by engaging in sessions or events facilitated by the Virgin Islands Public Service Learning Institute (VIPSLI); or
- by completing self-learning activities such as participating in online courses and utilising e-platforms (such as Coursea, Allison, LinkedIn Learn).

Your selected course/programme should be relevant to your current role or career path.

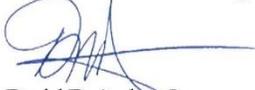
VIPSELHP is not just another programme or requirement but an opportunity to hone your skills and develop to meet the constantly changing job environment. Through VIPSELHP, public officers have a chance to be ready for their next career opportunity within the Public Service.

Gratitude is extended to public officers who have met or exceeded the minimum essential learning hours; thank you for your commitment and dedication to excellence. To public officers who have yet to attain the minimum essential learning hours, it is not too late to comply through formal and informal learning options. As we transform into a continuous learning organisation, you are encouraged to take advantage of every opportunity to obtain essential learning hours through the VIPSLI course offerings.

.../continued

A report of the outstanding departments and public officers will be sent to the Public Service Commission with the recommended accountability measures for failure to comply.

Thank you for your continued commitment to professional development. Together, we can meet and exceed this goal as we transform into a world-class Public Service.



David D. Archer, Jr.
Deputy Governor



OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 30 OF 2024

FROM: Deputy Governor

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

DATE: 18th December, 2024

SUBJECT: Registration - Declaration of Interest for Specified Public Officer

Following Tuesday's Extraordinary Public Service Meeting, this circular is to inform you that Part VIII of the Public Service Management Act, 2024 ("PSM Act"), along with Schedule II, outlines the responsibility for Specified Public Officers to complete and submit a Declaration of Interests form to the Registrar of Interests. The Specified Public Officers who must comply with this requirement are:

1. Public Officers in Grades 17 to 21;
2. Heads of Department and their Deputies; and
3. Deputy Secretaries and Deputy Financial Secretaries

To ensure that Specified Public Officers comply with the obligations outlined in Part VII of the PSM Act, the Office of the Deputy Governor will conduct training sessions in collaboration with the Virgin Islands Public Service Learning Institute and the Registrar of Interest. These sessions will be conducted during January 2025 to ensure you are adequately prepared to complete the enclosed Registration Form for Declaration of Interest on or before **31st March, 2025**. A schedule will be circulated shortly.

Your compliance is critical to ensure that transparency, accountability and ethical standards are upheld in the Virgin Islands Public Service. Failure to complete the declaration and submit it to the Registrar of Interests on or before **31st March, 2025** will result in the withholding of your salary until such time as compliance is achieved according to section 28(3) of the PSM Act. Therefore, it is important that all the necessary support is provided to you to prevent such an occurrence. You must adhere to the specified deadlines to prevent any disciplinary actions. A copy of the PSM Act, 2024 is enclosed for ease of reference.

Thank you for your unwavering commitment and continued hard work. Your dedication is essential to the growth and transformation of the Public Service and the development of the Virgin Islands. We appreciate your efforts and look forward to your continued support in upholding the highest good governance standards.

David D. Archer, Jr.
Deputy Governor

Cc: Registrar of Interest

Enclosed: Appendix A/Public Service Registration of Financial Interest Registration Form
Appendix B/Public Service Management Act, 2024

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OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 2 OF 2025

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 February 2025

SUBJECT: PUBLIC CONSULTATION ON THE HUMAN RIGHTS COMMISSION BILL,
2024

Fellow public officers, I write to you regarding the enclosed **Human Rights Commission Bill, 2024**, an essential legislative initiative to strengthen human rights protections in the Virgin Islands. This Bill establishes the **Virgin Islands Human Rights Commission (VIHRC)** and outlines its functions, powers, and framework for addressing human rights

PUBLIC CONSULTATION & EDUCATION CAMPAIGN

As part of our commitment to transparency and civic engagement, the Office of the Deputy Governor is launching a public consultation process to ensure that all stakeholders—including public officers—are well-informed about the provisions and implications of this Bill. This initiative will allow for meaningful discussion and feedback before the Bill is finalised; therefore, we request your engagement in this process.

A structured consultation schedule has been developed to facilitate engagement, which includes **in-person meetings across the Territory and virtual discussions**, and it began with an **education campaign launch on 10th February 2025**, followed by **on-the-road consultations commencing 10th March 2025**.

Additionally, an **extraordinary meeting of the Public Service** will be held this month to present the Bill and its implications specifically to public officers. Further details will be provided in due course.

YOUR ROLE

As public officers, it is imperative that we understand how this legislation will impact governance, policy-making, and service delivery. Before the commencement of our consultation meetings, I encourage each of you to:

- **Review the Human Rights Commission Bill, 2024,**
- **Familiarize yourself with Chapter 2 of the Virgin Islands Constitution Order, 2007,** which outlines fundamental human rights provisions.
- **Prepare to participate actively** in the scheduled consultation sessions.

Your participation and support in this initiative are crucial as we advance human rights protection in the Virgin Islands. I look forward to engaging with you all throughout this process.

David D. Archer, Jr.
Deputy Governor

Enclosed: Human Rights Commission Bill, 2024

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



OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 3 OF 2025

FROM: Deputy Governor

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

DATE: 18th February 2025

SUBJECT: REMINDER: SUBMISSION OF ANNUAL REPORTS

I extend my sincere appreciation to all Responsible Officers who have diligently complied with the requirement to submit their Annual Reports in a timely manner. Your commitment to transparency, accountability, and good governance is commendable and greatly valued.

For Responsible Officers who have not submitted their Annual Report, I take this opportunity to remind you that the Annual Report must be submitted in accordance with the 15.17 Public Service Management Code, 2023 (PSMC), which reads:

15.17 Annual Reports

(1) Responsible Officers shall 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.*

The timely submission of Annual Reports remains essential to ensuring accountability and good governance. These reports serve as valuable tools for reviewing departmental achievements and challenges, guiding future policy directions, and enhancing operational efficiency.

Complete reports should be submitted for the years 2023 and 2024. Condensed and summarised reports, for outstanding years preceding 2023 and 2024, should be presented as a component of the annual report being submitted.

I appreciate your continued cooperation in ensuring these reports are submitted within the stipulated timeframe. Your dedication to upholding the highest standards of public service through reporting annually is sincerely appreciated to avoid other mediums of accountability measures being enforced.

I look forward to your continued reporting on your department's activities.

David D. Archer, Jr.
Deputy Governor

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OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 4 OF 2024

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 February 2025

SUBJECT: MANDATORY PARTICIPATION IN THE CARIBE WAVE TSUNAMI EXERCISE AND TSUNAMI READINESS WEBINAR

I write to inform you that the **Caribe Wave Tsunami Exercise** is scheduled for **Thursday, 20th March 2025 at 10:00 a.m.** Participation in this exercise is mandatory for all public officers. Therefore, all public officers are encouraged to register their attendance at: <https://www.jotform.com/form/250475385281865>

Additionally, I extend an invitation to the **Tsunami Readiness Webinar**, which will be held via WebEx on **Thursday, 6th March 2025 at 10:00a.m.**. The session can be accessed at: <https://bvigov.webex.com/bvigov/j.php?MTID=m1620b6f81c361d9ea2fa8c7e7ab0d86c>

In alignment with the Office of the Deputy Governor Circular No. 6 of 2023 and as mandated by the Virgin Islands Disaster Management Act, 2003, this exercise is a critical component of our ongoing efforts to strengthen the public service's disaster preparedness and response capabilities.

The Department of Disaster Management (DDM) has designed this exercise to simulate a tsunami event, providing an opportunity to assess and improve emergency preparedness procedures. Given the increasing frequency and intensity of natural disasters, it is imperative that all departments are well-prepared and that response protocols are practised regularly.

Each department's Disaster Liaison Officer will coordinate their respective teams. To enhance safety and efficiency, I encourage you to establish a buddy system and ensure clear communication throughout the exercise. All participants should be familiar with their designated assembly area, evacuation routes, and assigned roles as outlined in departmental disaster management plans.

To facilitate effective participation, we ask that you disseminate this information widely within your organisation. The Caribe Wave Tsunami Exercise will involve practising the "Drop, Cover, and Hold On" technique for earthquake preparedness, followed by an immediate evacuation to higher ground or designated shelters. A roll call at the safe point and reporting locations to the DDM will be essential parts of this drill.

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If you have any questions or require additional information, please contact Ms. Michelle Ambrose, DDM Planning and Preparedness Officer, at ext. 4203, or Ms. Rhonexie Anderson, Health and Safety Coordinator, at ext. 3089.

Your commitment to these preparedness initiatives is vital to enhancing our collective safety and response capabilities. Thank you in advance for your participation and dedication to ensuring the safety of the Public Service.



David D. Archer, Jr.
Deputy Governor

OFFICE OF THE DEPUTY GOVERNOR CIRCULAR NO. 5 OF 2025

FROM: Deputy Governor

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

DATE: 26th February 2025

SUBJECT: IMPLEMENTATION OF 360° SURVEYS IN PERFORMANCE MANAGEMENT APPRAISALS

I would like to take this opportunity to commend each of you for your dedication and hard work in upholding the standards of excellence within the public service. Your commitment to transparency, accountability, and continuous improvement has been instrumental in developing a stronger and more effective government. Your efforts in performance management and professional development have not gone unnoticed, and I sincerely appreciate your contributions toward strengthening our institutions.

As we continue to enhance our performance management systems, I am pleased to announce that 360-degree surveys will now be incorporated into the performance management appraisal process for all Heads of Departments and Units in the Public Service. This initiative will take effect for the 2024 performance appraisal period, which must be completed by 31st March 2025 and is in accordance with Section 12 of the Public Service Management Code.

WHAT IS A 360-DEGREE SURVEY?

A 360-degree survey is a comprehensive feedback tool that gathers input from multiple sources to provide a well-rounded assessment of an individual's performance, which includes feedback from peers, subordinates, supervisors, and, in some cases, external stakeholders who regularly interact with the individual being evaluated.

PURPOSE AND BENEFITS OF THE 360-DEGREE SURVEY

The inclusion of 360-degree surveys in the appraisal process serves several key purposes:

- **Holistic Evaluation:** Provides a more balanced and objective assessment of leadership, communication, teamwork, and decision-making abilities.
- **Enhanced Self-Awareness:** Encourages public officers to gain deeper insight into their strengths and areas for improvement.
- **Performance Improvement:** Identifies specific areas for professional growth, enabling more targeted development initiatives.
- **Promotes Transparency:** Ensures that performance assessments are not solely dependent on a single evaluator's perspective.
- **Compliance with Public Service Management Code:** Aligns performance appraisal methods with the standards set out in Section 12 of the Public Service Management Code, reinforcing principles of fairness and effectiveness in public sector management.

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

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

IMPLEMENTATION OF STANDARDISED QUESTIONS

To ensure consistency and fairness, all 360-degree surveys will utilise standardised questions. These questions will focus on key competencies such as leadership effectiveness, communication skills, strategic thinking, teamwork, and overall contributions to organisational goals. This standardisation will allow for meaningful comparisons and objective analysis across departments and units.

NEXT STEPS

To ensure the effective implementation of this initiative, the following actions will be undertaken:

- The attached 360° survey questionnaire will be circulated to all public officers. Only officers assigned to a specific Head of Department/Unit will be able to complete the survey for that leader.
- A confidential report summarising the survey results will be provided to the direct reporting line of each Head of Department/Unit.
- Supervisors of the Heads of Departments will be responsible for reviewing the feedback received and integrating key findings into the 2024/2025 Performance Management Process (PMP). This will ensure that relevant insights are addressed and necessary developmental actions are taken.

Senior Managers, Heads of Departments, and Unit Heads are encouraged to engage their teams in discussions about this initiative and foster a culture of continuous improvement. Your cooperation is essential in strengthening the public service's performance management framework and enhancing leadership effectiveness at all levels.

Thank you for your continued commitment to excellence in public service.



David D. Archer, Jr.
Deputy Governor

Encl: 2024 Head of Department/Unit Performance Feedback Questionnaire



2024 Head of Department/Unit Performance Feedback Questionnaire

Survey on the Performance of Heads of Department/Unit

Confidential Feedback

This confidential questionnaire is designed to gather feedback on the performance and leadership effectiveness of Heads of Departments and Units in the Public Service. Your responses will provide valuable insights to support their professional growth and improve overall service delivery.

* 1. Who is your Head of Department/Unit?

(Please select the appropriate option below.)

- Accountant General, Treasury Department
- Archives Unit, Archivist
- Attorney General, Attorney General's Chambers
- Auditor General, Office of the Auditor General
- Chief Education Officer, Ministry of Education, Youth Affairs and Sports
- Chief Environmental Health Officer, Environmental Health Division
- Chief Fire Officer, Fire & Rescue Services
- Chief Immigration Officer, Immigration Department
- Chief Information Officer, Department of Information & Public Relations
- Chief Librarian, Library Services Department
- Chief Medical Officer, Public Health Programme
- Chief of Staff, Governor's Office
- Chief Planner, Town & Country Planning Department
- Chief Registrar of Lands, Land Department
- Chief Social Development Officer, Social Development Department
- Chief Surveyor, Survey Department
- City Manager, Office of the City Manager
- Clerk, Office of the House of Assembly
- Commissioner of Police, Royal Virgin Islands Police Force
- Commissioner, Department of Motor Vehicles
- Commissioner, HM Customs
- Commissioner, Inland Revenue Department
- Complaints Commissioner, Office of the Complaints Commission
- Coordinator, Office of Gender Affairs
- Court Manager, Magistrate's Court
- Customer Service Manager, Customer Service Care Centre
- Director of Human Resources, Human Resources Department
- Director of Public Prosecutions, Office of the Director of Public Prosecutions
- Director, Central Statistics Office

- Director, Department Facilities Management
- Director, Department of Agriculture and Fisheries
- Director, Department of Culture
- Director, Department of Disaster Management
- Director, Department of Information Technology
- Director, Department of Trade, Investment Promotions & Consumer Affairs
- Director, Department of Youth Affairs & Sports
- Director, Internal Audit Department
- Director, International Affairs Secretariat
- Director, Public Works Department
- Director, Virgin Islands Public Service Learning Institute
- Director, Water & Sewerage Department
- Labour Commissioner, Department of Labour and Workforce Development
- Manager, Department of Waste Management
- Manager, Records Management Unit
- Manager, Safe Haven Transitional Centre
- Manager, Telephone Services Management Unit
- Postmistress General, BVI Post
- Registrar General, Civil Registry & Passport Services
- Registrar, Commercial Court
- Registrar, Office of the Registrar of Interests
- Registrar, Supreme Court
- Secretary General, National Commission for UNESCO
- Sister Island Coordinator, Sister Island Programme
- Superintendent of Prisons, HM Prison
- Supervisor of Elections, Office of the Supervisor of Elections

* 2. What is your role in relation to the Head of Department/Unit?

- Direct Report
- Peer/Colleague
- External Stakeholder
- Other (please specify)

* **3. Strategic Thinking and Planning:** Does your Head of Department/Unit demonstrate strategic thinking and develop clear, actionable plans to achieve departmental, ministerial and governmental objectives?

- Always (Consistently develops and executes well-defined strategies that align with departmental and governmental goals.)
- Often (Frequently engages in strategic planning and decision-making with occasional gaps.)
- Sometimes (Occasionally demonstrates strategic thinking but lacks consistency in execution.)
- Rarely (Seldom formulates clear plans, leading to gaps in achieving objectives.)
- Never (Does not engage in strategic planning or develop actionable goals.)

* **4. Leading and Communicating:** How effectively does your Head of Department/Unit communicate vision, goals, and expectations to the team?

- Always (Clearly articulates vision and ensures team alignment with goals.)
- Often (Frequently communicates effectively but sometimes lacks clarity.)
- Sometimes (Occasionally communicates vision but inconsistently.)
- Rarely (Seldom provides clear direction to the team.)
- Never (Does not communicate vision or goals effectively.)

* **5. Driving Organizational Change:** Does your Head of Department/Unit actively drive and support positive organisational change, fostering a culture of adaptability and innovation?

- Always (Consistently leads and supports meaningful change, promoting innovation and adaptability.)
- Often (Frequently drives change initiatives but may not always sustain momentum.)
- Sometimes (Occasionally engages in change efforts but lacks a clear leadership role.)
- Rarely (Seldom supports or initiates changes, often maintaining the status quo.)
- Never (Does not foster change or adaptability within the organisation.)

* **6. Building and Developing Teams:** Does your Head of Department/Unit create opportunities for professional growth, mentorship, and team development?

- Always (Regularly provides mentorship and professional development opportunities for all team members.)
- Often (Frequently supports staff growth through training and guidance.)
- Sometimes (Occasionally encourages development but lacks consistency in providing opportunities.)
- Rarely (Seldom invests in staff growth or mentorship.)
- Never (Does not support or promote professional development)

* **7. Accountability and Performance Management:** Does your Head of Department/Unit effectively manage and hold team members accountable for performance and service delivery?

- Always (Consistently sets clear expectations and ensures accountability for all team members.)
- Often (Frequently monitors performance and enforces accountability with occasional lapses.)
- Sometimes (Occasionally holds staff accountable, but inconsistently.)
- Rarely (Seldom enforces accountability, leading to performance issues.)
- Never (Does not hold team members accountable for their responsibilities.)

* **8. Stakeholder Engagement:** Does your Head of Department/Unit engage effectively with external stakeholders to ensure service excellence?

- Always (Consistently engages with external stakeholders to maintain high service standards.)
- Often (Frequently interacts with stakeholders, ensuring effective collaboration.)
- Sometimes (Occasionally engages with stakeholders but lacks consistency.)
- Rarely (Seldom communicates or collaborates with external stakeholders.)
- Never (Does not engage with stakeholders to improve service delivery.)

* **9. Equitable Service Delivery:** Delivering Value for Money: Does your leader develop and implement effective strategies to ensure equitable service delivery across all islands (Tortola, Anegada, Jost van Dyke, Virgin Gorda)?

- Always (Consistently ensures all islands receive fair and consistent service delivery without bias.)
- Often (Frequently implements strategies for equitable service but may have minor inconsistencies.)
- Sometimes (Occasionally ensures fair service distribution, but gaps exist.)
- Rarely (Seldom prioritises equitable service, leading to disparities.)
- Never (Does not implement or consider strategies for fair service delivery.)

* **10. Decision-Making and Transparency:** Does your Head of Department/Unit make informed, fair, and transparent decisions while holding themselves and others accountable?

- Always (Consistently makes well-informed, fair, and transparent decisions while ensuring accountability.)
- Often (Frequently demonstrates sound decision-making and accountability with minor inconsistencies.)
- Sometimes (Occasionally makes fair decisions but lacks consistency in transparency or accountability.)
- Rarely (Seldom makes fair or transparent decisions, and accountability is weak.)
- Never (Does not demonstrate fair decision-making or hold anyone accountable.)

* 11. **Collaboration and Team Culture:** Does your Head of Department/Unit communicate effectively and foster an inclusive and collaborative work environment?

- Always (Consistently promotes open communication and inclusivity within the team.)
- Often (Frequently encourages dialogue and collaboration with occasional gaps.)
- Sometimes (Occasionally communicates effectively but lacks consistency in inclusivity.)
- Rarely (Seldom engages in open communication or fosters collaboration.)
- Never (Does not promote communication or an inclusive work environment.)

* 12. **Cross-Departmental Collaboration:** How effectively does your Head of Department/Unit foster collaboration **outside** the department?

- Always (Actively builds strong, trusting partnerships internally and externally.)
- Often (Frequently promotes collaboration but with occasional challenges.)
- Sometimes (Occasionally engages with others but lacks consistency.)
- Rarely (Seldom fosters collaboration or builds partnerships.)
- Never (Works in isolation without collaboration.)

* 13. **Promoting a Culture of Excellent Customer Service:** Does your Head of Department/Unit prioritise and promote a culture of excellent customer service, ensuring responsiveness, professionalism, and accessibility internally, as well as with the public and stakeholders?

- Always (The Head of Department/Unit consistently demonstrates and upholds the highest standards in this area, with no significant gaps or inconsistencies.)
- Often (The Head of Department/Unit frequently meets expectations in this area, with only occasional lapses.)
- Sometimes (The Head of Department/Unit demonstrates this competency inconsistently, with noticeable gaps in execution.)
- Rarely (The Head of Department/Unit seldom meets expectations in this area, with significant gaps in performance.)
- Never (The Head of Department/Unit does not demonstrate competency in this area, with no observable evidence of effectiveness.)

* 14. **Evidence-Based Policy and Decision Making:** How effectively does your Head of Department/Unit use data, evidence, and stakeholder input to make well-informed decisions?

- Always (Consistently bases decisions on evidence, expert knowledge, and stakeholder input.)
- Often (Frequently relies on data but may overlook some perspectives.)
- Sometimes (Occasionally considers evidence but makes some subjective decisions.)
- Rarely (Seldom uses data or stakeholder input to inform decisions.)
- Never (Decisions are not based on sound judgment or evidence.)

* 15. What are the strengths of your Head of Department/Unit?
(Please select all that applies)

- Strategic Thinking (Ability to set long-term goals and align decisions with organizational priorities.)
- Effective Communication (Clearly conveys vision, goals, and expectations to the team.)
- Leadership and Decision-Making (Demonstrates strong leadership and makes informed, transparent decisions.)
- Innovation and Change Management (Drives positive change and fosters a culture of adaptability.)
- Accountability and Performance Management (Holds team members accountable and ensures service delivery.)
- Stakeholder Engagement (Effectively collaborates with external stakeholders for service excellence.)
- Team Development and Mentorship (Supports professional growth and mentorship opportunities.)
- Collaboration and Inclusivity (Encourages teamwork and fosters an inclusive work environment.)
- Evidence-Based Approach (Uses data, research, and stakeholder input to make informed decisions.)
- Equitable Service Delivery (Ensures fair and consistent service across all islands.)
- Financial and Resource Management (Demonstrates efficiency in budget management and resource allocation.)
- Resilience and Crisis Management (Effectively handles challenges and remains composed under pressure.)
- Ethical Leadership and Integrity (Upholds high ethical standards and promotes a culture of trust and fairness.)
- Ethical Leadership and Integrity (Upholds high ethical standards and promotes a culture of trust and fairness.)
- Adaptability and Flexibility (Adjusts to changes and responds effectively to evolving organizational needs.)
- Problem-Solving and Critical Thinking (Finds innovative solutions to challenges and complex issues.)
- Employee Engagement and Morale (Motivates and inspires team members to perform at their best.)
- Delegation and Empowerment (Effectively delegates tasks and trusts employees to take ownership.)
- Negotiation and Conflict Resolution (Manages conflicts effectively and fosters productive discussions.)
- Customer and Public Service Orientation (Ensures a high standard of service delivery and responsiveness.)
- Other (please specify)

* 16. What key areas do you believe your Head of Department/Unit should focus on to enhance their effectiveness in guiding the team and organisation?
(Please select all that applies)

- Strategic Planning and Vision (Developing and executing clear, long-term strategies aligned with organizational goals.)
- Communication and Transparency (Enhancing clarity in conveying vision, goals, and expectations.)
- Decision-Making and Accountability (Ensuring fair, transparent, and well-informed decision-making while holding team members accountable.)
- Change Management and Innovation (Driving and sustaining organizational change while fostering a culture of adaptability.)
- Employee Development and Mentorship (Creating more opportunities for professional growth, mentorship, and leadership development.)
- Team Morale and Engagement (Strengthening team motivation, collaboration, and inclusivity.)
- Stakeholder Engagement and Relationship Building (Enhancing interactions with external stakeholders for improved service delivery.)
- Service Delivery and Operational Efficiency (Ensuring services are delivered effectively and equitably across all islands.)
- Use of Data and Evidence-Based Decision-Making (Relying more on data, research, and stakeholder input to guide decisions.)
- Financial and Resource Management (Improving budget oversight, cost-effectiveness, and resource allocation.)
- Crisis Management and Problem-Solving (Strengthening ability to manage crises and find effective solutions to challenges.)
- Delegation and Empowerment (Improving delegation skills and fostering trust by empowering team members.)
- Workplace Inclusivity and Collaboration (Creating a more inclusive, diverse, and collaborative work environment.)
- Conflict Resolution and Mediation (Enhancing ability to address and resolve conflicts effectively within the team.)
- Public and Customer Service Orientation (Improving responsiveness and the quality of service provided to the public.)
- Other (please specify)

17. Any additional comments?
(Please provide your response below.)

18. Your Name: (*Your feedback will remain confidential, and providing your name is entirely optional*)

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

**(284) 468-3000 | www.bvi.gov.vg
darcher@gov.vg or dgo@gov.vg**



@DeputyGovBVI



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