MINISTERIAL STATEMENT
By:
The Hon. E. David G. Burt, JP, MP
Premier of Bermuda

Government Reform Strategic Plan

Friday, March 1st, 2019

Good Morning Mr. Speaker,

I rise this morning to inform this Honourable House that a strategic plan for Government Reform has been finalized and implementation will now commence.

Mr. Speaker, Honourable Members will recall the former Ministry for the Cabinet Office with Responsibility for Government Reform partnered with PricewaterhouseCoopers Advisory Limited (PwC) to deliver a strategic plan that, over time, is expected to change the way that Government delivers its services.

PwC worked with public officers, Ministers, and consulted union representatives to produce the Plan.

Mr. Speaker, the process of reform in public service is an exceptionally complex endeavour. Successive governments have considered and actioned a series of reviews and studies by a number of external consultants and produced voluminous reports. Elements of some reports have been actioned and other have simply been set aside.
Mr. Speaker, in accordance with this Government’s commitment to improve the efficiency of the public service laid out in its 2017 election platform, the Government reviewed the SAGE Report and evaluated its recommendations.

Mr. Speaker, there was however a shortcoming with that Report in that there was no unifying vision, no altruistic purpose, and no clear quantifiable objectives, all of which are key components of a public service reform plan.

With this in mind Mr. Speaker, I’m pleased to deliver a Government Reform Strategic Plan for the public service that includes our Vision and purpose, which codify the overarching reform objectives for the Public Service.

Mr. Speaker, part of realizing a vision, is actually having one.

Our reform Vision is, “A future-forward Government for the people of Bermuda.”

Mr. Speaker, it’s the Government’s intent to focus on the outcomes that society needs and wants while managing major economic, social and technological changes.

Mr. Speaker, the main focus of the Plan is the Target Operating Model and an accompanying Quick-Wins Plan that lays out specific deliverables to be accomplished in the near term. The target operating model is comprised of five strategic areas:

- Processes – clear administrative processes and policies; sound fiscal management
- Platform – organisational structure, workplace and IT infrastructure designed for execution
- People – committed, capable, well-trained resources receiving fair benefits for their work
• Perspective – customer service mentality embracing growth and business development
• Performance – culture of measuring activity and results, enabling true accountability

**Mr. Speaker**, within the Quick-Wins Plan there is a significant “people” focus – consolidating the human capital function; implementing system wide performance appraisal processes; building out our talent management and leadership development programmes and deploying an employee wellness programme.

**Mr. Speaker**, Our people and our systems are the cornerstones of the change process but not in isolation. Simultaneously we will focus on upgrading the “platform” elements of the public service. That is, modernising the organizational structure, and ensuring the workplace and IT infrastructure is designed for execution.

**Mr. Speaker**, in the longer term, the Government will focus on the development and implementation of an operating model that enables the execution of our strategy.

**Mr. Speaker**, to ensure success it is important that there is a dedicated team of public officers focused on implementing the objectives which have been laid out in the strategic plan. On Monday it was announced that the Deputy Head of the Public Service, Ms. Cherie Whitter, will relinquish her responsibilities as Permanent Secretary for the Cabinet Office and will be dedicated full time to Public Service Reform Implementation.

**Mr. Speaker**, as a part of the project mobilization process we will commence the next phase of engagement with our Union partners and key stakeholders. Work to embed a Change Management Framework in the public service will be undertaken. The Service will be clear on our strategic intent and the strategic objectives which
determine what needs to be accomplished in order to achieve Public Service Reform.

Mr. Speaker, the Plan is both practical and aspirational. It builds on the reform work already undertaken or in progress which is strategically aligned with our vision and purpose.

Mr. Speaker, following the next phase of consultation with our Union partners, I look forward to tabling the Plan in this Honourable House.

Thank you Mr. Speaker.