



Senior Leader Briefing Toolkit

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Document Overview

Who is this document for?

Primarily:

- Chief Officers, Deputy Chief Officers & equivalent
- Directors & equivalent
- Chief Human Resources Officers & equivalent

Secondarily:

- HR professionals
- Senior Management Teams & Heads of Section/Unit

Purpose of this document

The successful implementation of our 2024-2026 Civil Service Strategic Plan depends on every civil servant, at every level, understanding what we are collectively trying to accomplish, embracing our vision to be a World-Class Civil Service, and knowing the role he or she will play in bringing this vision to life.

As a senior leader, you set the tone and the pace for your team to follow. As we begin implementation, it will be your responsibility to provide visible leadership by introducing the plan to each member of your team, preferably during a face-to-face briefing(s). Such briefings will give you the opportunity to introduce the plan and why it matters, in a setting where your team can ask questions and provide feedback, celebrate past wins and reflect on the challenges which lay ahead.

This Senior Leader Briefing Toolkit will make it easier to provide these initial face-to-face briefings. It is your guide to ensuring that our message is consistent across the Civil Service.

Chief Officers, Deputy Chief Officers, Directors and Chief HR Officers must ensure these briefings take place by 30 June 2024. This can only be achieved with the support of Heads of Department/Section/Unit, HR professionals, and other managers as relevant and appropriate. The Deputy Governor, the Strategic Plan Steering Committee, and the leads for each strategic goal will also be available to provide advice and support. (See list on next page.)

Depending on the size, structure and function of your organisation, you may find it most effective to arrange a series of briefings. If you decide to delegate any of these briefings, it is your responsibility to ensure the leader has access to this toolkit.

As we continue on our journey to a World-Class Civil Service, let us as leaders mobilise civil servants across all ministries, portfolios, offices, departments, units and sections. Let us inspire every employee to engage with, and live, our shared vision, purpose, mission and core values through our six strategic goals.



Key Contacts for Implementation of the Strategic Plan 2024-2026

Project Team

- For communications with the Civil Service Strategy Project Team E: Strategy@gov.ky

Steering Committee

- Sponsor and Chair of the Steering Committee – Hon Franz Manderson: Franz.Manderson@gov.ky
- Deputy Sponsor and CO PoCS – Gloria McField-Nixon: Gloria.McField@gov.ky
- CO Ministry of Financial Services and Commerce – Dr. Dax Basdeo: Dax.Basdeo@gov.ky
- Deputy Chief Officer, Cabinet Office - Jason Webster: Jason.Webster@gov.ky
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- HR Director, Ministry of Education - Kimari Fletcher-Barrett: Kimari.Fletcher-Barrett@gov.ky

Goal Leads

- Customer Service – Donna -Kay Smith: Donna-kay.Smith@gov.ky
- Leadership Development – Michaela Adams: Michaela.Adams@gov.ky
- Talent Development – Monique Malcolm: Monique.Malcolm@gov.ky
- Communications – Oneisha Richards: Oneisha.Richards@gov.ky
- Governance - Laura Watler: Laura.Watler@gov.ky
- Accountability - Kristen Ford: Kristen.Ford@gov.ky

* The Project Team comprises the Management Support Unit of the Portfolio of the Civil Service and allied subject matter experts across ClG.



Section 01

Background Information & Preparation



Purpose of the Strategic Plan 2024-2026

Over the last several years we have made significant strides to create “a dynamic, modern, professional and respected Civil Service that supports good governance, serves the community and positively contributes to the ongoing economic and social development of the Cayman Islands”. Whilst this focus has yielded significant results in many areas and increased internal and external confidence, we have not completely addressed all the systemic challenges we face.

The Strategic Plan 2024-2026 allows us to complete reforms already begun across our Civil Service, embed our past wins, and sharpens focus on priority areas of public sector reform, delivered through a renewed push on accountability.

While the Portfolio of the Civil Service and the Cabinet Office will continue to provide central support for implementing the plan, equal focus will now be shared on the delivery of key initiatives at all levels. As such, for each goal, the plan outlines the specific initiatives which will be carried out centrally, and those for which ministries/portfolios, departments, and individual civil servants, will be responsible. It also provides performance indicators for each goal.

In this way, the Strategic Plan 2024-2026 gives us a blueprint on how we intend to work over the next three years.

Resources for use with this toolkit

The below resources will be available to you on the Strategic Plan website, gov.ky/worldclass

- Civil Service Strategic Plan 2024-2026 Booklet
- Civil Service Strategic Plan 2024-2026 Summary (Plan-on-a-page poster)
- Why It Matters one pager
- Civil Service Department Briefing presentation templates

Purpose of your Briefing(s)

- To **INFORM** employees by explaining the refreshed Civil Service Strategic Plan and the introduction of the sixth Strategic Goal; summarising our shared Purpose, Vision, Mission, Core Values, and Strategic Goals; and describing what to expect in year one.
- **INSPIRE** employees by assuring them we will work together across the Civil Service to achieve our shared Vision and preview some of the opportunities and benefits they will gain in the process – individually, as part of their teams, and at the organisational level.
- To **INVOLVE** employees by beginning the process of collaboratively developing a vision of what World-Class looks like in each local context and ensuring each of them has the opportunity to ask questions, clarify any areas of uncertainty, and express any concerns.
- **ENGAGING** will help to reassure your employees, gain buy-in, and allow you to gather feedback and gauge attitudes – indications of positive support or potential champions and issues that may need to be further addressed in your local context or fed back to the core implementation team in the Portfolio of the Civil Service. Engaging your employees will lead to better performance.

Expected Outcomes

- Your employees can clearly state our shared Purpose and Vision and our six Strategic Goals, as well as express our Mission and Core Values in broad terms.
- Your employees can clearly understand that the Civil Service Strategic Plan is a continuation of our commitment to our shared purpose : “To make the lives of those we serve better.” It is also imperative that your employees are aware of the addition of the sixth Strategic Goal, Accountability. In achieving the strategic goals within these six dimensions, we will transform the exceptional moments we create when the Civil Service performs at its best. They can also begin to identify how these may impact their individual roles or their teams, any immediate priorities you may have as a leader, and what they can expect from you next.
- You have a clear sense of your team’s initial response and attitude toward our refreshing Strategic Plan; you know what aspects you may need to further clarify; and you have identified what issues, if any, you need to feed back to the project team.

Preparing for Your Briefing

- Consider how you will relate our Strategic Plan to your own Ministry, Portfolio, Office, Department, Section, Unit or Team. It is critical for you to think about what aspects are directly and immediately relevant to your entity, which activities will bring opportunities and tangible benefits to your employees, and how to explain this. As part of this process, you should review each Strategic Goal and objective in detail.
- You may wish to review the results of the Civil Service Engagement Survey for your team to help frame your briefing or inform the content.
- Familiarise yourself with this Senior Leader Briefing Toolkit and other resources. You can refer to the [Strategic Plan website](#). The digital copy has links to view and download the videos, and presentation slides. All leaders are strongly encouraged to use the video in briefings to promote consistent messaging. Even if you don't use all of these resources, it will be helpful to view everything early on to know what is available.
- It is recommended that you start with an icebreaker and make it interactive. If participants don't often get the opportunity to work together (or if they don't all know each other) and the size is manageable, consider facilitating an icebreaker at the start of the briefing. What works in one context won't always work in another, so consider what might engage participants and set the stage for your briefings. Refer to page 10 with the heading Icebreakers & Practical Activity suggests two different icebreakers you may consider using.
- Tailor it to your audience. Ministries, Portfolios, Offices, Departments, Units, and Sections are diverse in size, mandate, and priorities. Our employees and teams are also diverse. Know your audience for each briefing and tailor your messages and approach accordingly.
- Take attendance to keep a check on the number of employees who participate in the briefing. For each briefing, the leader should complete the "Post-Briefing Quick Check" form. The date, entity, leader name, and number of participants will then be fed back to the core implementation team to monitor progress in engaging employees across the entire Civil Service, collate information that will inform communication strategy/implementation plans, and provide further support.
- Gather the resources you will need. Depending on how you choose to brief your team, you may need different equipment and other resources. For each briefing, choose a location, build your agenda, and consider who might be able to support you by leading different items or facilitating an activity. Ensure you have access to everything you need well in advance and that you also estimate how long your briefing will take based on your agenda and the estimated number of participants.
- Determine who will organise the logistics for your briefing and remember to provide employees with adequate notice.

Recap of the 5-Year Strategic Plan

- Recap the last iteration of the Strategic Plan with your employees. What your employees know and think they know about our Strategic Plan can affect the information you provide. It is best to have all civil servants at all levels understand the original Strategic Plan and the way forward as the Journey to World-Class continues and as we continue to Build on a Solid Foundation.
- Civil servants might ask, “Why does the Civil Service Strategic Plan matter?” Here are a few points that you can share with your team:
 - It helps us deliver the Government’s strategic priorities better;
 - It aligns with your Broad, and Specific, Outcomes and;
 - It helps us to improve the quality of life for Caymanians and residents.

Refer to The Civil Service Strategic Plan: Why it Matters one pager.

- According to the 2023 Civil Service Engagement Survey, 95% of civil servants are aware of our vision to become a World-Class Civil Service. Though this rate varies by team it amounts to over 4000 employees. This is a significant increase compared to the 2017 Civil Service Engagement Survey when it this plan was first launched. It is important to use your briefing(s) to bring everyone onto the ‘same page’ and to address their questions and concerns.
- Remember, you do not need to have perfect answers for every question or issue employees may raise. The most important thing is to actively listen and to acknowledge the question, issue or concern. If anything comes up that you are unable to answer, make a note and let the employee know you will get back to him or her.
- If you would like to request additional information or support to increase your own level of knowledge and prepare for your briefing(s), please email strategy@gov.ky.

Section 02

Briefing Points, Icebreaker Activities,
Presentation Template, Website & Videos



Overview

- You may choose to gather your team one morning or afternoon for a stand-up discussion in a common area of your office. Or you could start with your senior management team and cascade information down to all employees by activating your line managers to brief their teams. If you have regular all-staff meetings, you might want to add our Strategic Plan as an agenda item.
- Your general call to action as a leader is to ensure all employees under your area(s) of responsibility have been briefed face-to-face by **30 June 2024**.
- Remember to also consider how you might reach employees who are out of the office or otherwise unable to participate in a scheduled briefing as well as new employees who join your team after the initial briefing has taken place. HR professionals may be able to assist with new employees by including basic information as part of the on-boarding process.
- By taking on the responsibility of briefing your team, you will be a champion for our next step in the evolution of our Civil Service Strategic Plan and give your team the opportunity to provide informed feedback and be involved in developing bespoke solutions and plans. You will also ensure they feel valued.

Briefing Points

In this section, you will find a description of the basic points you should include in your briefing(s). On average, the briefing should last approximately one hour. Page 15 includes a sample agenda, and all other resources are also available online at gov.ky/worldclass.

Points

- Opening & Introduction: Explain the purpose of the briefing, what will be covered, and the format. If the Deputy Governor, your Chief Officer, or anyone else from outside your team is present, introduce him/her/them. If the audience is not too large or sufficiently familiar, ask participants to also introduce themselves. Consider facilitating an icebreaker- refer to page 14 Icebreaker and Practical Activity.
- The CS Strategic Plan video
- A walkthrough of the presentation template with an overview of the CS Strategic Plan, Including the Strategic Framework, Our Strategic Goals, Government's Broad Outcomes, Why It Matters overview, Wins of the last 5 years. At the briefing give out the Why It Matters one-pager to all staff.
- Implementation: Ensure participants know the core implementation team will be drawn from the Portfolio of the Civil Service, but all civil servants will have a role to play in achieving our Vision, particularly leaders. Explain how the 2023 Engagement Survey relates to our Strategic Plan as one of two overall measures for success: employee engagement and customer satisfaction.
- Set out the broad priorities for your Ministry, Portfolio, Office, Department, Unit or Section. Discuss what will be expected from team members in order to achieve our Strategic Goals and what benefits and opportunities they will gain.
- Q&A: Allow time for participants to pose questions or provide comments/feedback, especially if you may have requested at the beginning that they make notes and hold questions/comments for the end instead of managing these during the presentation.
- A Practical Activity is recommended. As a leader, you can choose to also use this briefing to begin collaboratively developing an idea of what "World-Class" looks like in your area or areas of responsibility.
- Closing: Summarise the information provided in a few sentences and reiterate key points. You can also consider inviting participants to share anything they learned during the briefing. State what will happen next, even if you are only able to do this in general terms.

Icebreakers & Practical Activities

An icebreaker at the beginning of your briefing is recommended to help team members feel at ease while building morale and encouraging participation. Below are two example games that you can facilitate with your teams.

Example 1: Things in Common: Have 4 letters (e.g. a,b,c,d) placed in different sections of the room. There will be 2 questions asked and participants can answer each question by joining the letter of their answer. Example questions below.

- What was our team percentage in the CS Engagement Survey for 'I am aware of the Civil Service vision to be a World-Class Civil Service?' Example answers: 97%, 87%, 90%, 25%. (One of the answers should be your team's actual percentage reflected in your report)
- How do you like to receive information at work? Example answers: a phone call, an email, through text, face to face.

Example 2: World-Class Moment: Ask participants to look back on their time as a civil servant and find one event, activity, accomplishment or collaboration they believe was World-Class. Provide some time for everyone to think and jot down ideas before they share these exceptional moments with the entire team or in small groups. If you have anyone relatively new to the Civil Service, he/she/they can choose to share a moment from educational or other work experience. Debrief by asking participants to consider any common themes or similarities in the stories they heard and explaining that we can all learn from each other's exceptional moments.

Facilitating an activity with your team such as the examples above can be a powerful way of involving employees in creating and sharing a strong strategic narrative about your organisation and where you are going. This activity is just one way to start the conversation and stimulate ideas.

Deputy Governor's Video Message to Senior Leaders

How to use the video

This video is the Deputy Governor's message to you as a Senior Leader to understand the purpose and vision of the refreshed Civil Service Strategic Plan 2024- 2026. We recommend that you watch this before your team meetings as a refresher of the points below.

Main points from the video:

- The theme for the next 3 years is Building on a Solid Foundation.
- The Deputy Governor mentions the previous 5-year plan and a recap of what was accomplished.
- The Deputy Governor mentions the refreshed CS Strategic Plan for the next 3 years and the introduction of the sixth Strategic Goal, Accountability.

Scan QR code to see the video and other resources

OR

Click this link: gov.ky/worldclass/resources.



Deputy Governor's Video Message on the CS Strategic Plan 2024 -2026

How to use the video

This video for civil servants should be played at your team presentations. It is also embedded in the presentation template as a resource within your toolkit.

Main points from the video:

- Reiterating the focus on our core values
- Recap of the successes of the last 6-years
- Affirming our six Strategic Goals

Scan QR code to see the video and other resources

OR

Click this link: gov.ky/worldclass/resources.



Presentation Templates

- You will find a copy of the presentation templates online at gov.ky/worldclass. The PDF document can be downloaded and used as a presentation by entering full-screen mode .
- Individual slides can be deleted from the slide deck if you will not be using them. You can also add additional slides or information specific to your team where applicable.
- In briefing your team, please remember to carefully consider the language you use and the messages you send, both verbally and non-verbally. Use the words “we” and “our” to promote collective ownership of our Strategic Plan and achieving our shared Vision. The tone should be positive and committed.

Website

The Civil Service Strategic Plan website will have all of the resources in the toolkit available for you to download for use. Refer to page 4 under the heading Resources to see a list of the resources that are available to you.

Scan QR code to access the website

OR

visit.gov.ky/worldclass



Section 03: Appendix

Post Briefing Quick Check, Sample Agenda,
Our Core Values & The Strategic Framework



Sample Agenda: Staff Briefing on Our Civil Service Strategic Plan

The below is the recommended Agenda for you to follow once you have scheduled presentations with your teams.

Ministry/Portfolio/Department/Section Unit/Team:

Date & Time:

Location:

Agenda Item	Timing	Presenter
A. Opening & Introduction		
B. The Strategic Plan Overview The presentation slides - CS Strategic Plan Overview - Our Vision, Mission & Purpose - Our core values - Our Strategic Goals: - Deliver an Outstanding Customer Experience - Develop Exceptional Leadership - Pursue Excellence in Talent Development - Foster Effective Communication - Demonstrate Excellence in Governance Practices - Fostering a culture of accountability. - Recap of the last 6 years - Why it Matters		
C. Implementation: Where we are now - Civil Service Engagement Survey - Customer Satisfaction		
D. What we will do - Initiatives at each level of the Civil Service (CIG Level, Ministry/portfolio Level, Department level & Individual Level) - Plan on a page		
E. How we will know we are making progress - Priorities for the entire Civil Service - Priorities for your organisation or team		
F. Question & Answer		
G. Practical Activity (optional)		
H. Closing		



Post-Briefing Quick Check

Following your briefing, send the below completed document to strategy@gov.ky.

Post-Briefing Quick Check

Staff Briefing on The Civil Service Strategic Plan 2024-2026

Team: _____

Date: _____

Briefing leader: _____

Number of participants: _____

Questions and concerns for follow up with specific employees or the team as a whole:

Comments and issues for the project team to consider and address:



The Strategic Goals 2024-2026

Goal 1

Deliver an Outstanding Customer Experience

Goal 2

Develop Exceptional Leadership

Goal 3

Pursue Excellence in Talent Development

Goal 4

Foster Effective Communication

Goal 5

Demonstrate Excellence in Governance Practices

Goal 6

Create a Culture of Accountability

Our Core Values



Passion

We care intensely about the success of the Cayman Islands and its people. We are committed to teamwork, innovation and the achievement of results.



Integrity

We act honestly, impartially and fairly. We welcome public scrutiny of our work and conduct.



Professionalism

We deal with the public and their affairs efficiently, effectively and sensitively. We strive to be the best.