



CAYMAN ISLANDS
GOVERNMENT

CIVIL SERVICE COLLEGE

Building capability for the future.



Learning & Development Guide 2021

OUR VISION IS TO BE



OUR PURPOSE

To make the lives of those we serve better

OUR MISSION

We are dedicated to supporting the elected government by delivering caring, modern and customer-centred public services and programmes which deliver value for money

The Civil Service College directly supports all five priority goals of the Government's 5-Year Strategic Plan

GOAL 01	GOAL 02	GOAL 03	GOAL 04	GOAL 05
Customer Experience Our customers offer high praise and look forward to utilising our services and our elected leaders value our work to deliver their policies objectives	Leadership We are highly engaged and motivated to achieve results and to make a difference in the lives of those we serve.	Talent Development We are skilled, competent and qualified, in the right position at the right time.	Communication We achieve awareness and buy-in for government's policy priorities among internal and external stakeholders.	Governance Practices We deliver results whilst maintaining the confidence of those we serve.

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FOREWORD

Learning and development is aligned to the Civil Service’s core competency of “building capability” and it provides two essential ingredients for organisational success. Firstly, it provides civil servants with the knowledge and skills they need to undertake their roles effectively, even when these roles are required to evolve to meet new challenges arising within our community. Secondly, it ensures continual professional development and increases access to opportunities for progression and advancement, which are key motivators for most people.

The events of 2020 have shown us that we have an incredible Civil Service. Our commitment to learning and development meant that we were able to respond with agility during the pandemic. We were able to redeploy people into key roles as the situation required and our workforce adapted to meet the needs of the country during a particularly difficult time. Our success as an organisation is in large part due to the fact that we have well-trained people who have technical skills and a common commitment to delivering results and working together, the other two components of our core competency framework.

Our employee engagement index has continued to rise year on year and we have now attained an impressive 72% and may be the envy of many public and private sector organisations alike. Learning and development is one key influencer of the engagement index. Over the next year the Civil Service College (CSC) will continue in its efforts to make learning opportunities available to all civil servants. As we enter year 4 of our 5 Year Strategic Plan, the CSC is becoming the corporate hub for all learning and development activities that are common across the Civil Service, including mandatory training which reinforces the conduct expected of all civil servants. From tertiary education to internationally accredited leadership and management training the CSC is a resource for all learning and development activities aligned to our Core Competency Framework and supporting our vision of becoming World-Class.



Franz Manderson
Deputy Governor
and Head of the Civil Service

INTRODUCTION

Building capability for the future

The Civil Service College provides learning and development opportunities with the aim of building capability across the Civil Service.

During 2021, we will continue our development of the college as we evolve to support the Government on its journey to becoming a World-Class Civil Service.

The new website, csc.gov.ky, is now online and booking onto courses and programmes is undergoing a makeover with the aim of simplifying the access arrangements and ensuring we have the right people on the right programmes at the right time in their development. This brochure provides more information about our core programmes and our website will be updated as the year progresses.

The programmes and events that we offer are aligned to our core competency framework and are available to individuals, managers and leaders at appropriate points in their career development. Our aim is to provide value for money options that are relevant to the widest range of people. For civil servants, most core training is fully funded by the Civil Service College and carries no additional fees.

This year will see the launch of several new programmes. The first is a new City and Guilds ILM Level 4 Diploma and more information is provided on page 17. We are also launching the City and Guilds ILM Level 7 programme in leadership and management.



In photo: The Civil Service College Team

Identifying and agreeing your learning and development needs should be done in partnership with your manager as part of a regular development review.

When applying for CSC programmes you will be asked to give details of the agreement with your manager and how you will apply the learning when back at work. You may also be asked to evaluate the impact the training has had on you, your customers and your productivity.

Learning is a life long journey that never ends and the Civil Service College is here to support all your learning and development needs.



CORE COMPETENCY AND SKILLS DEVELOPMENT

Our Core Competency Framework identifies the essential skills and behaviours that are applicable to all civil servants, irrespective of their role or seniority in the organisation. The framework identifies three core competencies:

Building Capability • Working Together • Delivering Results

These core competencies apply to every civil servant, and progressively build in complexity to reflect that civil servants have varying levels of responsibility. There are currently three roles in our Core Competency Framework and a new category of “manager of managers” is being introduced from 2022 to align with our levels of training in the leadership programme (see page 12.) The core competencies are therefore tiered into the following profile levels and expectations:



Individual Contributor

All civil servants as they work individually or in teams. Every civil servant will possess or be developing core competencies at the Individual Contributor level.



Supervisor/Manager

Civil servants who are responsible for leading or overseeing the work and performance of others and themselves.



Manager of other Managers

Civil servants who are responsible for leading other Managers and Leaders. In addition to Individual Contributor and Supervisor / Manager core competencies, Managers of Managers will be expected to either possess or be working towards core competencies that are applicable when managing other Managers.



Strategic Director

Civil servants who are responsible for leading the Civil Service and themselves. Strategic Directors are defined as Chief Officers and Heads of Departments on Grade D and above. In addition to possessing core competencies at the Individual Contributor and Supervisor/Manager levels, Strategic Directors will need to demonstrate competence in or be working towards competencies for setting strategic direction.

CORE COMPETENCY WORKSHOPS

These workshops are aligned with our Core Competency Framework and also our City and Guilds ILM programme. They will include a work-based action plan and the option to complete an assignment to earn ILM credits, which can be used towards an ILM Award or Certificate at level 3 or 5.

These workshops are offered as half day sessions of three (3) hours.



Building Capability

Individual Contributors

Managing Yourself

This workshop is aimed at helping you understand the strategy of the Cayman Islands Government and where your role fits in; understand how the concept of lifelong learning can support your career development and be able to build SMART goals and a personal development plan.

Leading Our People

Developing Yourself and Others

This workshop will introduce you to the principles and practices associated with developing yourself and others within your organization and will enable you to confidently tackle these elements of your management roles. You will learn theories that can assist you to manage and lead your team effectively.

Planning Change in the Workplace

This workshop will introduce you to planning and implementing change in the workplace, the different types of change, the origins of the change and the way in which people react and cope with change.

Leading Our Managers

Becoming an Effective Leader

This workshop will enable you to explore and refresh your understanding of the significance of leadership and learn how you refine your application of leadership skills to significantly improve your performance as a leader. It will also enable you to develop a deep understanding of leadership roles and the need for effective leadership while providing you with a strong foundation that will develop your and competence as a leader.

Leading Innovation and Change

This workshop is designed for senior and middle managers to effectively lead change within an organization while providing the knowledge and skills required to successfully implement changes necessary within an organisation.

CORE COMPETENCY WORKSHOPS

Working Together

Individual Contributors

Developing Yourself as a Team Leader

While training is important, personal and professional development, particularly in leadership, is often more about learning from experience. This workshop will enable you to confidently tackle work based projects and learn how you can successfully develop yourself as a Team Leader.

Workplace Communication

This workshop will enable you to explore what communication is and why communication in the workplace can be difficult. The workshop will also look at ways to overcome the challenges of ineffective communication while introducing you to effective communication.

Leading Our People

Developing Yourself and Others

This workshop will introduce you to the principles and practices associated with developing yourself and others to enable you to confidently tackle these elements of your management role and ensure that you can manage and lead your team effectively.

Understanding Effective Team Working

Understand how and why conflict occurs within a team and our responsibilities as a team member for turning negative into positive and what creates an effective team.

Leading Our Managers

Managing Stress and Conflict in the Organisation

This workshop will enable you to understand the effectiveness of your own organisation in dealing with workplace stress and conflict and learn how to do this in your own area of responsibility.

Managing Individual Development

This workshop will help you evaluate individual performance in your team and be able to implement a personal development plan for your team members.

CORE COMPETENCY WORKSHOPS

Delivering Results

Individual Contributors

Meeting Customer Needs

This workshop will introduce you to the challenges of meeting customer needs and the complexities relating to both customer service and customer care.

Leading Our People

Understanding Performance Management

This workshop will introduce you to the challenges of understanding performance management, understanding the value of assessing performance to meet organisational and individual needs and understanding the value of feedback in the workplace.

Solving Problems and Making Decisions

This workshop will examine how to describe a problem, it's nature, scope and impact; know how to interpret the problem, evaluate options, make a decision and plan, monitor and review the implementation and communication of decisions.

Introduction to Customer Service for Managers and Leaders

This workshop covers the customer centric organisation and the roles of managers and leaders to maintain and improve this.

Leading Our Managers

Making Professional Presentations

Full Day Workshop

This workshop will develop your skills to plan, deliver and evaluate your own ability to deliver a professional presentation.

Leading Your Team to Achieve Organisational Goals

Understand the differences between management and leadership and consider the reasons why both are essential for anyone in a leadership position.

Dates will be advertised on CSC.gov.ky and on the CIG intranet – the Hub.



MANDATORY TRAINING FOR ALL CIVIL SERVANTS

CSC administers mandatory training on behalf of business sponsors across the Cayman Islands Government.

In-person training

New Employee Orientation

All new civil servants are required to attend an orientation session.

Topics include the structure of government, employee benefits, and various laws that apply to all civil servants. It's also an opportunity to meet with other new civil servants across a range of government departments.

New employees will be allocated to the first available course. Please check with your HR manager if you do not receive communication about these courses.

Bill of Rights

This workshop is essential for all new civil servants and for those who have not previously attended or would like a refresher. The workshop is interactive and uses scenarios from other jurisdictions that will help educate participants to make the right judgement call.

Online training – available at csc.gov.ky/course-category/mandatory-training/

Anti-Bullying, Harassment and Discrimination

The Anti-Bullying, Harassment and Discrimination Sensitization Training will:

- define and provide examples of bullying, harassment and discrimination;
- reinforce appropriate workplace behaviours;
- outline the responsibilities of employees, managers and supervisors, and HR; and
- provide a framework and guidance for employees to aid in identifying, handling, reporting and resolving alleged occurrences of bullying, harassment and discrimination.

This training will make employees aware of all aspects of the Anti-Bullying, Harassment and Discrimination policy and will provide information on how to prevent, identify, respond to, manage and report instances of alleged workplace bullying, harassment and discrimination.

Anti-Fraud

In an effort to promote good governance, maintain a culture of honesty and high ethics, the Cayman Islands Government rolled out an Anti-Fraud Policy government-wide. The policy covers the prevention, detection and remediation of fraud and corruption.

Cyber Security

To increase civil servants' awareness of the threats, and what we need to be doing in our work environment to guard against cyber-attacks, the Office of Cyber and Information Security released mandatory cyber security training.

Topics include the use of government email, how to spot phishing emails, use of removal media, keeping your social media secure, keeping passwords secure, how to report a suspicious cyber related incident, and more.

LEADERSHIP PROGRAMME



As part of the Cayman Islands Government's 5-Year Strategic Plan, all managers and supervisors are expected to demonstrate competence through certification.

The leadership programme run by the Civil Service College is a framework to support all managers and leaders in the Civil Service. The programme is aligned to the CIG core competency framework and supports learning in the competency areas of building capability, working together and delivering results.

The programme is also aligned to both the City and Guilds ILM qualifications and the Institute of Leadership and Management levels of membership. This means successful completion can lead to internationally recognised qualifications and professional recognition.

The programme utilises blended learning and includes self-study and research supported by facilitated workshops. Assessment ensures that you can apply those skills in the workplace.

A discussion should be held with your manager before applying for an ILM course, to ensure you are supported with the time and commitment needed for these studies. The cost is covered by the Civil Service College, however, non-attendance of the course may lead to recovery of fees from you or your department depending on the circumstance.

More information on all of our leadership programmes can be found on our website csc.gov.ky

LEADING OUR PEOPLE

Aimed at all Supervisors and Managers

ILM Level 3 Certificate

Should be completed within 18 months of being appointed to a supervisory management position

Total Credit Value: 13
Face-to-Face tutor sessions: 14 hours
Guided Learning: 57 hours

Modules include:

- Understanding leadership
- Developing yourself as a team leader
- Workplace Communications
- Understanding customer service standards and requirements
- Planning change in the workplace
- Solving problems and making decisions
- Leading and motivating a team

LEADING OUR MANAGERS

Aimed at all Middle-Managers (Managers of other Managers)

ILM Level 5 Certificate

Should be undertaken within 18 months of being appointed to a management position

Total Credit Value: 20
Face-to-Face tutor sessions: 20 hours
Guided Learning: 60 hours

Modules include:

- Developing a culture to support innovation and improvement
- Leading innovation and change
- Making professional presentations

Other options are being developed to include specialist stream.

LEADING OUR CIVIL SERVICE

Aimed at Strategic Director / Heads of Department

ILM Level 7 Certificate

Should be completed within 2 years of being appointed to a senior civil service role.

Can lead to an ILM Level 7 Diploma in leadership and management

This programme is aimed at our most senior leaders at Chief Officer / DCO, Head of Department, or Director Level. You will have completed a recognised management and leadership qualification and will have at least 5 years of relevant experience in a management or leadership role.

The content is aligned to ensuring you undertake a practical piece of work that will deliver real benefits to your team, department or organisation.



2021 SENIOR LEADERSHIP EVENTS

Leading our journey to becoming a World-Class Civil Service

Senior Leadership events are designed to engage and inform leaders across the Civil Service. This series is aimed at our top 200 leaders and provides access to topical events and worldclass speakers who will inspire and challenge the audience.

Personal invitations will be sent to the group in advance of the event. There is no need to apply – simply respond to the invitation to secure your place. Depending on the topic and speakers, additional groups are invited to participate.

February – Leading our journey to becoming a World-Class Civil Service

This event will showcase the results of our 2020 Civil Service Engagement Survey with keynote speakers to provide independent insight into what the reports are telling us.

May – Innovation at the next level

Senior leaders will be introduced to creative facilitation as one of our innovation tools, and start the discussions about how we can work together to make innovation happen across CIG.

June – Working together through change – what’s next for CIG?

This event aims to highlight the role leader’s play in creating and managing culture and the importance of creating one coherent culture across CIG which supports our strategic intent.

The workshop will challenge us to leave behind things which do not align with our strategy and to create new artifacts, rituals and relationships which better serve the achievement of our strategy.

November – Leadership review and focus for 2022



Membership of the Institute of Leadership and Management

Continuous Professional Development (CPD)

Once you graduate from a recognised leadership and management qualification you may be eligible for membership of the Institute of Leadership and Management.

For those who complete a City and Guilds ILM level 3 Certificate or higher, we will provide you with 1 year of membership. Thereafter payment of the annual membership fee will be a personal or departmental responsibility.

Membership provides access to a range of professional development tools and information to keep you up to date with developments in leadership and management.

CPD for Strategic leaders

For those in the most strategic leadership positions (e.g. Chief Officers) we have partnered with the institute to create a development pathway aligned to our competency framework. It focuses on aspects of authenticity, self-awareness, critical reflection, vision setting, delivering results and achievement, ownership and collaboration, resilience and appreciating diversity.

The pathway utilises self-directed learning and online assessment. Once the pathway is completed you will be invited to participate in a structured assessment discussion with an Institute of Leadership & Management accredited assessor. Successful completion of the pathway can lead to the Fellowship level of membership. Access to this programme is reserved for our most experienced leaders who have been assessed as most likely to have the knowledge and practical experience of strategic leadership.

For more information visit <https://www.institutelm.com>



LEADERSHIP CAYMAN

The Leadership Cayman programme is a six-month intensive course, introduced by the Cayman Islands Chamber of Commerce, which enables class members to develop new skills and learn an abundance of vital information about the Cayman Islands' community and business sector.

Participants attend bi-weekly seminars on a range of topics, learning from experts and local leaders who facilitate each session. The class also meets with government officials and keynote speakers.

BENEFITS

- Become part of a rich learning community made up of leaders with unique backgrounds and perspectives.
- Develop a deeper understanding of social, economic, business and political issues affecting our community.
- Learn about meaningful ways in which you can make a difference by giving back to our community.
- Tap into a network of leaders in each class and establish contacts with diverse groups of professionals in both government and the private sector.
- Increase your awareness of your own unique leadership and teamwork skills.

Prospective applicants for this programme must meet three entry requirements as set by the Chamber of Commerce. They must:

- Be at least 25 years of age by 1 January of the programme year.
- Have lived in the Cayman Islands for a minimum period of 12 months.
- Be in at least a middle-management position at their current place of work.

For more information, see their website at <https://www.leadershipcayman.ky/>

The Civil Service College will consider sponsoring places for civil servants who have the support of their Chief Officers and can demonstrate how this programme aligns to their development needs.

Please follow the Leadership Cayman application process and when you have a confirmed place, send your business case to the Civil Service College at csc@gov.ky



SKILLS FOR LIFE

The Cayman Islands Government has launched a campaign to promote lifelong learning to support employment goals. Lifelong learning creates a strong, sustainable society whose members are able to take on meaningful and productive roles. The Cayman Islands Government is invested in providing access to opportunities to advance, retool or upskill so that you can achieve your goals and pursue rewarding careers.

Our Skills for Life programme is available to everyone and provides an informal learning opportunity to brush up on your communication skills or numeracy. So whether you are looking to access academic training where English and math are a pre-requisite, or simply want to brush up on your skills to help your kids with their homework, you would be made very welcome.

For more information go to csc.gov.ky/course-category/skills-for-life/ or contact csc@gov.ky

DIPLOMA IN BUSINESS AND PROFESSIONAL ADMINISTRATION

City and Guilds Level 4 | New for 2021

This programme is aimed at people who do not currently have an academic qualification at Associate Degree level or equivalent.

The programme is run over an 18 month period and for 2021 this will be delivered online. There will be 6 tutor led modules spread over the period with directed self-study and assignments to be completed between the modules.

Using a combination of tutor led activities and self-study you will cover 7 key outcomes:

1. Understand the relationship between the external environment and business organisations.
2. Understand the importance of effective communication (written, verbal and non-verbal) in a business environment.
3. Acquire a critical understanding of the fundamentals of business ethics, and how the tensions between ethics and commerce can be recognised, addressed and harmonised.
4. Understand the different methods and resources available to you to help you plan for your personal and professional development.
5. Understand the levels of responsibilities in relation to the management of physical resources such as finance, equipment, materials and people.
6. Understand the need to plan, manage and implement organisational change in a positive way to ensure that the organisation and its employees benefit from the change. Learners will also gain an understanding of how to evaluate the change process and how to use various tools and techniques for evaluation.
7. Understand the relationship between problem solving and decision making and how to apply the tools and techniques of both.

This qualification is designed to provide learners with knowledge and understanding within a Business and Professional Administration context. The Diploma contains four mandatory units building additional skills in personal development, change management and relationship development in the work place.

The assessment of this qualification will include assignments to ensure the learning can be applied in the workplace.

PORTSMOUTH UNIVERSITY

HUMAN RESOURCES PROFESSIONAL DEVELOPMENT COURSES

The Civil Service College partners with professional organisations to deliver professional development and specialist programmes. In conjunction with the Portfolio of the Civil Service, the following Human Resource programmes are currently supported for those in the HR profession.

Due to COVID restrictions in the UK and our border being closed, we are currently unable to offer this programme. Should the situation change to allow this programme to be made available, we will be able to offer it based on the information below.

Professional Certificate in Human Resource Practice

The University of Portsmouth, a Chartered Institute of Personnel and Development (CIPD) Centre for human resource management education in the UK, delivers Professional Certificate in HR Practice on-island.

This Professional Certificate programme is based on international HR standards and the teaching is set in the economic, social, cultural and legal context of the Cayman Islands. Previous programmes have been enthusiastically received by both students and employers and both have benefitted greatly since the programme was first offered in 2000.

The Professional Certificate in HR Practice will develop your professional HR knowledge and skills if:

- you are working in HR or personnel administration or you aspire to work in HR, or
- you are an administrator, a team leader, a supervisor or a manager looking to develop your people management skills and knowledge

*Applicants should respond directly to Portsmouth University to apply and ensure that they have funding to cover the course.

Key contact: marjorie.corbridge@port.ac.uk



Due to COVID restrictions in the UK, and our border being closed, dates are yet to be determined.

- Understanding organisations and the role of HR
- Good practice in performance management and rewards
- Good practice in managing employment relations and labour law
- Resourcing talent with recruitment and selection
- Developing yourself as an effective HR practitioner
- Recording, analysing and using HR information

Fees: The fee for this professional programme of study is £6500, plus a professional fee for CIPD membership

The Civil Service College will sponsor one candidate annually but other participants will need to secure funding from their department / Ministry or self-fund.

HR MASTER'S DEGREE

This programme is provided in partnership with the University of Portsmouth. There is limited corporate funding for this programme and you should seek support from your department or ministry and apply directly to the University for a place in the programme.

The Master's in HRM is a professional qualification accredited by the Chartered Institute of Personnel and Development (CIPD) – Europe's largest chartered HR professional organisation. On successful completion of the MSc HRM, as well as an internationally recognised Master's degree you will be eligible for membership of the CIPD.

This programme will enable you to gain:

- an internationally recognised Master's degree;
- membership of the CIPD professional institute; and
- the knowledge and skills for effective HR management.

Programme content

The structure reflects the applied nature of HR practice. Student-centred learning activities form the basis of the modules in order to enhance your HR management skills and knowledge. Reflections upon personal competence and professional development will extend your capability to make an active contribution to business performance.

Year one subjects: Resourcing and Talent Management; Organisational Learning and Development; Leading Managing and Developing People; Developing Skills for Business Leadership

Year two subjects: Issues and debates in International HRM; Managing employment relations; HRM in a Business Context; Business Research Report – Researching in HR.

Following the two-year taught programme you will be guided towards an individual research project and you will be allocated a personal supervisor who will help you plan, research and write a Dissertation.

The total fee payable to the University for the Master's course is £25,000. Fees are £10,000 for year one and £10,000 for year two, followed by a final payment of £5,000 for the research methods workshop and dissertation supervision. The fee includes all course materials as well as access to an extensive library and student support resources.

Entry requirements:

1. A Bachelor's degree or equivalent, or
2. A high grade CIPD Certificate in HR Practice (CHRP), or equivalent.
3. Applicants without a formal qualification but with significant senior management or HR experience will also be considered.

HR PROFESSIONAL TRAINING

The Civil Service College partners with some professional organisations to deliver professional development and specialist programmes. In conjunction with the Portfolio of the Civil Service, these Human Resource programmes are currently supported for those in the HR profession.

Mental Health First Aid (2-day course)

This course is aimed at developing the knowledge and skill-set of HR professionals who may be called upon to support managers and staff in response to mental health issues in the workplace.

Domestic Violence Intervention Training Program (3-day course)

This public course offered by the Family Resources Centre, ensures that participants benefit by engaging with the subject matter amongst a cross-section of professionals. This course is designed to equip HR professionals to appropriately advise managers and assist employees who may be impacted by Domestic Violence.

Drug and Alcohol Misuse/Abuse (1/2 day course)

This customized course has been developed by the Counselling Centre for CIG HR professionals to provide insight and practical tools to support managers and staff dealing with substance abuse in the workplace.

For information on dates and to reserve a space, please contact joanna.bond@gov.ky

PROFESSIONAL CERTIFICATION PROGRAMME

Since 2018, the Strategic Reforms Implementation Unity (SRIU) has provided the Professional Certification Programme. This programme has certified over 200 civil servants in the areas of project management, business case development and change management. Each course consists of a combination of online learning, remote learning sessions and an exam.

COURSE OFFERINGS

Better Business Cases (BBC) Foundation & Practitioner 1 cohort/20 people

The Better Business Cases certification course and examination is based on The Five Case Model. The Five Case Model is the UK government's best practice approach to developing business cases and enabling effective business decisions.

Change Management Foundation & Practitioner Foundation & Practitioner 1 cohort/20 people

The definitive certification for professionals in organisational change, transition and transformational roles, which is accredited by the United Kingdom Accreditation Service (UKAS) and created in collaboration with The Change Management Institute (CMI) – the global, non-profit association of change managers committed to advancing the profession.

Project Fundamentals Qualification (PFQ) 2 cohorts/40 people

The Project Fundamentals Qualification (PFQ), developed by APM, the chartered body for the project profession, offers a fundamental awareness of project management terminology.

Project Management Qualification (PMQ) 1 cohort/20 people

The Project Management Qualification (PMQ) is a knowledge-based qualification developed by APM, the chartered body for the project profession that allows candidates to demonstrate understanding of all elements of project management.

For more information, interested persons should contact sriu@gov.ky

INFORMATION MANAGER BASIC TRAINING CERTIFICATE

Delivered by the Cabinet Office in association with the Civil Service College

Target group

Information Managers, Deputy Information Managers, Records Officers and other public servants wishing to obtain expertise in this area. Public servants who are regularly involved in processing FOI requests and/or making decisions on access to information under the FOI Act should complete this course at least once every five years.

Objectives

To give participants a working knowledge of the purpose and benefits of Freedom of Information legislation, processes for dealing with requests for information, and how to apply the provisions of the FOI Act. This practitioner training course is a comprehensive review of the functions of an Information Manager and how to carry them out in accordance with local legislation and established best practice.

Course Outline

To engage participants and build practical skills, the course focuses on practical guidelines for decision-making, local and international case studies, group discussions, and individual exercises that allow participants to immediately apply their knowledge.

Course content includes:

- Principles behind FOI;
 - The history, scope and structure of the Cayman Islands FOI Act;
 - How to identify and process requests for information;
 - Procedural grounds to refuse or defer FOI requests;
 - Interpretation and application of exemptions from disclosure;
 - Making decisions and giving reasons;
 - Forms of access;
 - Preparing for internal reviews and appeals; and
 - Proactive publication of information.
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Length of course

2.5 days, which may be spread across multiple half-days and/or full days to provide a range of options for individual schedules and preferences. Optimum Class Size: 12-18 participants.

Dates available

- 19-22 April
- 31 May – 4 June
- 29 June – 1 July

For further information and registration, please email InformationRights@gov.ky

ONLINE DEVELOPMENT RESOURCES

To ensure that you can access relevant learning and development at a time that suits your lifestyle and availability, the following online learning options are available free of charge to civil servants:



Civil Service
Learning

CIVIL SERVICE LEARNING UK

This online portal is made available to us courtesy of the UK Foreign, Commonwealth and Development Office and is the UK Civil Service learning portal.

It contains a wide range of courses and topics which can be accessed by using your government email address and when prompted select the FCDOOT as your department. You can access this portal on learn.civilservice.gov.uk.

LinkedIn Learning

LINKEDIN LEARNING

From May 2021, all civil servants will be able to access over 16,000 courses on LinkedIn Learning. LinkedIn Learning's team of industry experts is focused on creating engaging content that's relevant to employees, impactful to business, and produced in a way that keeps learners coming back for more.



CIVIL SERVICE COLLEGE CAYMAN ISLANDS

On our web portal, civil servants will be able to access information regarding the courses that CSC offer, dates of workshops, and all CIG mandatory training.

You can access this portal on the Civil Service College Website - <https://csc.gov.ky>

IMPORTANT COLLEGE POLICIES

The Civil Service College will provide a range of core learning and development to Civil Service departments based on annual priorities and against the budget provided by Cabinet. This means that most Civil Service departments will be able to access core competency programmes together with leadership and management programmes at no direct cost to their individual department.

- All bookings must be made with the approval and support of your line manager (with the exception of the Skills for Life series and when time off work is not needed).
- It is the student's responsibility to ensure their manager approves their course of study and agrees their level of support prior to making an application.
- Where a booking is cancelled at short notice or you do not attend or withdraw from a programme we may seek recovery of the cost from you or your department.

For some programmes, we act as an administrator or facilitator for programme sponsors. The financial arrangements, priorities and procedures will be set out by the appropriate sponsor.

For non-core civil service departments we will aim to make programmes available where relevant and if there is spare capacity. This will normally be on repayment terms.

Supporting your learning

Our aim is to help and support you throughout your learning, including guiding and helping you with any pre-work or assignments. However the responsibility to complete the work and produce any assignment is yours. If you do not complete any pre-course work or any assignments you may be withdrawn from you or the programme and the costs recovered from you or your department.

If you have a genuine personal situation that impacts on your studies you should seek the support of your tutor at the earliest opportunity. Pressure of work is not normally considered a reason for requesting an extension unless it is because of a genuinely unforeseen crisis or emergency.

Attendance at programmes or events

As a courtesy to the tutor and your colleagues, you should arrive in sufficient time to commence your programme. Try to avoid being distracted by switching off cell phones or making arrangements for colleagues to screen your essential phone calls. Comfortable business attire is normally appropriate unless other instructions are issued for your specific event. Drinking water will always be available in training rooms. For events over 3 hours we will aim to provide access to hot drinks and for all day events we would aim to provide access to lunch. If you have any special dietary requirements or allergies you should inform the course administrator at least 1 week prior to the event.

Assignments and course work

If your programme requires you to submit an assignment it will be marked solely on the evidence you produce. If you disagree with decisions regarding any part of the assessment, an appeal procedure is in place and any appeal should be clearly set out and lodged with the Director of the Civil Service College within 14 days of receiving the outcome of your assignment. In submitting an assignment, every learner is making a declaration of authenticity (i.e. the work is their own) for each assessment.

The following guidelines will be helpful:

- The large majority of every assessment must be your original work. Substantial copying of course notes or other published or unpublished work is unacceptable, as this does not demonstrate your knowledge, let alone your application. Even if acknowledged and properly referenced, excessive use of other people's work is unacceptable.
- If you use someone else's exact words in your work, they must be in quotation marks. Use quotations sparingly and only when you feel the author has expressed something so well and so concisely that the words cannot be improved.
- Even if you give your own explanation of somebody else's work without quoting word-for-word, you must reference your source.
- When referencing a source, you must provide the name of the author, the date of their work that you have referred to and the page number where you got the quotation from immediately after the quotation (e.g. Hill, 2004, p. 42) and also provide full details of the reference in the bibliography.
- You must provide a bibliography - a list of books, articles and any other sources you have quoted - at the end of your assessments.
- The Harvard system for referencing sources is well-established and you can find guidance on how to use it on the internet.

Equal Opportunities

The Cayman Islands Government has a continuing commitment to a policy of equal opportunities. In meeting this commitment we will take account of any duties or obligations imposed by the law, and will not discriminate on grounds of age, colour, disablement, marital status, race, religion, sex, or other unjustifiable cause.

Compliments or concerns

If you have a compliment or concern please raise this with your course administrator or tutor. They will appreciate the compliment or will try to resolve any concerns there and then. If you wish to escalate any matters this should be done to the Director of the Civil Service College.

SCHOLARSHIPS

During 2021 we will be launching a scholarship programme aimed at helping Caymanians progress their academic studies. Scholarships are awarded based on available funding. The application process will be published on the Hub and CSC website in May to allow sufficient time for consideration for programmes commencing in September.

Associate Degree

Aimed at Civil Servants who do not have an academic qualification at Level 4 Diploma/Associate Degree level on a programme that is not available through the Civil Service College but is needed to support their career advancement within Government.

You should be on an open ended full time contract and have the support of your line manager. The application process will be launched in May.

Bachelor's Degree

Aimed at Civil Servants who do not have a qualification at Bachelor's degree level on a programme that is not available through the Civil Service College but is needed to support their career advancement within the service.

Each year we will sponsor a number of students who wish to pursue a Bachelors level degree. You will normally be on an open ended time contract and have the full support of your line manager. The application process will be launched in May.

The scholarship will cover tuition costs and text books. The cost of accommodation and travel will not be covered.

USEFUL CONTACTS

CIVIL SERVICE COLLEGE

Bookings and enquiries

Email: CSC@gov.ky | Website: csc.gov.ky

HEADS OF PROFESSION

There are many providers and co-ordinators of learning and development. Heads of profession are responsible for setting professional standards and co-ordinating learning and development across all areas of the Civil Service:

Accounting	Matthew Tibbetts Accountant General	Matthew.Tibbetts@gov.ky
Communications	Oneisha Richards Director of Communication	Oneisha.Richards@gov.ky
Human Resource Management	Gloria McField-Nixon Chief Officer, Portfolio of the Civil Service	Gloria.McField@gov.ky
Policy	Samuel Rose Cabinet Secretary	Samuel.Rose@gov.ky
Procurement	Taraq Bashir Director, Central Procurement Office	Taraq.Bashir@gov.ky
Project Management	Mary Rodrigues Chief Advisor to Deputy Governor	Mary.Rodrigues@gov.ky



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Building capability for the future.