



Civil Service College
Cayman Islands Government

Learning & Development Guide

2022

The world will not stop changing and we cannot stop learning.

csc.gov.ky



FRANZ MANDERSON

—
Deputy Governor and
Head of the Civil Service

Foreword

In our fast-paced world of constant change, ongoing learning and development has become critical to our success. It is one of the most important ways to equip us to be ready to take on the challenges and unlock the new opportunities that arise in our world today.

I encourage leaders to set aside time to seriously consider the learning needs of their teams and departments as we aim for consistent world-class delivery across the organisation.

Learning and development not only improves productivity and efficiency, but our annual engagement survey results highlight how important learning and development is to civil servants feeling equipped and engaged at work.

I encourage each and every civil servant to think about how you want to grow and develop this year. The Cayman Islands Civil Service

is committed to providing a wide variety of learning and development opportunities. It is for you, in partnership with your line manager or supervisor to identify and access the right learning resources available. The world will not stop changing and we cannot stop learning.

Whether through internationally recognised leadership programs, core competency pathways on LinkedIn Learning or accessing required training, the Civil Service College operates as a central hub for all learning and professional development activities that are common across the Civil Service. Take the time to invest in your own growth and development as we work together to make the lives of those we serve better.

01.	Civil Service College	
	— Who We Are	08
	— Learning and Development at CIG	10
02.	Leadership & Management Programmes	
	— City & Guilds ILM	18
	— Senior Leadership Resources & Events	25
	— Leadership Cayman	27
03.	Core Competency Development	
	— Core Competency	33
	— LinkedIn Learning	34
	— CIG Learning Corner	37
04.	Formal Education	
	— Skills-4-Life	40
	— Scholarships for Continuing Education	43
	— City & Guilds Level 4 Diploma in Business & Professional Administration	44
05.	Specialist Training	
	— Mandatory Training	51
	— Functional Training	56
06.	Additional Resources	
	— Civil Service College Learning Policies	73
	— Useful contacts	76
	— Personal Development Plan Template	78



01.

**Civil Service
College**

Who We Are

Our purpose is to provide learning and development opportunities that will increase the knowledge and enhance the capabilities of civil servants.

Our Focus

We aim to provide learning opportunities where there is commonality and scale across civil service departments to ensure that programmes are at a consistently high quality and provide value for money. Our priority is to provide learning that is aligned to the Civil Service 5-year Strategic Plan.

A record breaking 155 Cayman Islands Civil Servants achieved awards and certificates in Leadership and Management in 2021.

2021 Impact

155

Leadership and Management Certifications

+5K

Courses Completed Online

7

Associate Degree Graduates

Our offerings directly support government's strategic broad outcomes in the area of improving education to promote lifelong learning and greater economic mobility. Our three areas of priority focus for 2022/23 include:

Leadership and Management Programmes

to ensure that every manager is highly competent, can get the best from their teams and is constantly improving service levels of performance.

Core Competency Development

to ensure every civil servant is able to access learning and development so they can develop and grow as professional civil servants.

Formal Education & Life-long Learning

to support succession planning, advancement and progression – ensuring that eligible civil servants without academic qualifications have opportunities to access formal education. This will help them to advance their careers and increase their economic prosperity.

Learning & Development at the Cayman Islands Government

Who is responsible for your learning and development? **You are!**

Our Core Competency Framework provides guidance on how we build our capabilities within the Cayman Islands Government.

At all levels, the Civil Service College can help you to achieve your learning and development goals and priorities. An individual development plan template is included at the back of this guide and there are LinkedIn Learning collections to help with planning career conversations with your line manager or direct report.

Building Capabilities Individual Contributor

Each civil servant is empowered, encouraged and expected to manage their individual learning journeys. You can do so by:

- Taking the time to review this Learning and Development Guide as well as finding out what learning and development options there might be in your department.
- Reflecting on your own abilities, performance and career goals.
- Reviewing the CIG core competencies and reflecting on your development areas.
- Discussing your personal and professional goals with your manager.
- Identifying with your manager, what learning and development you need.
- Considering the best ways to access development and proposing a plan to your manager.
- Undertaking any relevant courses with professionalism and commitment.
- Evaluating learning and development outcomes through self-reflection or completing formal course evaluations.
- Ensuring that learnings are applied on the job in order to embed and ensure ongoing improvement.

Building Capabilities Supervisor/Manager

The ongoing support and guidance of managers and supervisors is critical for individual and team development. For effective learning and development, managers and supervisors will:

- Take time to review this Learning and Development Guide.
- Consider what learning options exist within their department.
- Provide feedback and insight to team members for their ongoing growth and development.
- Monitor work performance and career progress to ensure that individuals have opportunities to achieve their potential.
- Align with their direct reports on an appropriate development plan.
- Create opportunities for on-the-job learning and embedding of formal learning.





Building Capabilities Strategic Director

The most successful leadership and development initiatives are led from the front. Chief Officers, Deputy Chief Officers and their reports can build the learning culture they want for their ministries and portfolios by:

- Ensuring that there is a clear vision supported by personal development plans for every employee.
- Ensuring that there are succession plans which identify key roles within the organisation and link them to development plans for Caymanian talent to fill these roles
- Taking time to review this Learning and Development Guide as well as consider what other learning options exist within your department.
- Making the importance of developing civil servants clear to heads of departments and managers and encourage them to work with teams to create development plans.

02.

**Leadership &
Management
Programmes**

Leadership & Management

Our world-class standard is that every manager will be recognised as a highly competent leader. Our aim is to provide every manager and those who aspire to be in leadership and management positions with access to continuous learning and development opportunities where they will gain recognition at an appropriate level. Success in this area will drive efficiency and lead to improvements in performance across the civil service.

City & Guilds ILM Qualification

The Civil Service College is a City & Guilds accredited training center and offers internationally recognised qualifications. They have a focus on work-based learning combined with workplace assessment with a high level of quality assurance. We offer a range of programmes from level 2 for aspiring leaders through to level 7 for our senior and strategic leaders.

Building leadership capabilities for the future





ILM Level 2 Leadership & Team Skills Award

In 2022, the Civil Service College will be launching its newest leadership development programme – ASPIRE. This ILM 2 program is specifically targeted at high potential individual contributors who are preparing for leadership positions in the future.

This qualification is designed to help civil servants boost their performance as team members and help them to make the transition from working in a team to leading a team. It will also be beneficial for practicing team leaders, enabling them to be more effective and confident in their role.

Open to

New and aspiring team leaders

Format

An induction session and 4 modules over five months, face-to-face and guided self-study. This programme is assessed through participation and work-based assignments on a continuous basis.

How to access

Via csc.gov.ky/ilm-level-2-aspire-award/

ILM Level 3 Leadership & Management Certificate

This programme provides new or current first-line managers with the foundation for their formal development in this role and a solid foundation to manage their respective teams in an efficient, effective, and comprehensive manner within the Civil Service.

It is particularly suited to practicing team leaders seeking to move up to the next level of management, and managers who need to lead people through organisational change, continuous improvement, or other pressures.

Open to

New and experienced team managers and supervisors within the Civil Service.

Format

An induction session and 8 modules over nine months, face-to-face and guided self-study. This programme is assessed through participation and work-based assignments on a continuous basis.

How to access

Via csc.gov.ky Courses – ILM Level 3 Certificate in Leadership & Management



ILM Level 5 Leadership & Management Certificate

This qualification is designed for practicing middle managers, high-potential managers, and department heads. Participants will develop their skills and experience, improve performance, and prepare for senior management responsibilities.

With this programme, participants will develop their ability to lead, motivate, inspire, and provide strategic leadership and day-to-day management.



Open to

Middle Managers and Managers-of-Managers

Format

An induction session and 4 modules over five months, face-to-face and guided self-study. This programme is assessed through participation and work-based assignments on a continuous basis

How to access

Via csc.gov.ky - Courses – ILM Level 5 Certificate in Leadership & Management

ILM Level 7 Leadership & Management Certificate

This qualification is designed for experienced senior managers who recognise they must satisfy various stakeholders and who want to invest in their own personal brand. These leaders are looking to make the best use of resources, construct business cases, lead change implementation and evaluate the impact of that change.

The content is aligned to ensure that participants undertake a practical piece of work that will deliver real benefits to teams, departments, and the organisation. Participants will become confident in using an enquiry led evidence-based approach to develop their leadership and management capability



Open to

- Strategic Directors
- Deputy Chief Officers
- Heads of Department with a previously completed recognised management and leadership qualification and a minimum of 5 years in a leadership role.

Format

An induction session and 5 workshops over six months. Online workshops and self-study. This programme is assessed through participation and work-based assignments on a continuous basis

How to access

Contact csc@gov.ky to register your interest.



Senior Leadership Events

These events are designed to engage and inform leaders across the Civil Service as a part of their continuous professional development.

This series is aimed at our top 200 leaders and provides access to topical events and world-class speakers who will inspire and challenge the audience.



Open to

Civil Service's top 200 leaders. Depending on the topic and speakers, additional groups are invited to participate

Format

Annual calendar of events can be attended by invitation only

How to access

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. We also add events to the HUB calendar so if you believe you are eligible but are not receiving invites or there is a topic of special interest, please let us know.

Membership of the Institute of Leadership and Management

Once a civil servant has achieved any of our internationally recognised leadership and management programs, they will be provided with one year of membership to the Institute of Leadership and Management. This is to support with continuous professional development, and we encourage all managers and leaders to maintain their membership for this purpose.



Leadership Cayman

The programme is a six-month intensive course, provided by the Cayman Islands Chamber of Commerce, enabling class members to develop new skills and learn an abundance of vital information about the Cayman Islands' community and business sector. Up to 5 civil servants per year will join a cohort from private and not-for-profit sectors. Participants will learn from experts and local leaders who facilitate the sessions. This is a high-profile opportunity to meet with government officials, industry and community leaders.

The programme is aimed at middle managers and is advertised by the Chamber of Commerce. If you are interested, you should follow the instructions issued by the Chamber to apply for a place. Should you be successful the Civil Service College will sponsor up to 75% of the program costs. The Civil Service College will reach out to the successful civil servants and, providing that they have the support of their Chief Officer and are able to demonstrate how this programme aligns with their development needs, the Civil Service College will pay the sponsorship directly to the Chamber. Individual departments may agree to sponsor the remaining 25% at their discretion.



Open to

Persons over 25 years old, in a middle management position and resident in the Cayman Islands for a minimum of 12 months. Should you be successful, the Civil Service College will sponsor up to 75% of the programme cost, subject to funding availability.

Format

Bi-weekly seminars over six months. Evening (6-9pm)

How to access

For the program visit leadershipcayman.ky – Applicants may apply for sponsorship by emailing csc@gov.ky as soon as you have a confirmed place

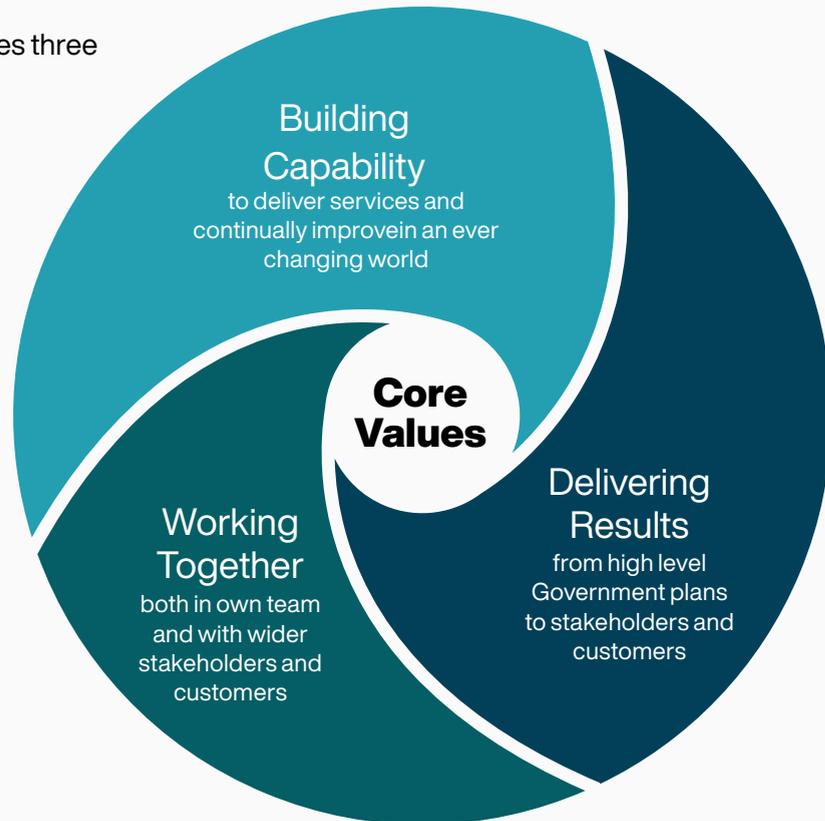
03.

Core
Competency
Development

Core Competency Development

Our Core Competency Framework identifies the essential skills and behaviours that apply to all civil servants, irrespective of their role or grade.

The framework identifies three core competencies:





The core competencies are 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 responsible for leading or overseeing the work and performance of others and themselves.

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.

The Civil Service College has a range of offerings to support core competency development at all levels.

LinkedIn Learning

Following a successful pilot of LinkedIn Learning in 2021, every civil servant has unlimited access to this resource which provides on-demand learning across multiple platforms. It includes a range of knowledge and skills-based programmes from short videos of a few minutes duration up to certified qualifications accepted by leading universities. There are a range of bespoke pathways and collections which have been created to allow individuals to access e-learning specifically for each core competency at every level.

Every civil servant is encouraged to review these pathways and take the courses relevant to their level as a part of their self-directed learning. Managers, learning champions, and subject matter experts are also able to create their own specifically curated pathways to meet team and department needs.



Open to

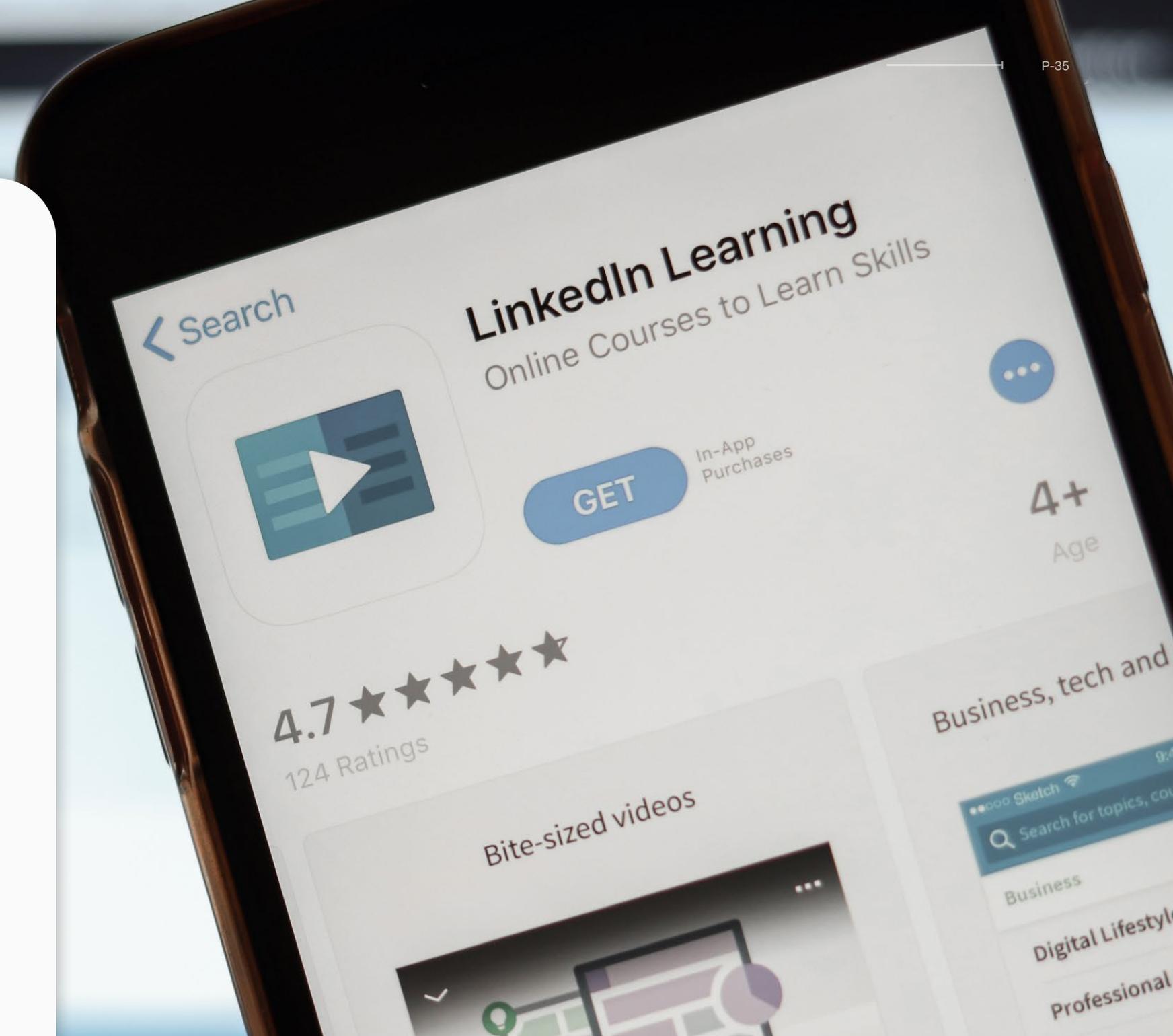
All Civil Servants

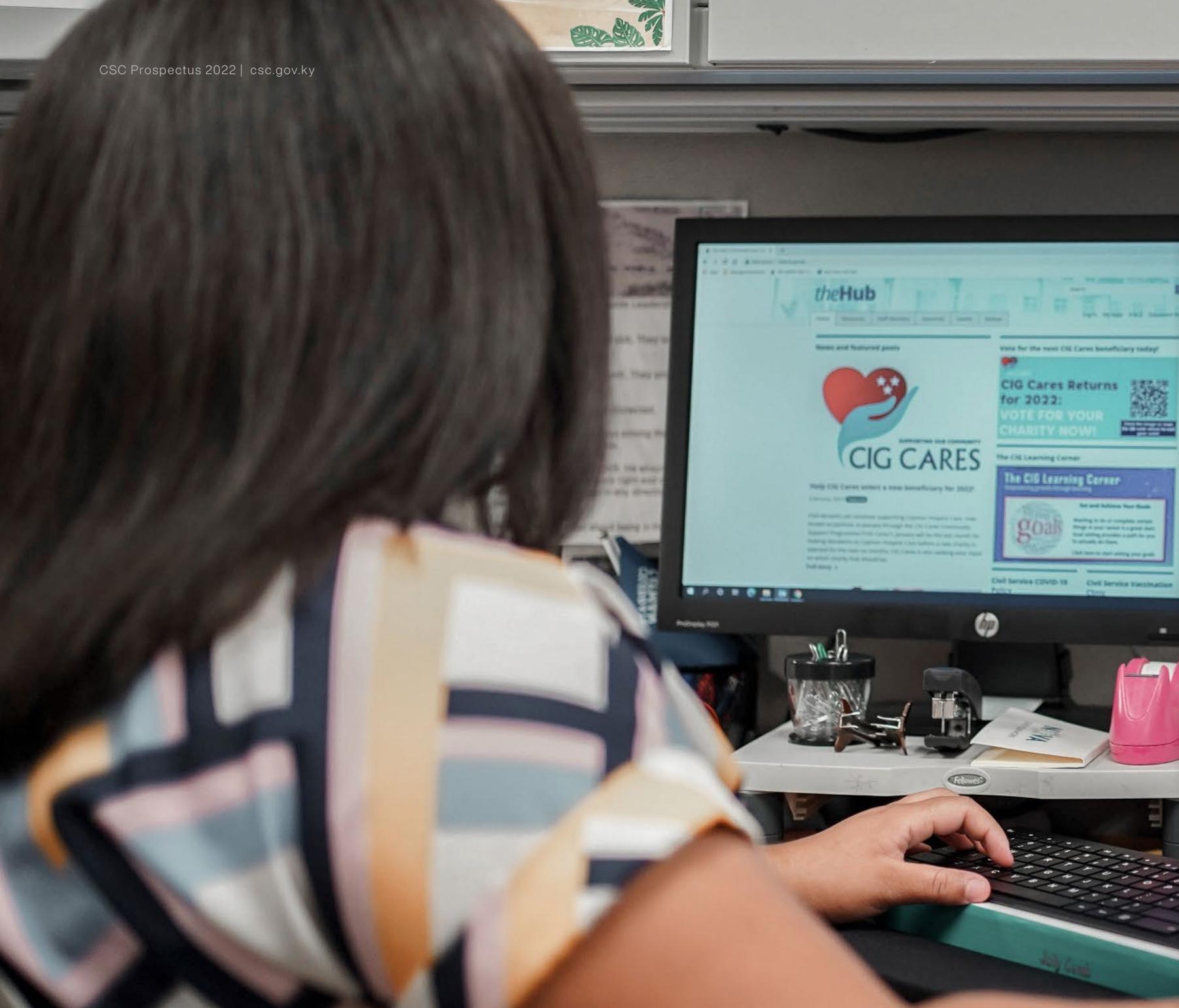
Format

On demand e-learning

How to access

Sign up using your government email address. You can access core competencies via linkedinlearning.com or csc.gov.ky





CIG Learning Corner

Every month a learning topic is highlighted on our local intranet for easy access to all civil servants. The CIG Learning Corner provides learning inspiration when civil servants have time to focus on an important area or hone an existing skill. Each month's theme is based on a relevant core competency and is linked to a curated learning path.

Civil Servants are urged to check out the learning corner to build skills throughout the year and participate in occasional competitions. The CIG Learning Corner is hosted on The Hub for the first week of every month.



Open to
All Civil Servants

Format
On demand e-learning.
Available on the first week of every month.

How to access
Via thehub.gov.ky

04.

**Formal
Education
for Career
Progression**

Skills 4 Life

The Skills4Life programme was launched as a part of an ongoing mission to promote lifelong learning that supports employment goals. The Cayman Islands Government is invested in providing access to opportunities to advance, retool or upskill so that civil servants can achieve their goals and pursue rewarding careers.

From September 2022, we are planning to relaunch and expand this programme with additional options aligned to City & Guilds level 2 and 3 qualifications as a pathway to prepare to undertake our City & Guilds level 4 diploma.

Promoting lifelong learning that supports employment goals.





Communication Skills

Effective communication is critical to sustained success at work. This programme has been designed to equip learners with the tools to engage, interact and influence effectively. Course content covers the importance of effective communication, ways to communicate well over a range of mediums and approaches for overcoming barriers to communication.



Open to

All Civil Servants

Format

Face to face. One hour of teaching time a week plus homework over a 12-week programme

How to access

Registration is available at csc.gov.ky/skills-for-life-communication-skills/

Scholarship for Bachelor's Degrees

Scholarship applications are considered to support succession planning and career progression, on a rolling basis and are subject to funding availability.

Priority is given to areas where there are identified talent shortages. To apply, individuals must have the support of their line manager and approval of their Chief Officer.



Open to

Civil Servants on an open ended contract that do not already possess an equivalent or higher qualification.

How to access

Via csc.gov.ky - Scholarships

City & Guilds Level 4 Diploma in Business and Professional Administration

This qualification is designed to provide learners with the knowledge and understanding of effective administration in a professional context. The programme is aimed at civil servants who do not currently have an academic qualification at the Associate Degree level or its equivalent.

The course will include topics relevant to civil servants including business communication, business ethics, personal and professional development, effective problem solving and decision-making.



Open to

All Civil Servants who do not already possess an equivalent or higher qualification

Format

Six modules over 18 months via online tutorials and directed self-study & assignments

How to access

Via csc.gov.ky - Education Pathways



05.

**Specialist
Training**

Specialist Training

Mandatory Training

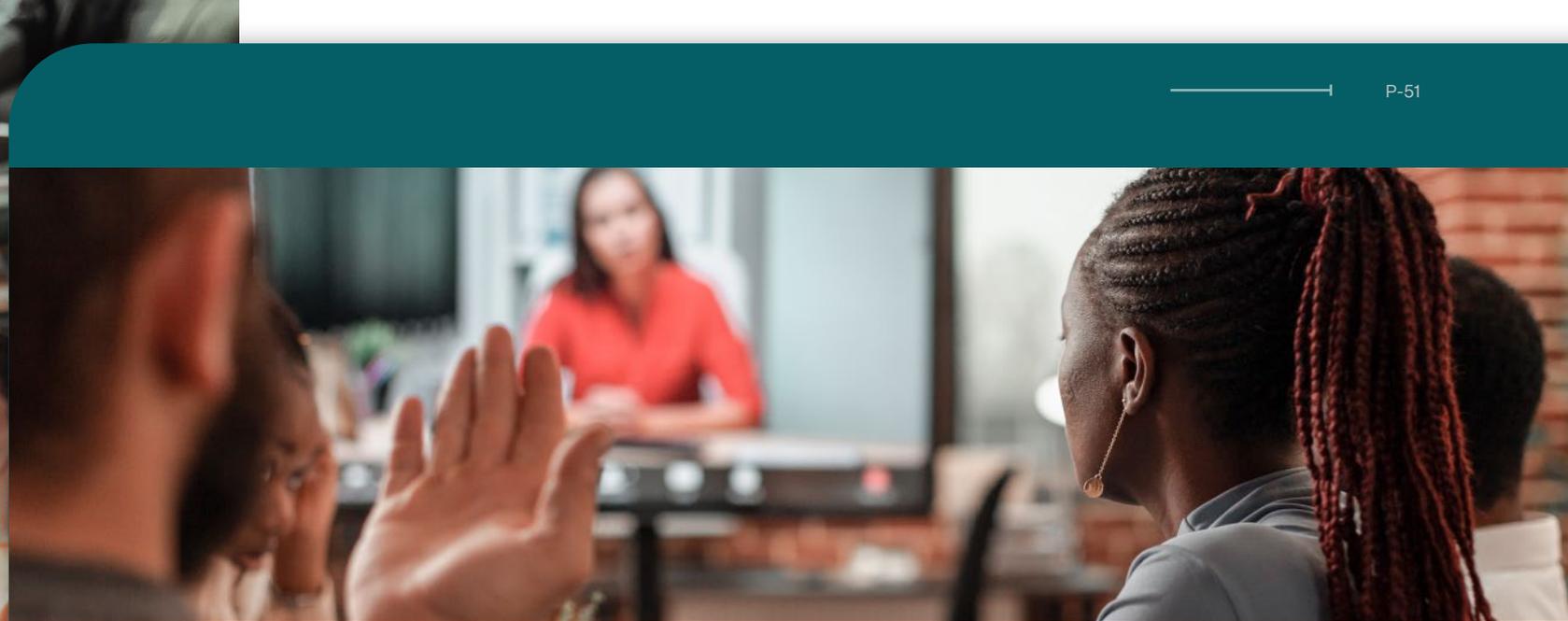
All civil servants need to be aware of and up to date on corporate policies and standards. The Civil Service Collage facilitates access to training modules that are required across government.

Functional Training

A set of courses designed to be practical and useful that provides an added advantage and improves overall performance, thereby helping you achieve your goals.

Knowing
corporate policies
and standards





Mandatory Training

Anti-Bullying, Harassment and Discrimination

This training aims to make participants aware of all aspects of the Anti-Bullying, Harassment and Discrimination policy. It will provide information on preventing, identifying, responding to, managing, and reporting instances of alleged workplace bullying, harassment, and discrimination.



Open to

All Civil Servants needing a refresher and newly appointed Civil Servants

Format

Online

How to access

Via csc.gov.ky - Courses - Mandatory Training - Anti-Bullying



Mandatory Training New Employee Orientation

A full day orientation session is available for all newly appointed civil servants. Topics include the structure of government, employee benefits, and various laws that apply to all civil servants. It is also an opportunity to meet with other new civil servants across a range of government departments.



Open to
Newly appointed Civil Servants

Format
In-person

How to access
Via csc.gov.ky - Courses – Mandatory Training – New Employee Orientation

Mandatory Training Bill of Rights

This workshop is essential for all new Civil Servants and those who have not previously attended or would like a refresher. The workshop is interactive and uses scenarios from other jurisdictions to help participants make the right judgment call.



Open to
All Civil Servants

Format
Online

How to access
Via csc.gov.ky - Courses – Mandatory Training – Bill of Rights

Mandatory Training Customer Service Ambassador Programme

These workshops aim to help civil servants improve the experience that our internal and external customers have when interacting with the Cayman Islands Government. Each session covers attitudes, skills and behaviour and how to improve processes to achieve better customer service.



Open to
All Civil Servants

Format
In-person

How to access
Via csc.gov.ky - Courses – Customer Service Ambassador Training.



Mandatory Training

Cyber Security Awareness

The Office of Cyber and Information Security conducts this mandatory training to increase awareness of the threats and what can be done in the work environment to guard against cyber-attacks. This includes the use of government email, how to spot phishing emails, use of removable media, keeping your social media secure, keeping passwords secure, how to report a suspicious cyber-related incident, and more.



Open to

All Civil Servants needing a refresher and newly appointed Civil Servants

Format

Online

How to access

Via csc.gov.ky - Courses – Mandatory Training – Cyber Awareness

Functional Training | Information Management

Information Manager Basic Training Certificate

This customised course is delivered by the Cabinet Office 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 following local legislation and established best practices.



Open to

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.

Format

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.

How to access

Contact InformationRights@gov.ky to register your interest.



Functional Training | Procurement

“Follow Along” Bonfire Training and Contract Management Training

The Bonfire training aims to provide a technical session to create projects and manoeuvre through the Bonfire platform. Our Contract Management training aims to educate the individuals responsible for a contract on healthy management behaviours to ensure the needs of the contract are being met while maintaining a positive relationship with the supplier.



Open to
All Civil Servants

Format
Bonfire training is a technical follow along with the session. The Contract Management training is more of a discussion-based lecture where the Chief Procurement Officer provides insight on Contract Management

How to access
Contact Jorel.Bellafonte2@gov.ky to register your interest.

Functional Training | Procurement

Guide to Public Procurement in the Cayman Islands

This training covers the laws and regulations of Public Procurement in The Cayman Islands. It also includes references to past procurement projects as well as Chief Procurement Officer insight.



Open to
All individuals engaging in Public Procurement

Format
In-person

How to access
Contact Jorel.Bellafonte2@gov.ky to register your interest.

Functional Training | Procurement

Development of a Request for Proposal

These workshops aim to help civil servants improve the experience that our internal and external customers have when interacting with the Cayman Islands Government. Improve the attitudes, skills, and behaviours, listening skills, and how to improve processes to achieve better customer service.

Functional Training | Procurement

Public Procurement – Technical Process Workshop

This workshop covers the technical aspects of Public Procurement and includes the usage of the documents required for Public Procurement.



Open to

All individuals engaging in Public Procurement

Format

In-person or online via zoom

How to access

Contact Jorel.Bellafonte2@gov.ky to register your interest.

Functional Training | Procurement

Ethics in Public Procurement

This training covers the behaviour we would like to see practiced in Public Procurement and the route to be taken if unethical behaviour is found.



Open to

All individuals engaging in Public Procurement

Format

In-person or online via zoom

How to access

Contact Jorel.Bellafonte2@gov.ky to register your interest.



Functional Training | Project Management

APMG Better Business Cases™ Foundation

The training aims to provide the philosophy and underlying rationale of the Five Case Model and the different types of the business case, their purpose, who is responsible for them, and when they are required to develop a spending proposal.

The Better Business Cases certification is based on The Five Case Model. The Five Case Model is the UK government's best practice approach to planning spending proposals and enabling effective business decisions.



Open to

Senior Responsible Owners (SROs), Sponsors, others responsible for the scrutiny and review of business cases and the successful delivery of programmes and projects.

Project Managers, Project Team members and specialist advisers tasked with delivering a business case for investment.

Format

Virtual Delivery and an online, 50-question, multiple-choice examination, taken over forty minutes. A remote live invigilator oversees the examination.

How to access

Contact the Strategic Reforms Implementation Unit at sriu@gov.ky to register your interest.



Functional Training | Project Management

APMG Change Management Practitioner

The programme will prepare you to apply appropriate process frameworks to plan and understand organisational change optimally. As well as a range of organisation paradigms with which to understand, support and sustain organisational change processes.

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



Open to

Aspiring or current managers of organisational change, transition or transformation.

Those performing key roles in the design, development and delivery of organisational change programmes.

Format

Virtual Delivery. A closed-book, online, 50-question, multiple-choice examination, taken over forty minutes. A remote live invigilator oversees the examination. Practitioner Exam: An online, objective testing exam based on a case study scenario, taken over two and a half hours. There are four questions worth 20 marks each. The Effective Change Manager's Handbook may be used in the exam. A remote live invigilator oversees the examination.

How to access

Contact the Strategic Reforms Implementation Unit at sriu@gov.ky to register your interest.



Functional Training | Project Management

APMG Better Business Cases™ Practitioner

The training aims to provide knowledge about the development lifecycle of a business case and the relationships between the five cases as well as how to apply the steps in the business case development framework in order to support the production of a business case, using the Five Case Model, for a given scenario. The Practitioner course is the ideal next step for anyone holding the Better Business Cases™ Foundation level qualification.

The Better Business Cases certification is based on The Five Case Model. The Five Case Model is the UK government's best practice approach to planning spending proposals and enabling effective business decisions.



Open to

Senior Responsible Owners (SROs), Sponsors, others responsible for the scrutiny and review of business cases and the successful delivery of programmes and projects.

Project Managers, Project Team members and specialist advisers tasked with delivering a business case for investment.

Format

In-Person. An objective testing exam is taken over two and a half hours, and there are four questions worth 20 marks each. The International Guide to developing the Project Business Case and The International Guide to developing the Programme Business Case may be used in the exam.

How to access

Contact the Strategic Reforms Implementation Unit at sriu@gov.uk to register your interest.

Functional Training | Project Management

APM Project Management Qualification (PMQ)

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

This training covers all areas of project management and knowledge areas from the APM Body of Knowledge, including Budgeting and Cost Management, Conflict Management Communication, Earned Value Management, Leadership, Negotiation, Procurement, Sponsorship and Teamwork



Open to

Those wishing to achieve a broad level of project management knowledge are sufficient to participate in projects from individual assignments to large capital projects.

Applicants typically have some pre-existing project management knowledge. It is the ideal next step for anyone holding the APM Project Fundamentals (PFQ) qualification.

Format

In-Person. A three-hour written paper with an additional 15-minute reading time at the start where candidates must answer ten from sixteen questions.

How to access

Contact the Strategic Reforms Implementation Unit at sriu@gov.ky to register your interest.



Functional Training | Project Management

APM Project Fundamentals Qualification (PFQ)

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

The programme will prepare you on key elements of the project management life cycle and knowledge areas from the APM Body of Knowledge, including Planning and Scheduling, Communication, Teamwork, Resource Management, Project Risk Management and Project Reviews.



Open to

Those wishing to gain a broad understanding of the principles of the profession.

No prior knowledge or experience is required for this qualification, which will positively offer the individual the knowledge to contribute to any project.

Format

Virtual Delivery. An online 60-question, multiple-choice examination, taken over one hour. A remote live invigilator oversees the examination.

How to access

Contact the Strategic Reforms Implementation Unit at sriu@gov.ky to register your interest.

06.

**Additional
Resources**

Civil Service College Learning Policies

The Civil Service College will provide a range of core learning and development to Civil Service departments based on annual priorities and budgetary allowances.

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 department.

- All bookings must be made with the approval and support of your line manager (except for 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 to 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 to recover the cost from you or your department.
- For some programmes, we act as an administrator or facilitators for programme sponsors. The appropriate sponsor will set out the financial arrangements, priorities and procedures.

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

Civil Service College Learning Policies

Supporting your learning

We aim 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 the programme and the costs recovered from you or your department.

If you have a genuine personal situation that impacts your studies, you should seek the support of your tutor at the earliest opportunity.

Work pressure is not typically 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 planning for colleagues

to screen your essential phone calls.

Comfortable business attire is usually appropriate unless other instructions are issued for your specific event. Drinking water will always be available in training rooms.

COVID-19

As a result of COVID-19 we will strive to ensure training remains safe and accessible. It may be necessary to switch training from classroom to virtual at short notice. We will always aim to give enough notice. For in-person events we require participants to follow the safety policies in place such as hand sanitizing, mask wearing and social distancing as appropriate. We would also encourage participants to make use of lateral flow tests prior to attending in-person training if local community transmission is considered high.

Assignments and coursework

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. Any appeal should be 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 declaring authenticity (i.e., the work is their own) for each assessment.

The following guidelines will be helpful:

- Most 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 correctly 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 provide full details of the reference in the bibliography.

At the end of your assessments, you must provide a bibliography - a list of books, articles, and any other sources you have quoted.

The Harvard system for referencing sources is well-established. 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 consider any duties or obligations outlined by the law. We will not discriminate based on age, colour, disablement, marital status, race, religion, sex, or other unjustifiable cause. We will make reasonable adjustments to our programmes or venue selection so please ensure we know your specific requirements at the earliest opportunity.

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.

Useful Contacts

Civil Service College

Bookings and enquiries email CSC@gov.ky or visit 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 Communications
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





Civil Service College

Cayman Islands Government