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**TO: All Public Officers
Staff Associations
Public Service Commission
Public Service Integrity Board**

**COPY : H E The Governor
Hon Ministers of Government**

Communique from the Honourable Deputy Governor – January 2011

The last two years have been difficult for all Anguillians but I suspect even more so for public officers. As we enter 2011 all Anguillians are faced with some uncertainty as to our prospects. I suspect however that public officers more than others are facing 2011 with greater uncertainty and therefore greater trepidation. While I am not in a position to offer absolute assurances as to how these uncertainties will be resolved, I feel comfortable in assuring you that our conduct will influence how the uncertainties are resolved.

As we enter 2011 I entreat you to continue to show the resilient spirit exhibited over the last few years. Most public officers continue to be professional in their conduct and to offer high levels of service to external and internal customers despite the fact that the benefits usually attached to the performance of the relevant duties have been reduced or removed. We must continue to demonstrate that level of commitment to service in 2011. Those of us who feel unable to continue to function at the required level or who have not been functioning and do not intend to function at the required level should seek work in areas they find more fulfilling.

An invaluable achievement in the Anguilla Public Service which warrants special mention is the creation of a working environment as well as specific fora in which senior public officers feel able to challenge each other on issues of integrity, transparency and accountability. We have recognized that we are our brother's (and sister's) keeper. The successful employment of more discerning recruitment practices, which have resulted in most instances in the appointment of well suited applicants to senior posts in the Anguilla Public Service cannot go unmentioned. Most senior public officers demonstrate the aptitude and attitude and therefore the capacity to effectively and efficiently carry out the duties of the posts to which they are appointed. The

necessary knowledge and tools will continue to be made available to senior officers to ensure continued improvement in our performance.

One significant initiative which I will strive to ensure comes to fruition this year is a performance appraisal system for the Anguilla Public Service. This system is intended to allow us to objectively assess each other to determine our performance levels, our training needs and the courses of action, which should be taken if our performance falls above or below expected standards. This venture can only be successful if public officers are prepared to set realistic but challenging targets, and to thereafter honestly evaluate an officer's performance relative to those targets.

The preceding sentence sets the tone for me to remind officers of my vision statement which forms part of the 'Tell the DG' website. I consider it sufficiently relevant to reprint it here in totality.

DG's Vision for the Anguilla Public Service

"I envision a public service where officers are acutely aware of their role in the accomplishment of the goals of the nation, the government, a ministry, a department or a unit. This awareness will generate recognition of each officer's potential to influence decisions and to effect change. The result will be an Anguilla Public Service, which will be proactive, responsive and dynamic. Attitudes, which reflect these qualities, are absolutely essential in Anguilla today.

The Anguilla Public Service in the future must be one where we each accept our responsibility to positively influence our national and individual destiny. Teachers, immigration officers, technicians and others must accept that they must not only execute policy but must also influence and instigate improvements in policy. Those who are seen as the primary policy makers must display attitudes, which heighten staff participation in the policy development process.

The Anguilla Public Service must cultivate individuals who are prepared to effectively manage the public service despite our small community ties. These individuals must balance their duty to serve the Government of the day against their (public officers) responsibility to ensure the effective use of our resources for the benefit of the nation. Public officers must be prepared to be held accountable.

The vision outlined above is not one easily achieved, but it is achievable."

Obviously there is a role for all of us to play if the success of the APS is to be ensured. The success of the APS will be reflected in well articulated and implemented policies which seek to ensure effectiveness, efficiency, economy and equity in our service to the populace of Anguilla. Members of the public continue to express dissatisfaction with the level of customer service exhibited by public officers. During the course of 2011 steps will be taken to ensure that internal and external customers are able to speak in more glowing terms about the service received from public officers. A significant number of public officers will be exposed to customer service training in 2011 but whether the service improves will be dependent on whether we (public

officers, citizens and residents of Anguilla) are prepared to demand more of each other and hold each other accountable when our level of service falls below acceptable standards.

I leave you with the following quote from an anonymous source - '*we cannot direct the wind but we can adjust the sails*'. With that in mind I wish all of you good health, happiness and God's blessings as we work together in 2011 to conquer all the uncertainties likely to besiege us as we strive to be good stewards. It has been a pleasure working with you as Deputy Governor for the past years and I look forward to more of the same in 2011.

Stanley E. Reid
Deputy Governor