

Framework for comprehensive overhaul of Labour and Human Capital Development of Caymanians

1) Policy & Goals

We realize that the Cayman Islands economy is based on services, and the efficient and cost-effective delivery of these services. We have competitors around the Globe, with new ones emerging every day. In order to compete, we must have workplaces of resilience, tranquility, and productivity; the employer must deploy best practices of human resources management, and the employee must also play their part by showing interest and commitment and also offering “value for money” as a critical Input (Labour) to our economy.

The current fragmented system that we have for Labour, Training, and Succession Planning in these Islands is tired, ineffective, and has to be comprehensively overhauled.

2) 100-day Plan

In order to achieve the Goals stated above, we must immediately attend to the following, which will be done during our first 100-days:

- a) Provide sufficient resources for the Department of Labour, so that it can also assume the previous role of Job Placement (as an interim measure until the long-term strategy is determined). Job Placement is now performed by the new NWD Agency;
- b) Update the Register of Unemployed persons by doing District tours to register and meet with unemployed persons;
- c) Amend the Immigration Law, to rationalize the “Roll-over Policy”, and the Key Employee requirement;
- d) Assess the strategies for ensuring security of tenure for expatriates and professionals, while also ensuring that able and willing Caymanians are given the opportunity and development for upward mobility;
- e) Host a National Human Capital Symposium, a one-day event which will be open to the public, will be broadcast by the media, and will be a frank and honest conversation by a broad cross-section of stakeholders in the Cayman Islands. The symposium will also feature outside experts, if necessary.

3) Ideas and Plan for Labour & Human Capital:

Arising from the input and recommendations of the Symposium, and in accordance with our Manifesto, we will pursue the following:

- i. Amalgamation and restructuring of the Labour Department, to include the Work Permits Secretariats of the Immigration Department. This will put all subjects dealing with Labour Relations, Workplace compliance, Training, and Career Development, under one “roof”, as opposed to the current system where the “left hand does not know what the right hand is doing”. Some existing staff and computerized platforms and support systems of those two Departments can be joined, technology must be leveraged, and proper senior leadership will be empowered to integrate this new and long-overdue organization (including Inspections and Enforcement);
- ii. We need to upgrade our technology systems, and immediately improve the access to and integrity of Labour Market Information Data;
- iii. We will work with all stakeholder groups, including: The Chamber of Commerce, relevant professional and trade associations, employee/workers representatives, the media, the Cayman Islands Society of Human Resource Professionals, and existing regulatory agencies (this will be confirmed in the Symposium);
- iv. We will initiate a National Training Initiative and Fund, and seek international funding and resources from such organizations as the EU, ILO, and Caricom;
- v. We will examine all options to provide incentives to all companies who participate and support the new Human Capital strategies and goals, and some of these incentives may include cutting “red tape” in Work Permits (for example);
- vi. In a holistic fashion, to support this new comprehensive thinking, we will embrace existing and new programmes such as; The Top Employer and Best Places to Work Initiative of the CISHR Professionals, the Investors in People programme, and the proposed Employer Accreditation System (which was proposed by the IRT in mid 2012).

4) Capacity-building of our People

Working with all stakeholders, and drawing on international best practices expertise as necessary, we will develop strategies to retool and transform Caymanian workers to again be the best in the world – in order to ensure the competitiveness of the Caymanian economy and also to ensure that businesses can profit and remain in Cayman for the long term.

In developing the capacity of Caymanians, we will devise strategies to build: a better work ethic, better life and family planning skills for our young people, a zeal for training and development, a spirit of competition & resilience, and a passion for excellence.

This strategy will also require a new mentality and up-skilling of Human Resources managers and practitioners, to give them the Best Practices and cutting-edge tools to manage people and to bring out the best in them. This new environment, coupled with the Training Initiative and Fund and the Employer Accreditation system (mentioned above) will create the bulwark for a holistic and effective workforce and workplace, as well as an investor-friendly economy with a workforce which is ready to compete in an ever-increasing global marketplace.

We will also put in place various measurements, to test the effectiveness and value for money/return on investment of this new and important national human capital development strategy.