

## Office of the Ombudsman

### Publication Scheme

*Produced in accordance with the Deputy Governor's Code of Practice on Publishing*

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#### 1. About the Publication Scheme

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Every public authority has a legal duty to maintain a publication scheme under the Freedom of Information Law.

The purpose of a publication scheme is to make information readily available to the public without the need for specific written requests. Schemes are intended to encourage authorities to proactively publish information and develop a culture of openness and participation.

The publication scheme lists the information which is readily available to the public. The list is divided into seven (7) different categories of information, to help you find the documents you are looking for.

This publication scheme commits the Office of the Ombudsman (OMB) to making information available to the public as part of its normal business activities.

The Office of the Ombudsman will:

- specify the information held by the authority, which falls within the seven (7) categories below (see section 7);

- proactively publish or otherwise make routinely available, information which is held by the authority and falls within the categories below;
- describe the methods by which specific information is made available, so that it can be easily identified and accessed by members of the public;
- list any fees charged for access to information described in this scheme;
- publish or otherwise make information available, in accordance with the methods and fees stated in this scheme;
- make this publication scheme available to the public; and
- regularly review and update the information made available under this scheme.

## 2. Information that may be withheld

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The Office of the Ombudsman will generally not publish:

- information in draft form, where a final document is available;
- information that is not held by the OMB, or which has been disposed of in accordance with a legally authorized disposal schedule;
- information that is not readily-available – for example: information that is contained in files that have been placed in archive storage, or is otherwise difficult to access;
- information which is exempt under the FOI Law, or otherwise protected from disclosure – for example: personal information; or commercially sensitive information. Records containing exempt matter will be published in a redacted form, where ever it is practical to do so, indicating which exemptions apply;
- operational information relating to appeals filed with the OMB will not be published. For cases resolved informally, the OMB will publish short summaries in its annual report. In relation to formal Hearings, the Ombudsman’s decision will be published and available to the public, both on our website as well as in hardcopy from our offices; and
- records relating to an ongoing investigation being conducted by the OMB. Instead, where appropriate, a copy of the final decision will be published on the website as well as available in hard copy.

In maintaining this publication scheme, the OMB’s aim is to be as open as possible. However, there may be limited circumstances where information will be withheld from one of the categories of information listed in *section 7: Categories of information*.

Information will only be withheld where the FOI Law expressly permits it.

For example: where disclosure would breach the law of confidentiality, infringe personal privacy, harm the Office of the Ombudsman (or another organizations), commercial interests, or endanger the protection of the environment.

Whenever information is withheld, we will inform you of this and explain why that information cannot be released. Even where information is withheld, it may be possible to provide a redacted copy, with the exempt matter edited out.

If you wish to complain about any information which has been withheld, please refer to *section 6: Complaints*.

## 3. Methods of access

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Information available under our publication scheme will usually be accessible through the methods described below.

The Office of the Ombudsman will endeavor to publish all information listed in this publication scheme on the OMB website. Alternatively, any records listed will also be available in hardcopy from the Ombudsman’s Office. If a specific document is not available in either of these formats it will have a notation beside it that informs you of its status. In rare circumstances, published information may only be available for viewing in-person. Records that fall under this category will be specifically identified.

Please note there may be a reproduction charge for physical copies of records. See *Section 4: Fees and charges* below for further details.

*Section 7: Categories of information* provides more details on the information available under the scheme, along with additional guidance on how the information within each category may be accessed.

#### Online

Many of the OMB's documents are published on the OMB website and can be downloaded in PDF format. Where information is available online, a link within *section 7: Categories of information* will direct you to the relevant page or document. If there is no link, or the link is broken, you can search the OMB website for the information you seek at [www.ombudsman.ky](http://www.ombudsman.ky). If you are still having trouble locating information listed under this scheme, please contact the Office of the Ombudsman at (345) 946-6283 or by email at [info@ombudsman.ky](mailto:info@ombudsman.ky).

#### Email

If the information listed in this publication scheme but is not published on the website, the OMB may be able to send it to you by email. You can email the OMB at [info@ombudsman.ky](mailto:info@ombudsman.ky) to request information. You may also wish to provide a telephone number so that you can be contacted to clarify details if necessary.

#### Phone

Documents listed in the publication scheme can also be requested by telephone. Please call (345) 946-6283 to request information.

## Post

All information listed in the publication scheme will usually be available in hard copy. Requests may be addressed to:

The Office of the Ombudsman  
Attn: Information Manager  
P.O. Box 2252  
Grand Cayman KY1-1107  
CAYMAN ISLANDS

In your request, please provide your name (real name or a pseudonym is acceptable), mailing address and full details of the information or documents you would like to receive. You may also wish to provide a telephone number so that you can be contacted to clarify details if necessary. For faster processing, please also include any applicable fee. (See *section 4: Fees and charges* for further details.)

## Personal visits

In limited cases, you may be required to make an appointment to view information listed in the publication scheme. This will be clearly stated in *section 7: Categories of information*, and relevant contact details will be provided in that section.

## Advice and assistance

If you experience any difficulty identifying the information you want to access, please contact (345) 946-6283 or email us at [info@ombudsman.ky](mailto:info@ombudsman.ky).

The Office of the Ombudsman will adhere to its obligations under section 10 of the FOI Law, and any requirements relating to disability or discrimination, when providing information in accordance with this publication scheme.

Information will be provided in the language in which it is held or in such other language that is legally required. Where the Office of the Ombudsman is legally required to translate any information, it will do so.

## **4. Fees and charges**

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The purpose of this scheme is to make the maximum amount of information readily available at minimum effort and cost to the public. The Office of the Ombudsman strives to ensure that fees and charges are clearly explained and kept to a minimum.

Information which is published online, downloaded through a website, or sent to you by email will be provided free of charge.

Fees may be charged for providing information in paper copy or on a compact disc (CD). Charges will reflect the actual costs of reproduction and postage, as described below.

### Reproduction costs

Where fees apply, photocopied information will be charged at a standard rate of \$1.00 per page (black and white; any size) and \$1.50 per page (colour; any size).

CDs will be charged at a rate of \$2 per disc.

### Postage costs

The Office of the Ombudsman will pass on to the requester the actual costs of postage or courier delivery.

If a fee applies, you will be advised of the amount and how it has been calculated. Information will be provided when the Office of the Ombudsman has received your payment.

A full list of possible fees is outlined in the *Freedom of Information (General) Regulations 2008*. A copy of this document is available on the OMB website under the section **Laws and Regulations**

## 5. Requests for information outside the publication scheme

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Information held by the Office of the Ombudsman that is not published under this scheme can be requested in writing. Your request will be considered in accordance with the provisions of the FOI Law.

Further information on making an FOI Request can be found on the OMB website under the **FOI** section.

## 6. Complaints

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The Office of the Ombudsman (OMB) strives to satisfy the needs of its visitors and clients, but recognizes that there may be occasions when actions carried out by the office or its staff will not meet the reasonable expectations of the public. The policy and procedures set out below and summarized in our Customer Service Policy are to be used to deal with general customer service issues about the office or the service it provides. If you have a complaint and are not satisfied with the results you receive from the OMB you can contact the Complaints Division for further advice. Please note that complaints regarding FOI requests are handled through the Internal Review Process.

### What is meant by a complaint?

A complaint is an expression of dissatisfaction that relates to the standard of service, actions or inaction by the Office of the Ombudsman or its staff. Complaints can be made by an individual person or group of people verbally or in writing. All complaints will be formally recorded.

As a matter of policy, the Office of the Ombudsman will not accept complaints from third parties as issues of confidentiality may arise. An exception will be made for individuals who are unable to submit a complaint personally because of disabilities or otherwise, in which case complaints will be accepted from individuals acting on their behalf.

### How to make a complaint?

Formal complaints can be made in the form of a letter to the Office of the Ombudsman or alternatively, people may wish to fill in and submit a Customer Service Form in person, or by mail. Verbal submissions may also be made by phone.

Written submissions must be clear and state the nature of the issue including individuals involved, dates, times, etc. Contact details (mailing address, telephone numbers, email, etc.) are required and all such complaints must be signed and dated in order to be processed as promptly as possible.

If the Office of the Ombudsman is unclear about any part of the formal submission we may need to contact you to provide further clarification before a full investigation can be conducted.

### How OMB handles complaints?

When your complaint has been received it will be processed in the following manner:

- An acknowledgement letter will be sent out within 5 business days of receiving a complaint.
- The matter will be investigated and a full response will be sent out within 15 business days of receiving the complaint.
- Where a full response cannot be made within 15 business days, the person will be notified of the progress of the complaint and advised when a response can be expected.
- All parties involved will be given an opportunity to provide the OMB with the necessary information to resolve the issue. All information will be gathered as appropriate to the case.

- All attempts will be made to handle complaints with confidentiality and sensitivity. In exceptional circumstances it may not be possible to maintain confidentiality in order to resolve the issue. Should this be the case, the client will be consulted to discuss available options.

#### How is a complaint resolved?

The OMB will send a response in writing, to advise the outcome of the complaint process. Correspondence will be clearly written providing details of the investigation and the decision made. Complaints may be resolved in various ways including:

- Clarification of a misunderstanding
- Issuing a formal apology
- Provision of a particular service to client
- Changing or implementing procedures to prevent similar issues arising in the future

#### Anonymous Complaints

Not accepted.

## Complaints

If you are not satisfied with the OMB's response to your complaint you can contact the Office of the Ombudsman.

Address: Office of the Ombudsman  
PO Box 2252, KY1-1107  
3<sup>rd</sup> Floor, Anderson Square, Shedden Road  
George Town, Grand Cayman  
Telephone: (345) 946-6283

Email: [info@ombudsman.ky](mailto:info@ombudsman.ky)

Website: [www.ombudsman.ky](http://www.ombudsman.ky)

## **7. Categories of Information**

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- 7.1 About Us
- 7.2 Strategic Management
- 7.3 Finance & Administration
- 7.4 Policies & Procedures
- 7.5 Decisions & Recommendations
- 7.6 Lists & Registers
- 7.7 Our Services

### **7.1 ABOUT US**

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#### Contact Details

Physical Address: Office of the Ombudsman  
3<sup>rd</sup> Floor, Anderson Square, Shedden Road  
George Town, Grand Cayman

Mailing Address: PO Box 2252  
Grand Cayman KY1-1107  
CAYMAN ISLANDS

Telephone: (345) 946-6283

Email: [info@ombudsman.ky](mailto:info@ombudsman.ky)

Hours: Monday to Friday, 9:00am - 4:00pm

## Staff

### *Ombudsman*

Mrs. Sandy Hermiston

### *Deputy Ombudsman, FOI*

Mr. Jan Liebaers

### *Deputy Ombudsman Complaints*

Vacant

### *Senior Appeals & Policy Officer*

Mrs. Charlene Roberts

### *Appeals & Communications Officer*

Mrs. Derrylee Martin-Rankin

### *Senior Investigator*

Mr. Daniel Lee

### *Senior Investigator/Internal Complaints Processes Manager*

Ms. Julie Faulknor-Grant

### *Senior Investigator*

Mrs. Bridgette Lazzari Von Gerhardt

### *Complaints & Compliance Analyst*

Ms. Shamique Davis

### *Administrative and Finance Manager*

Mrs. Rene Lynch

### *Senior Police Investigator*

Mr. Peter Mcloughlin

The Office of the Ombudsman is one of the key institutions in democracy that ensures the provision of openness and accountability during the decision making process. In the Cayman Islands, this Office follows the merger of the Office of the Complaints Commissioner (OCC) and The Ombudsman's Office (ICO), and the appointment of Mrs. Sandy Hermiston as the Ombudsman for the Cayman Islands on 13 September 2017.

The Ombudsman is an independent Officer of the Legislature who acts as the watchdog dealing with public complaints and information rights in the Cayman Islands. The Ombudsman has the responsibility for whistleblowing, public complaints against the police and data protection. The Ombudsman is not an advocate for complainants or defender of authorities. Rather, the Ombudsman conducts confidential and impartial investigations and will make recommendations in situations where the authority is being unfair in the conduct of its business.

The Ombudsman may:

- a. Hear, investigate and rule on appeals filed under the Freedom of Information Law,
- b. Monitor and report on the compliance by public authorities with their obligations under the Law,
- c. Make recommendations for reform both of a general nature and directed at specific public authorities,
- d. Refer to the appropriate authorities cases where it appears that a criminal offence has been committed, and



- e. Publicise the requirements of the Law and the right of individuals under it.

### Boards and committees

The Office of the Ombudsman does not oversee any boards at this time.

## **Freedom of Information**

### Frequently asked questions (FAQ's)

1. Who can request information?
2. Who should I address my request to?
3. What qualifies as a request for information under the Freedom of Information Law?
4. What information can I ask for?
5. Is there a difference between asking for "records" and "information"?
6. Can I make an anonymous request?
7. Do I have to tell the government why I want the information?
8. How quickly will I get a response to my request?
9. What will be in the response?
10. How much does it cost to make an FOI Request?
11. What are my options if I don't get a response to my request?
12. What if I don't like the response from the Public Authority?
13. How do I make an Appeal with the Ombudsman's Office?
14. Do I need a lawyer to file an Appeal with the OMB?
15. How long does an OMB appeal take?
16. If my appeal becomes a Hearing, do I need to appear before the Ombudsman in person?

### **Who can request information?**

Anyone can request information under the Freedom of Information Law, regardless of their nationality, physical location or age.

### **Who should I address my request to?**

You should direct your request to the Information Manager ("IM") of the public authority that holds the records. You can find out who the IM is by:

1. Calling, emailing or visiting the public authority concerned;
2. Looking up the name of the IM on the list of the public authorities (can be found on the OMB website);
3. Looking up the contact details on 'The 2017 FOI Publication Schemes' compilation of all public authority's publication schemes (can be found on the OMB website).

If you make your request to the wrong public authority, the Law requires the IM to transfer your request within 14 days to the public authority that holds the record(s) or whose functions are more closely connected with the subject matter of your request.

### **What qualifies as a request for information under the FOI Law?**

In order for your request to qualify as a request under the FOI Law it must meet two criteria:

1. You must make your request in writing, which includes email.
2. Your request must contain enough information to enable the public authority to identify the records.

You do not need to mention the FOI Law, but it may help to do so.

For further information on how to make a request please visit the FOI section of the OMB website. You can also download a copy of the standard FOI Request form, however use of this form is not mandatory.

### **What information can I ask for?**

You can ask for any information that the Government holds; however, in some cases the Government may legitimately withhold information from you according to certain limited exemptions under the FOI Law. Government may also defer disclosure of the information in certain circumstances.

For example, government may withhold information if its disclosure could reasonably be expected to affect the conduct of an investigation, or if it would be likely to endanger the physical or mental health of an individual.

For more on the exemptions that are allowed, please see sections 15 to 25 of the FOI Law.

### **Is there a difference between asking for “records” and “information”?**

An example of a request for records would be: “I want access to the travel receipts for the month of December”.

An example of a request for information would be: “I want to know how much Government spent on travel in December”.

The FOI Law grants a right to obtain access to “records”. A “record” is defined as “information held in any form”. This includes a record in writing, a map, plan, graph or drawing, a photograph, a disk tape, sound track, any film, etc.

You should try and make your request for a “record” or “records”, if possible. If you don’t know what record to ask for, you should seek assistance from the Information Manager you are dealing with. The IM has a duty to communicate with you and help you refine your request.

### **Can I make an anonymous request?**

You have to supply a name when you make a request or an appeal, but it does not have to be your real name, a pseudonym is acceptable. You can also ask that a copy of the records be sent to an email address without revealing your real name.

However, if you ask for your own personal information you will need to show proof of your identity, or you may not obtain it.

For more information on how to make a request please visit the FOI section of the OMB website. You can also download a copy of the standard FOI Request form, however, use of this form is not mandatory.

The OMB has also written a Position Paper on Anonymity and Fees.

### **Do I have to tell the government why I want the information?**

No, you do not have to give any reasons why you want the information or how you intend to use it. However, in some cases background information may assist the Information Manager in locating the records you have requested. Background information may also assist the public authority and the OMB in determining the public interest.

### **How quickly will I get a response to my request?**

A public authority must acknowledge your request within 10 calendar days, and provide a reply within 30 calendar days. However they may extend this period in writing by another 30 calendar days for good cause.

There are slightly different time lines for requests that are transferred to another public authority. The transfer itself must be completed within 14 calendar days, and the second public authority then has 30 calendar days from the date of the transfer. They can also extend this period by 30 calendar days for good cause.

## **What will be in the response?**

When the Information Manager gives you the public authority's initial decision, the reply should:

1. Provide the records that are being disclosed in full (if any);
2. Provide the records that are being partially disclosed (if any), with the legal reasons for the redactions;
3. List all the records that are being withheld (if any) with the legal reasons for not disclosing them;
4. Include the options available to you, e.g. whether you can request an internal review or an appeal to the Ombudsman.

If no records are held, this should be stated in the decision.

## **How much does it cost to make an FOI Request?**

There is no fee for making an FOI request itself.

Public authorities are allowed to charge a fee for copying and shipping the records to you. You may be able to prevent this fee by asking for electronic copies to be sent to your email address. If you do not have the means to pay the fee you may request that Government waive it.

For more information on the copying and shipping fees that can be charged, please see Schedule 3 of the FOI (General) Regulations 2008.

It is important to note that many public authorities routinely collect fees for records for sale to the public (outside of FOI). Making an FOI request for those records will not reduce or eliminate the applicable fees.

## **What are my options if I don't get a response to my request?**

If you do not get an acknowledgment of your request within 10 calendar days, and you do not know if your request has been received, you can contact the Information Manager to confirm this.

If you do not get a response to your request after 30 calendar days, you should contact the Information Manager and ask for an internal review. Under the FOI Law a non-response is the same as a refusal to grant access. Therefore, you are entitled to ask that the responsible Chief Officer review the issue.

If you do not get a response to an internal review 30 calendar days after asking for it, you should contact the OMB for an appeal.

## **What if I don't like the response from the public authority?**

The FOI Law gives the general public a right to access government records. However, there are a number of valid reasons why a public authority can withhold a record in whole or in part. The most common reason is that one or more so-called "exemptions" may apply to the record or to part of the record. You have a right to know exactly what the legal reason is for withholding the record or part of the record.

Bearing this in mind, if for any reason you are dissatisfied with the response of a public authority, for instance if you do not believe that a claimed exemption applies, you are entitled to request an internal review of the decision.

Your request for an internal review should be made to the same Information Manager who accepted your initial request. An internal review must be completed within 30 calendar days by the Chief Officer responsible for the public authority. There is no extension of this period.

If you are not satisfied with the decision of the Chief Officer's internal review, you can appeal to the OMB. In some circumstances you can appeal directly to the OMB, without an internal review.

If at any time you are unsure about the next steps to take please contact the OMB for direction.

Finally, if your complaint is not about FOI, you should consider using the public authority's internal complaint procedures or customer service. You may also have the option of filing a formal complaint with the Complaints Division.

For a copy of the OMB's own internal complaint policy, please see the **Contact Us** page on the OMB web site. A paper copy of both the policy and form can also be obtained from the office.

### **How do I make an appeal with the Ombudsman's Office?**

The OMB can only accept an appeal if all other means of redress have been exhausted. This normally means that first you have to ask for an internal review within the public authority concerned, as described above, before you can make an appeal to the OMB.

Your request for an appeal with the OMB needs to be in writing. Make sure to include copies of the following documentation, if applicable:

1. your initial FOI request;
2. the public authority's acknowledgement of your FOI request and their initial decision;
3. your request for an internal review;
4. the Chief Officer's internal review decision;
5. any records that were disclosed to you, including redacted records.

We will review your documentation and confirm whether we can accept an appeal under the FOI Law or not.

See the OMB's Appeal Policy and Procedures on the OMB website for more information.

### **Do I need a lawyer to file an Appeal with the OMB?**

It is entirely up to you if you wish to use legal representation, but it is not a requirement under the FOI Law. Should you choose to retain a lawyer, then you will be liable for your own legal costs.

You are required to provide a written submission to the Ombudsman if your OMB appeal reaches the formal hearing stage. However, in most cases a simple statement of your position will do.

The Law puts the burden of proof on the public authority to show that it fulfilled its obligations under the Law. Therefore, applicants are not required to file complex legal arguments.

### **How long does an OMB appeal take?**

The timing of an appeal will depend on a number of factors, including whether it can be resolved informally, and whether it proceeds to a formal hearing.

Once an appeal has been accepted by the OMB, the OMB will investigate whether the public authority has met all its obligations under the Law. OMB staff will attempt to resolve a dispute as quickly as possible, but delays may occur for various reasons, which is why informal resolution can take anywhere from a few days to a few months.

Some appeals to the OMB proceed to the formal hearing stage. This means that the Ombudsman will personally review the case and make a binding ruling.

Once a hearing schedule has been agreed with the two parties, the Appeals and Communications Officer issues the Notice of Hearing and Fact Report. Submissions and counter-submissions are received and exchanged between the Applicant and the public authority(s) involved. This process takes approximately 25 days.

When all documentation has been received and reviewed, the Appeals and Communication Officer closes the hearing and the matter then goes to the Ombudsman for review and a binding decision. The Ombudsman has 30 calendar days to provide a decision, however this period may be extended a further 30 calendar days for good cause.

Both parties (the applicant and the public authority(s)) can appeal a decision of the Ombudsman to the Grand Court on the basis of a judicial review.

### **If my appeal becomes a hearing, do I need to appear before the Ombudsman in person?**

So far the Ombudsman has not called any oral hearings, and all hearings have taken place entirely in writing.

### **Maladministration complaints**

Each government department and authority has a complaints process. The Ombudsman wants to ensure that there is good communication between the first level of complaint and the final level. To examine complaints from people who feel they have been unfairly. To conduct impartial, independent and thorough examination of allegations and objectively analyse the matters aroused by the member of the public as well as the actions of the government department or member of staff. Identify the salient issues and make recommendations.

### **Who can make a complaint?**

The Office investigates written complaints made by residents against government departments, ministries, portfolios, authorities, statutory boards, government companies and agencies.

Certain offices cannot be investigated, for example, the Governor and the Auditor General.

The resident must first attempt to resolve the complaint with the supervisor of the government office involved before seeking the assistance of this Office.

### **Who can you complain about?**

Complaints may focus on relevant topics of maladministration such as inefficient, bad or improper administration. These terms include:

- Bias, partiality
- Neglect, inattention
- Delay
- Abuse of power
- Incompetence, ineptitude
- Perversity, rudeness
- Unwillingness to treat the resident as a person with rights
- Refusal to answer reasonable questions
- Neglecting to inform a complainant about rights or entitlement, including appeal routes
- Knowingly giving misleading or inadequate advice
- Offering no redress
- Faulty procedures
- Failure by management to adequately monitor compliance with procedures
- Failure to reduce the effects of rigid adherence to the letter of the law where that produces inequitable results.

### **How can you complain?**

The resident must first attempt to resolve the complaint with the supervisor of the government officer involved before seeking the assistance of this Office.

Residents can come to the Office of the Ombudsman in Grand Cayman to register their complaint or they can make arrangements to have someone from the office meet with them. Please note that frequent visits to meet with residents of our Sister Islands are also made throughout the year. Please contact the office to inquire our next visit or to schedule an appointment.

The free, confidential investigation will determine if injustice has been caused to the resident by improper or unreasonable conduct, or by inadequate administration

### **Complaints against the Police (Commencement to be announced)**

The Ombudsman will receive public complaints about their interaction with the police. It is crucial that the public has faith in the independence and impartiality of the Ombudsman. Equally, RCIPS needs to be confident of the same treatment – independence and impartiality.

### **Data Protection (Commencing January 2019)**

The Data Protection Law 2017 protects the fundamental right to private and family life of individuals, enshrined in the Cayman Islands Constitution and Bill of Rights. The Law is modeled on current European Union legislation, and aims to meet the EU's requirements for "adequate protection" in relation to the processing of personal data, which allows the international transfer of personal data.

Under the new law any "data controller" in the public or private sector who collects and processes information that can identify an individual will be expected, amongst other things, to tell the individual upfront what the purpose of using the information is, and ensure the information is relevant and not excessive for the purpose it is used for. With certain exemptions, the Law grants individuals the right to access their own personal data, and demand that processing, as well as processing for direct marketing purposes, cease.

Once the Law has come into effect in January 2019, enforcement will be undertaken by the Office of the Ombudsman.

### **Whistleblowing (Commencing March 2018)**

There is a current project within government to develop a communication strategy regarding whistleblowing. It will be shared once complete – in order to ensure that it is consistent with all other messaging.

## **7.2 STRATEGIC MANAGEMENT**

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Strategic Management involves administering the authority's operations at the organizational level; developing business plans and corporate policy; setting long-term goals and objectives; evaluating the agency's overall performance and progress towards established targets; managing programs to improve business processes and ensure consistent service delivery; preparing or revising laws and other regulatory instruments that affect the authority's functions and responsibilities; and obtaining legal advice from external sources.

### **Governance**

The following is a list of high-level documents that inform and direct the functions and activities of the OMB.

- Freedom of Information Law (2015 Revision)
- Freedom of Information Law (2007)
- Freedom of Information (General) Regulations (2008)
- Freedom of Information (Information Commissioner) Regulations (2008)

- The Freedom of Information Law, 2007 (Commencement) Order (2008)
- Public Service Management Law (2013 Revision)
- Public Service Personnel (Regulations) (2013 Revision)
- Public Management and Finance Law (2013 Revision)
- Financial Regulations (2013 Revision)
- Public Service Pensions Law (2013 Revision)
- Public Service Pensions Regulations (2011 Revision)
- Public Holidays Law (2007 Revision)
- National Archive and Public Records Law (2010 Revision)
- National Archive and Public Records (Regulations) 2007
- Health Insurance Law (2013 Revision)
- Cayman Islands Constitution Order, 2009
- Complaints Commissioner Law (2014 Revision)
- The Data Protection Law 2017
- The Whistleblower Protection Law, 2015
- The Police (Complaints by the Public) Law, 2017
- Freedom of Information Law (2015 Revision), as amended Law 10 of 2007 consolidated with Law 19 of 2012 and Law 27 of 2017.

### **Corporate management**

The following is a list of high-level documents that plan and evaluate the work of the authority.

#### Reports – Operational

- Operational Plan & 1<sup>st</sup> Quarter Report: January 4<sup>th</sup> – March 31<sup>st</sup>, 2009
- Operational Plan & 2<sup>nd</sup> Quarter Report: April 1<sup>st</sup> – June 30<sup>th</sup>, 2009
- Operational Plan & 3<sup>rd</sup> Quarter Report: July 1<sup>st</sup> – September 30<sup>th</sup>, 2009
- Operational Plan & 4<sup>th</sup> Quarter Report: October 1<sup>st</sup> – December 31<sup>st</sup>, 2009
- Operational Plan & 1<sup>st</sup> Quarter Report: January 1<sup>st</sup> – March 31<sup>st</sup>, 2010
- Operational Plan & 2<sup>nd</sup> Quarter Report April 1<sup>st</sup> – June 30<sup>th</sup>, 2010
- 2010 / 2011 Operational Plan & 1<sup>st</sup> Quarter Report: July 1<sup>st</sup> – September 30<sup>th</sup>
- 2010 / 2011 Operational Plan & 2<sup>nd</sup> Quarter Report: October 1<sup>st</sup> – December 31<sup>st</sup>
- 2010 / 2011 Operational Plan & 3<sup>rd</sup> Quarter Report: January 1<sup>st</sup> – March 31<sup>st</sup>
- 2010 / 2011 4<sup>th</sup> Quarter Report: April 1<sup>st</sup> – June 30<sup>th</sup>
- 2011 / 2012 1<sup>st</sup> Quarter Report: July 1<sup>st</sup> – September 30<sup>th</sup>
- 2011 / 2012 2<sup>nd</sup> Quarter Report: October 1<sup>st</sup> – December 31<sup>st</sup>
- 2011 / 2012 3<sup>rd</sup> Quarter Report: January 1<sup>st</sup> – March 31<sup>st</sup>
- 2011 / 2012 4<sup>th</sup> Quarter Report: April 1<sup>st</sup> – June 30<sup>th</sup>
- 2012 / 2013 1<sup>st</sup> Quarter Report: July 1<sup>st</sup> – September 30<sup>th</sup>
- 2012 / 2013 2<sup>nd</sup> Quarter Report: October 1<sup>st</sup> – December 31<sup>st</sup>
- 2012 / 2013 3<sup>rd</sup> Quarter Report: January 1<sup>st</sup> – March 31<sup>st</sup>
- 2012 / 2013 4<sup>th</sup> Quarter Report: April 1<sup>st</sup> – June 30<sup>th</sup>
- 2013 / 2014 1<sup>st</sup> Quarter Report: July 1<sup>st</sup> – September 30<sup>th</sup>
- 2013 / 2014 2<sup>nd</sup> Quarter Report: October 1<sup>st</sup> – December 31<sup>st</sup>
- 2013 / 2014 3<sup>rd</sup> Quarter Report: January 1<sup>st</sup> – March 31<sup>st</sup>
- 2013 / 2014 4<sup>th</sup> Quarter Report: April 1<sup>st</sup> – June 30<sup>th</sup>
- 2014 / 2015 1<sup>st</sup> Quarter Report: July 1<sup>st</sup> – September 30<sup>th</sup>
- 2014 / 2015 2<sup>nd</sup> Quarter Report: October 1<sup>st</sup> – December 31<sup>st</sup>
- 2014 / 2015 3<sup>rd</sup> Quarter Report: January 1<sup>st</sup> – March 31<sup>st</sup>
- 2014 / 2015 4<sup>th</sup> Quarter Report: April 1<sup>st</sup> – June 30<sup>th</sup>

#### Reports – Annual & Half Year

- Cayman Islands Government Annual Report
- Information Commissioner's 2009 Annual Report
- Information Commissioner's 2010 Half Year Report: January – June, 2010
- Information Commissioner's 2010 – 2011 Annual Report
- Information Commissioner's 2011 – 2012 Annual Report
- Information Commissioner's 2012 – 2013 Annual Report
- Information Commissioner's 2013 – 2014 Annual Report
- Information Commissioner's 2014 – 2015 Annual Report
- Information Commissioner's 2015 – 2016 Annual Report
- Information Commissioner's 2016 – 2017 Annual Report

#### Reports – Compliance

- 2009 ICO 1<sup>st</sup> Quarter Compliance Report
- 2009 ICO 2<sup>nd</sup> Quarter Compliance Report
- 2009 ICO 3<sup>rd</sup> Quarter Compliance Report
- 2009 ICO 4<sup>th</sup> Quarter Compliance Report
- 2009 Annual Compliance Report
- 2010 ICO 1<sup>st</sup> Quarter Compliance Report
- 2010 ICO 2<sup>nd</sup> Quarter Compliance Report
- 2010 ICO 3<sup>rd</sup> Quarter Compliance Report
- 2010 ICO 4<sup>th</sup> Quarter Compliance Report
- 2010 Annual Compliance Report

#### Statistics

- ICO Annual Appeal Statistics 2009
- ICO Annual Appeal Statistics 2010
- ICO First Quarter Statistics 2010/2011
- ICO Second Quarter Statistics 2010/2011
- ICO Third Quarter Statistics 2010/2011
- ICO Fourth Quarter Statistics 2010/2011
- Freedom of Information Statistics 2012
- Freedom of Information Statistics 2013
- Freedom of Information Statistics 2014
- Freedom of Information Statistics 2015
- Freedom of Information Statistics 2016

#### Reports – Right to Know Week

- 2009 Right to Know Week Project Summary
- 2010 Right to Know Week Project Summary
- 2011 Right to Know Week Project Summary
- 2012 Right to Know Week Project Summary
- 2013 Right to Know Week Project Summary
- 2014 Right to Know Week Project Summary
- 2015 Right to Know Week Project Summary

#### Reports – Publicity Tracking

- Public Relations Tracking 2009 – 2010
- Public Relations Tracking 2011
- Public Relations Tracking 2012



### Recommendations

- ICO Law Review Recommendations 2010

### Plans

- OMB Hurricane Preparedness Plan (*updated annually*)
- 2009 Hazard Management Plan for Records
- 2011 Hazard Management Plan for Records (*updated annually*)

2012 Hazard Management Plan for Records

## **7.3 FINANCE & ADMINISTRATION**

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Administering the authority's internal functions and managing its resources efficiently and effectively. This includes records pertaining to the management of monetary resources, material resources, human resources, information resources, and relationships with clients, the public and other government agencies.

### **Financial management**

This includes documents relating to the administration of the Office of the Ombudsman's monetary resources - including projected and actual income and expenditure; tendering; procurement; and contracts.

- Invoices
- Vendor Files
- Petty Cash Reports
- Credit Card Statements
- Financial Ledgers
- Financial Reports (*These are generated by computer based on the parameters given*)
- OMB Budget (*A link to our part of the overall government budget is available on our website*)
- ICO 2010-2011 Audited Financial Statements
- ICO 2012-2013 Audited Financial Statements
- ICO 2013-2014 Audited Financial Statements
- ICO 2014-2015 Audited Financial Statements
- ICO 2015-2016 Audited Financial Statements
- OMB 2016-2017 Audited Financial Statements

### **Administration**

Documents relating to other administrative functions carried out within the authority – including buildings, equipment & vehicles; communications; human resources; information & technology management.

- Press Releases
- Employment Opportunities (*these are listed on our website and advertised locally when applicable*)
- OMB Organizational Chart
- OMB Salary Scale
- OMB Team Meeting Minutes
- OMB File Plan (*Not currently published in its entirety*)
- Brac House Lease
- Montpelier Lease
- International Realty Group Lease
- Job Descriptions
- Biographies

## **7.4 POLICIES & PROCEDURES**

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*Current written protocols used by the authority for carrying out functions, activities and delivering services.*

#### Policies

- Customer Service Policy
- Policies & Procedures: Appeals
- OMB Media Protocol

#### Manuals

- ICO Induction Manual
- ICO Internal Training Manual
- Hearing Guidance Manual
- OMB Intake Manual

#### Register of Interests

- Ombudsman
- Deputy Ombudsman - FOI
- Deputy Ombudsman - Complaints
- Senior Appeals and Policy Analyst
- Appeals and Compliance Officer
- Appeal & Communications Officer & Deputy Information Manager
- Administrative and Finance Manager
- Senior Investigator/Information Manager
- Senior Investigator - Complaints
- Senior Police Investigator
- Customer Service Intake Officer
- Senior Investigator/Internal Complaints Processes Manager
- Register of Interest Policy

#### Guidance & Discussion Papers

- The Different Roles and Duties of the Freedom of Information Unit and The Ombudsman's Office
- Public Authorities Tips for a Reasonable Search
- Instructions for a Written Hearing
- OMB Recommendations for FOI Law 2007 Review (2010)
- OMB Position Paper on Anonymity and Fees (2011)

#### Presentations & Seminars

- ICO Information Pack 2009
- PowerPoint Presentation - Data Protection
- IM Network Meeting 2009
- IM Network Meeting 2010
- OMB General Information PowerPoint Presentations (*altered for each audience – full list available upon request*)
- Judicial Review Seminar 2010
- ICO IM Seminar Series 2010
- ICO IM Seminar Series 2011
- ICO IM Seminar Series II 2012
- ICO IM Seminar Series II 2013
- ICO IM Seminar Series III 2014
- ICO IM Seminar Series IV 2015

#### Appeal Investigation Summaries

- Mediation Summaries: January – June 2009
- Mediation Summaries: July – September 2009
- Mediation Summaries: September – December 2009

- Mediation Summaries: January – June 2010
- Mediation Summaries: July – December 2010
- Mediation Summaries: January – March 2011
- Mediation Summaries: April – June 2011

#### Forms & Booklets

*(The documents listed below are available online as well as in hardcopy at many public authorities as well as the OMB)*

- OMB Appeal Form
- FOI Request Form
- List of Public Authorities & FOI Contact Details
- Customer Service Form
- Employment Application Form
- ICO Brochure – Your Guide to Freedom of Information

#### Newsletters

- ICO – 1<sup>st</sup> Edition, September 2009
- ICO – 2<sup>nd</sup> Edition, December 2009
- ICO – 3<sup>rd</sup> Edition, March 2010
- ICO – 4<sup>th</sup> Edition, June 2010
- ICO – 5<sup>th</sup> Edition, September 2010
- ICO – 6<sup>th</sup> Edition, December 2010
- ICO – 7<sup>th</sup> Edition, March 2011
- ICO – 8<sup>th</sup> Edition, June 2011
- ICO – 9<sup>th</sup> Edition, September 2011
- ICO – 10<sup>th</sup> Edition, December 2011
- ICO – 11<sup>th</sup> Edition, March 2012
- ICO – 12<sup>th</sup> Edition, June 2012
- ICO – 13<sup>th</sup> Edition, September 2012
- ICO – 14<sup>th</sup> Edition, December 2012
- ICO – 15<sup>th</sup> Edition, March 2013
- ICO – 16/17<sup>th</sup> Edition, September 2013
- ICO – 18<sup>th</sup> Edition, December 2013
- ICO – 19<sup>th</sup> Edition, December 2014
- ICO – 20<sup>th</sup> Edition, June 2016
- ICO – 21<sup>st</sup> Edition, December 2016
- ICO – 22<sup>nd</sup> Edition, June 2017

## **7.5 DECISIONS & RECOMMENDATIONS**

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Information about proposals, resolutions, assessments and results, including decision-making processes.

#### Hearings

- ICO Decision – 1-01009 (Government Information Services)
- ICO Decision – 2-01109 (Royal Cayman Islands Police Service)
- ICO Decision – 3-02209 (Department of Agriculture)
- ICO Decision – 4-02109 (Cabinet Office)
- ICO Decision – 5-00310 (Cayman Islands National Insurance Company)
- ICO Decision – 6-01810 No Decision appeal abandoned
- ICO Decision – 7-01010 (Public Service Pensions Board)
- ICO Decision – 8-01610 (Health Regulatory Services Department)
- ICO Decision – 9-02210 (Cayman Islands National Insurance Company)
- ICO Decision – 10-02310 (Portfolio of Legal Affairs)

- ICO Decision – 11-02410 (Ministry of Tourism, Finance and Development)
- ICO Decision – 12-01011 & 01211 (Portfolio of Legal Affairs)
- ICO Decision – 13-00511 (Ministry of Tourism, Finance and Development)
- ICO Decision – 14-00711 (Royal Cayman Islands Police Service)
- ICO Decision – 15-00611 (Ministry of Tourism, Finance and Development)
- ICO Decision – 16-00811 (National Pensions Office)
- ICO Decision – 17-01711 (Royal Cayman Islands Police Service)
- ICO Decision – 18-01311 (Judicial Administration)
- ICO Decision – 19-01911 (Port Authority)
- ICO Decision – 20-00112 (Public Service Pension Board)
- ICO Decision – 21-00212 (Portfolio of the Civil Service & Deputy Governor’s Office)
- ICO Preliminary Decision – 22-00712 (Cabinet Office)
- ICO Substantive Decision – 22-00712 (Cabinet Office)
- ICO Decision – 23-00512 (National Pensions Office)
- ICO Decision – 24-00612 (Governor’s Office)
- ICO Decision – 25-00812 (Port Authority)
- ICO Decision – 26-00312 (Office of the Auditor General)
- ICO Decision – 27-00912 (Public Service Pensions Board)
- ICO Decision – 28-02112 (Governor's Office )
- ICO Decision – 29-02312 (Ministry of Tourism, Department of Tourism)
- ICO Decision – 30-00113 (CINICO)
- ICO Decision – 31-02012 (Department of Children and Family Services)
- ICO Decision – 32-01812 (Ministry of Education, Employment and Gender Affairs and the Department of Labour and Pensions)
- ICO Decision – 33-01113 (CINICO)
- ICO Decision 34 (Discontinued, no Decision issued.)
- ICO Decision – 35-01213 & 01313 (PART 1) (Ministry of Education, Employment and Gender Affairs)
- ICO Decision – 35-01213 & 01313 (PART 2) (Ministry of Education, Employment and Gender Affairs)
- ICO Decision – 36-00713 (CINICO)
- ICO Decision – 37-02613 (Department of Planning)
- ICO Decision – 38-02413 (Department of Planning)
- ICO Decision – 40-02813 Part 1 (Cabinet Office)
- ICO Decision – 40-02813 Part 2 (Cabinet Office)
- ICO Decision – 41-00000 (Governor’s Office)
- ICO Decision – 42-03313 (The Planning Department)
- ICO Decision – 43-00814 (The Portfolio of Legal Affairs)
- ICO Decision – 44-01114 (The Health Services Authority - Discontinued, no Decision issued)
- ICO Decision – 45-00000 (The Governor’s Office – Matter is in progress)
- ICO Decision – 46-00914 (Ministry of Education, Employment and Gender Affairs – Matter is in progress)
- ICO Decision – 47-00515 (Department of Health Regulatory Services)
- ICO Decision – 48-01115 (HM Customs Department)
- ICO Decision – 49-01215 (Ministry of Education, Employment and Gender Affairs – Discontinued)
- ICO Decision – 50-01315 (Cayman Islands Airport Authority)
- ICO Decision – 51-01914 (Cayman Airways)
- ICO Decision – 52-01515 (Department of Children and Family Services)
- ICO Decision – 53-01715 (Department of Health Regulatory Services)
- ICO Decision – 54-02516 (Her Majesty’s Cayman Islands Prison Service)
- ICO Decision – 55-00916 (Royal Cayman Islands Police Service)
- ICO Decision – 56-00217(Abandoned)
- ICO Decision – 57-02316 (Cayman Islands Department of Immigration)
- OMB Decision – 58-00717 (In progress)
- OMB Decision – 59-00517 (Lands and Survey Department)

## Investigations

### Section 44. Compliance Investigations

#### Own Initiative Investigations

SEC.44 INVESTIGATION	PUBLIC AUTHORITY	DATE
Inv 18	Immigration Department	Cancelled
Inv 17	Judicial Administration	27 June 2014
Inv 16	Court Administration	16 May 2013
Inv 15	National Pensions Office	---
Inv 14	Ministry of Tourism and Development and Computer Services Department	1 Mar 2013
Inv 13 – 00313	Ministry of Financial Services	7 Mar 2013
Inv 10 – 02711	Civil Aviation Authority of the Cayman Islands	21 Dec 2011
Inv 11 – 00311	Prison Service	23 Feb 2011
Inv 10 – 00211	Royal Cayman Islands Police	09 Jun 2011
Inv 9	Lands and Survey - No Order issued, matter resolved informally	---
Inv 9 – 00111	Ministry of Finance, Tourism and Development	04 Apr 2011
Inv 8 – 00710	Immigration Department	29 Dec 2010
Inv 7 – 00610	Ministry of Finance, Tourism and Development	09 Dec 2010
Inv 6 – 00510	Ministry of Finance, Tourism and Development	11 Nov 2010
Inv 5 – 00410	Ministry of Community Affairs, Gender and Housing	08 Nov 2010
Inv 1- 00109	Governor's Office	18 Dec 2009

- Own Initiative 1 – Public Authority Records Management, section 52 Compliance 15 June 2010
- Own Initiative 2 – Anonymous requestor (“Operation Fred”) 27 Sept 2010
- Own Initiative 3 - Anonymous requestor (“Operation Freddy”) 4 February 2011
- Own Initiative 4 – (Website Survey) 15 July 2011
- Own Initiative 5 – (Government FOI Email Addresses) 9 May 2014
- Own Initiative 6 – Abandoned
- Own Initiative 7 – Jade Report

- Own Initiative 8 – Website Report

#### Good Practice Assessments

- Good Practice Assessment – 0111 Health Services Authority 20 October 2011

### **7.6 LISTS & REGISTERS**

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Information held in registers required by law and other lists or registers relating to the functions of the authority.

- FOI Disclosure Log (*Available on our website. Electronic or hard copies may be requested*)
- 2010 FOI Publication Scheme List (*Master list published on our website and updated each year*)
- 2011 FOI Publication Scheme List (*Master list published on our website and updated each year*)
- 2012 FOI Publication Scheme List (*Master list published on our website and updated each year*)
- 2013 FOI Publication Scheme List (*Master list published on our website and updated each year*)
- 2014 FOI Publication Scheme List (*Master list published on our website and updated each year*)
- 2015 FOI Publication Scheme List (*Master list published on our website and updated each year*)
- 2016 FOI Publication Scheme List (*Master list published on our website and updated each year*)
- 2017 FOI Publication Scheme List (*Master list published on our website and updated each year*)
- OMB 2018 FOI Publication Scheme List (*Master list published on our website and updated each year*)

### **7.7 OUR SERVICES**

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*The Ombudsman may:*

- a. Hear, investigate and rule on appeals filed under the Freedom of Information Law,
- b. Investigate in a fair and independent manner complaints against government to ascertain whether injustice has been caused by improper, unreasonable, or inadequate government administrative conduct, and to ascertain the inequitable or unreasonable nature or operation of any enactment or rule of law.
- c. Monitor and report on the compliance by public authorities with their obligations under the Law,
- d. Make recommendations for reform both of a general nature and directed at specific public authorities,
- e. Refer to the appropriate authorities cases where it appears that a criminal offence has been committed,
- f. Publicise the requirements of the Law and the right of individuals under it.

### **OPERATIONAL FUNCTIONS**

*You will find listed below the higher level headings from the OMB's operational file plan. They are broken down broadly into functions and beneath those functions you will find the activities and record series that relate to each function. All the OMB's operational records fit into the categories listed below:*

#### **Appeals Management**

The Office of the Ombudsman hears and rules on appeals filed under the FOI Law.

#### Investigations

Appeal Case Files

#### Hearing

Decisions

Registrar's Case Files

Commissioner's Hearing Binders

Judicial Review Case Files

### Advising

- Applicants
- 3rd Party Information

### Policy

- Intake Policies
- Mediation Policies
- Hearing Policies

### **Compliance Management**

The Office of the Ombudsman is tasked with monitoring and reporting on the compliance of public authorities with the FOI Law. It is also empowered to conduct investigations.

### Reporting

- Annual Reports
- Quarterly Reports
- Publicity Tracking Reports
- Publication Schemes

### Investigating

- Own Initiative Case Files
- Own Initiative Reports
- S. 44 Case Files
- S. 44 Reports
- Good Practice Assessment Case Files
- Good Practice Assessment Reports

### Advising

- Public Authorities

### Training

- Public Authority Network Meetings
- OMB Training Courses
- Guidance Notes

### **Promotional Management**

The Office of the Ombudsman is required to publicise the requirements of the FOI Law and the rights of individuals under it.

### Promoting

- Right to Know Week Planning
- Right to Know Week Project Summaries
- Other Promotional Activities
- Sister Islands

### Educating

- Presentations
- Articles
- Public Education

### Publishing

- OMB Newsletter
- Rack Cards
- Booklets & Forms

### **Regulatory Reform Management**

The Office of the Ombudsman holds records related to its involvement in groups and committees that review and advise on various Laws.

### Advising & Reviewing:

- Data Protection Working Group
- Oversight Committee
- Law Reform Committee
- PSML & PFML
- Law Reform Recommendations

### Research & Development

- Research of International Laws
- International Correspondence
- FOI Seminars

## **ADMINISTRATIVE FUNCTIONS**

*You will find listed below the higher level headings from our administrative file plan. They are broken down broadly into functions and beneath those functions you will find the activities and record series that relate to each function. All the OMB's administrative records fit into the categories listed below:*

### **Buildings, Equipment & Vehicles**

Administering the agency's material resources; managing agency buildings, equipment and vehicles to facilitate normal business operations; acquiring and maintaining premises that are built, purchased or leased by the public sector agencies; acquiring and maintaining equipment and stores-major and minor; acquiring and maintaining most types of vehicles operated by the public sector agencies.

Includes capital project management, motor vehicle accident reporting, hiring, leasing and security activities.

### Capital Projects

- Renovations
- Installations

### Leasing

- Premises

### Maintenance

- Building Maintenance
- Janitorial Services

### Security

- Security Systems

### Policy

- Building, Equipment & Vehicle Policies



### Planning

Hazard Management  
Building, Equipment & Vehicle Plans

### **Communications**

Administering the agency's relationships with its clients, Government and the public; maintaining customer relations and handling complaints; managing government relations with the Governor, Ministers and Members of the Legislative Assembly; contributing to formal inquiries or investigations, developing public relations through community events, media campaigns and official functions; designing and producing publications in any format (e.g. paper, online, multi media).

Includes customer service, marketing and promotional activities. (Please Note: records related to our operational function of promoting FOI and the OMB will be located in Promotional Management)

### Advising

Cabinet Office

### Advertising

Newspaper Advertising  
Radio Advertising  
Television Advertising  
Online Advertising  
Magazine Advertising  
Telephone Directory

### Contributions

Articles  
Press Releases

### Complaints

Customer Service Policy & Procedures  
Internal Complaints Log  
Human Rights Complaints Policy

### Media

Media Protocols  
Media Correspondence

### **Financial Management**

Administering the agency's monetary resources; managing funds allocated through Cabinet-purchased outputs and other revenue, such as grants, interagency charging, trading or investments; establishing internal controls and procedures for financial management; operating accounting systems; financial planning and budget management.

Include; procurement, audit, asset management and financial reporting activities.

### Accounting

Accounts Payable  
Banking  
Ledgers & Journals  
Cash Requirement Reports

### Acquisition

Asset Management  
Asset Register  
Contracts

Auditing

Monitoring  
Reports

Budgeting

Budget Preparation  
Budget Implementation

Planning

Agency Wide Plans  
Meetings

Policy

Administrative Circulars

Remuneration

Acting Allowance  
Health Insurance  
Motorcar upkeep allowance  
Payroll  
Pension contributions  
Unpaid Leave

Reporting

Monthly Reports  
Half Yearly Reports  
Annual Reports

**Human Resources Management**

Administering the agency's human resources; establishing new positions; recruiting and transferring personnel; managing salaried, waged and volunteer staff, employed under the Public Service Management Law 2005 or General Orders, and the Public Service Pensions Law; developing staff skills through training and other programmes; reviewing remuneration and employment conditions; ensuring the health and safety of staff and visitors to the agency's premises.

Includes; arrangement for staff travel, performance management and workplace relations activities.

Audit

HR Monitoring  
Internal Audit

Development & Training

Induction  
Internal Training  
Short Courses

Planning

HR Plans  
Job Descriptions

### Policy

- Administrative Circulars
- HR Manual
- HR Procedures

### Recruitment

- Advertisements
- Exit Interviews
- Moratorium Exemptions
- Recruitment Exercises
- Unsuccessful Applicants

### Staff Administration

- Appointments
- Attendance
- Leave
- Official Travel
- Performance Agreement & Assessment
- Pre-employment Administration
- Register of Interests
- Staff Time Keeping Records

### Workplace Relations

- Staff Events
- Staff Retreats

### **Reporting**

- TRS Monthly Reports
- TRS Annual Reports

### **Information & Technology Management**

Administering the agency's information resources and systems; designing, procuring and implementing systems for managing and communicating business information; maintaining and disposing of software or hardware; creating or acquiring, storing and disposing of information resources; providing reference services and handling Freedom of Information requests; developing policies, tools and procedures for managing technology and information.

Includes: records management, and technical intranet or website maintenance activities as well as telecommunications providers correspondence.

### Freedom of Information

- FOI Case Files
- Implementation Reports
- Laws & Regulations
- Public Authority Lists
- Publication Schemes
- Training

### Maintenance

- IT Maintenance

### Policy

- Administrative Circulars
- Information Management Policy

Records Management Policies

Planning

Hazard Management Plan for Records

Records Management

CI National Archives  
File Management  
Security & Tracking

Telecommunications

Telephone system  
Web Hosting

**Strategic Management**

Administering the agency's operations at the organizational level; developing business plans and corporate policy; setting long-term goals and objectives; evaluating the agency's overall performance and progress towards established targets; managing programs to improve business processes and ensure consistent service delivery; preparing or revising laws and other regulatory instruments that affect the agency's functions and responsibilities; obtaining legal advice from external sources.

Includes; executive support, internal policy development, corporate planning and annual reporting activities.

Advising

Attorney General's Office  
Legal Services

Contributions

Government Reports  
Parliamentary Questions  
Throne Speeches

Policies

Administrative Circulars  
Internal Policies  
National Policies  
Postal Services Circulars

Planning

Operational Plans

Proceedings

Auditor General Meetings  
Complaints Commissioner Meetings  
OMB Team Minutes  
Legislative Assembly Meetings  
Ministry Meetings

Reporting

Quarterly and Annual Reports