



Government Innovation with 100-day Accelerator Program

Presented by:

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Madam President,

I am pleased today to report on the successful completion of Bermuda's first Government Accelerator Programme. This initiative, undertaken in partnership with the Government of the United Arab Emirates, marks an important milestone in our ongoing effort to modernise public services, strengthen the Public Service, and deliver better outcomes for the people of Bermuda.

Madam President,

The UAE's Accelerator model is based on the principle that governments should not take years to solve problems that can be addressed in 100 days. It emphasises cross-departmental collaboration, disciplined goal setting, and the delivery of visible results in a short timeframe. In September 2024, the Honourable Premier accepted the UAE's invitation for Bermuda to participate in this global initiative, and in early 2025, we launched our first cohort.

The first step was to identify the challenges. To qualify, each had to align with the Public Service Strategic Plan 2024–2027, involve more than one ministry so no single entity could simply direct another, have resources available to deliver, and be possible to resolve within 100 days. After reviewing five options, three challenges were selected for acceleration:

1. **Connecting Personnel Information:** integrating payroll, pensions, HR and IT systems so that a single update would automatically cascade across all systems.
2. **Creating an eProfile:** designing a unique government profile for service users, enabling “one login, one profile” for residents and businesses when interacting with the Government.
3. **Revamping gov.bm:** redesigning the Government website into a modern, mobile-friendly, accessible gateway to services, with accurate content and stronger search.

Madam President,

To prepare, a Core Team led by the Deputy Head of the Public Service, Dr. Jennifer Attride-Stirling, received training from the UAE facilitators. This enabled them to cascade the approach through workshops with Accelerator Teams and Executive Sponsors. In February, each project established a Challenge Note, Sponsors were appointed, and Acceleration Teams were formally launched.

From there, the work was structured around milestone workshops: a Launch, Day 25 and Day 75 check-ins, a Day 50 progress workshop, and finally the Closing Workshop held last Monday, September 8th.

Between these sessions, teams met intensively: 48 team meetings, 24

cross-agency encounters, and consultations with over 130 stakeholders, contributing nearly 400 human-hours of effort.

Madam President,

The process itself is worth noting. Each team was required to:

- Map stakeholders and consult with both internal and external users.
- Co-design solutions with those affected, ensuring transparency and buy-in.
- Report progress regularly to Executive Sponsors and adjust as necessary.

The Website Revamp Team, for example, worked closely with Vision Bermuda to ensure the prototype met international accessibility standards. This not only improved usability for the visually impaired but also improved navigation for all users.

Mr Speaker,

The Personnel Information Team focused on mapping and synchronising core data fields - such as names, addresses, job titles, and contacts - across four major government systems: EnterpriseOne (E1), PX3000 for pensions, ETWeb for talent management, and Active Directory for IT access. The new Personnel Sync process fills the gap where no integration previously existed and is now ready for production deployment.

The eProfile Team created a proof of concept for a unique identifier, generated from the existing social insurance database but designed with no personal meaning, making it secure, private, and persistent. They built a prototype UID generator, mapped the integration needed

for legacy systems, and produced a roadmap that moves toward a national Single Sign-On service in the near future.

The Website Revamp Team delivered a working prototype built on a modern content management system, enabling information to be updated once and published consistently across the site. Enhanced search, mobile responsiveness, and an inclusive design mean users will have faster, easier access to information. Full implementation is now scheduled to begin, with a public launch targeted for early 2026.

These initiatives support the Government's commitments of ensuring government services are digitally accessible to every Bermudian, making interactions simpler, faster, and more transparent and to reducing red tape for residents and businesses.

Madam President,

These are not simply prototypes. Each team was required to submit a sustainability and scalability plan at the initial Day 100 workshop. These plans outlined who would own each initiative, how the work would be maintained, and how the solutions could be scaled up to other departments and services. In other words, these are not 100-day experiments; they are the beginning of lasting reform and ensure that the Government's vision of an agile and accountable Public Service becomes a permanent reality, not a pilot or experiment.

Madam President,

To demonstrate how seriously Bermuda treats this partnership, while attending the United Postal Union Congress conference in Dubai last week, Min Diallo V. Rabain and his team, arranged to meet personally with senior leaders of the UAE Accelerator Programme, including Mr. Abdulla Al Jarwan and Dr. Radheya Al Hashemi. That in-person

engagement allowed the Minister and his team to discuss the hurdles faced, the solutions developed, and to reinforce Bermuda's commitment to embedding this model into our public service culture. This step has strengthened the partnership and ensured that Bermuda is seen internationally as a credible partner in government innovation.

Importantly, the UAE facilitators were so impressed with Bermuda's execution that they have indicated during our recent in-person meeting that our experience is being considered to be used as a case study to guide other countries adopting the Accelerator model.

Evidence shows that governments which adopt proven international models, while tailoring them to local needs, achieve faster, more reliable reform. Bermuda has the opportunity to position itself alongside leading innovation nations.

Madam President,

This is only the beginning. In the months ahead, the Personnel Sync will be deployed, the eProfile will move toward integration with other systems, and the website revamp will roll out to the public. The lessons learned from this first cohort will be applied to new Accelerator projects, ensuring that the Public Service continues to improve and innovate.

I close by thanking our partners in the UAE, the Accelerator Core Team led by Dr. Attride-Stirling, the Sponsors and Executive Owners, and especially the many Public Officers who demonstrated that even within the everyday pressures of their day jobs, they can deliver transformative change in just 100 days.

In doing so, we are not only fulfilling the commitments set out in the Throne Speech but also building a Public Service that is fit for the future: innovative, people-focused, and trusted by all Bermudians.

Thank you, **Madam President.**