



Our children's future: Bermuda's future

An invitation to engage in developing the signatures
for our senior schools

If you have questions or comments on anything in this pack, please send them to schoolredesign@moed.bm using “signatures” as the subject matter

The purpose of this engagement

We are inviting you to participate in an exciting and energizing consultation and engagement on signatures for our senior schools.

This document is therefore designed to:

- o Give background information on education reform and Learning First (pages 3-6)
- o Develop understanding on signatures and signature schools (pages 7-9)
- o Share the process that has been undertaken to develop signatures so far (pages 10-13)
- o Share the signatures that have been decided and the ones that are proposed (pages 14-36)
- o Invite your feedback to help with further development of signatures and their introduction into senior schools (pages 37-38)
- o Explain what is going to happen next (pages 39-40).

If you have questions or comments on anything in this consultation document, please send them to schoolredesign@moed.bm using “signatures” as the subject matter. **Please make sure we receive all responses before 6pm on Friday, 30th April, 2021.**

Background to Bermuda's education reform

1/2

The Government has embarked on a programme to transform the Bermuda Public School System with the goal of enabling each and every young person to lead personally and professionally, compete locally, and contribute globally.

In order to reform education, the Government has committed to move from a 3-tier to a 2-tier education system by phasing out middle schools and introducing **Signature Schools**.

The Education Amendment Act 2021, which was recently passed by Parliament:

- Establishes signature schools at the senior level
- Introduces signatures, and
- Begins phasing out middle schools.

To phase out middle schools, the starting age for senior school is being lowered from 14 to 13 years of age. Once the legislation is implemented, students will start senior school one year earlier and senior school will be five years in duration. This applies to students currently in M1 and younger.

Background to Bermuda's education reform

2/2

The move from 3-tiers to 2-tiers will be phased in over five years and require additional legislation.

Tier 1 will include primary schools consisting of year levels from P1 to P8.

Tier 2 will include senior schools consisting of year levels from S1 to S5.

The first two signature schools - CedarBridge Academy and The Berkeley Institute will open in September 2022.

At the end of the five-year period, there will be five senior level signature schools in total. It is also proposed that there be an exceptionalities signature school and an alternative education signature school for students of all ages.

Learning First

In order to deliver meaningful and ambitious education reform, the Ministry of Education has introduced Learning First, Bermuda's school and system redesign programme.

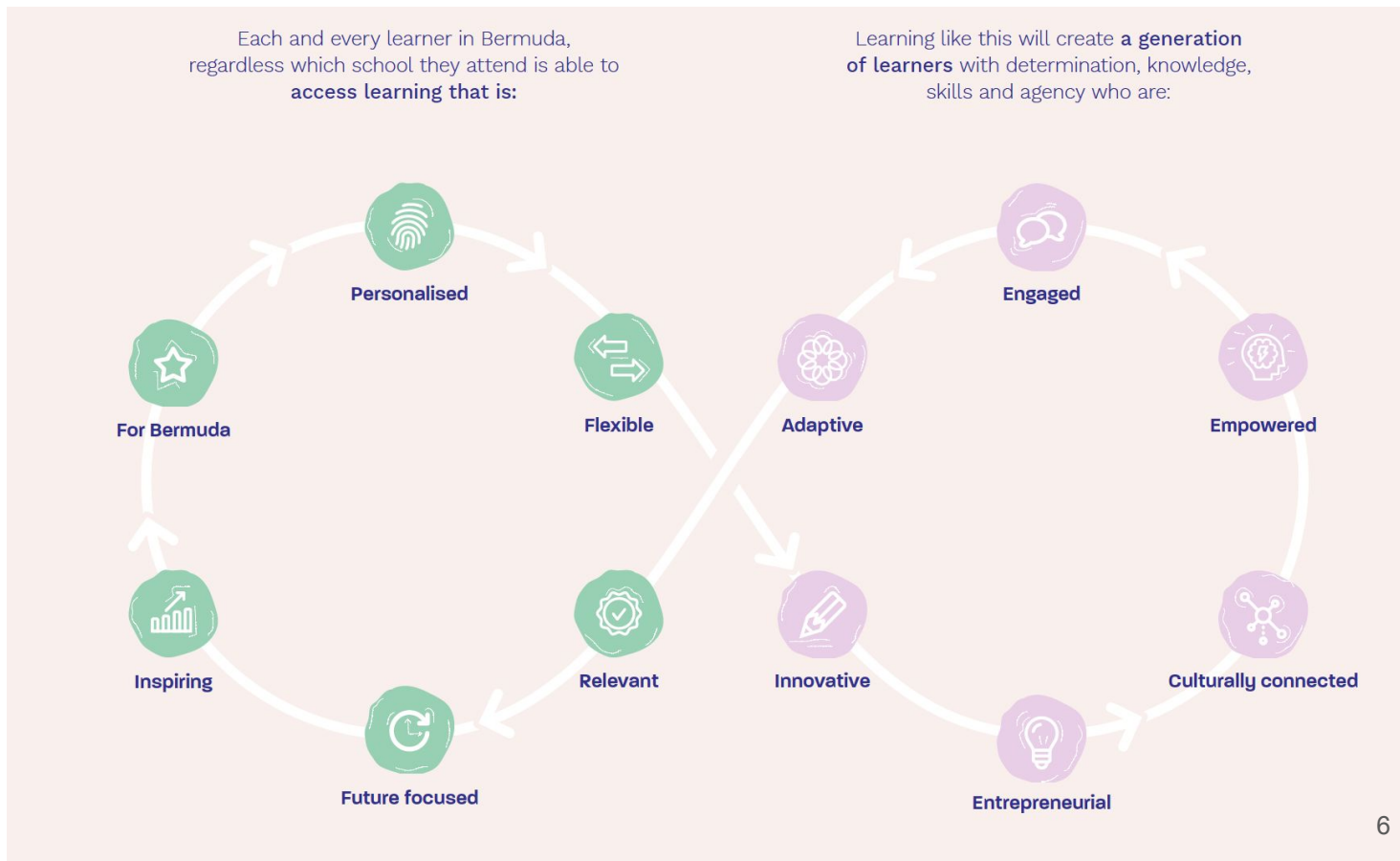
Learning First is building an authentically Bermudian, best in class, school system; one that enables "all its children to lead personally and professionally, compete locally and contribute globally".

To be future-focused, the education redesign must be informed by emerging local and global trends, those likely to shape both Bermuda's economy, labour market and wider society.

It brings together people from across Bermuda to redesign education so that every learner in Bermuda can thrive. It is through this programme that signature schools will be introduced along with the larger plan for education reform.

Bermuda's vision for learning

The vision for Bermuda's public schools has been co-created with members of the community, and industry and school representatives. It brings the ambitions of the Department of Education's [Plan 2022](#) to life by describing the high level principles that should guide the design of teaching, learning and schooling; and the broad outcomes it should achieve.



What is a 'signature'?

Each signature will be based on a sector of the economy, including public service.

For each signature, there will be a learning programme, a range of learning opportunities, that enables students to develop the skills, knowledge and relationships to:

- follow their passions
- build on their talents
- achieve their career and further education aspirations.

Signature learning opportunities will include:



- modules on relevant academic subjects
- appropriate practical skills training
- individual and group projects focused on real world issues and challenges
- internships and meaningful work placements
- effective guidance on careers and further education
- relevant accreditation

..... all developed in line with Bermuda's vision for learning.

What is a Signature School?

Each senior school will have a core curriculum (including English, Maths, Science and Social Studies) and develop foundational transferable skills (communication, collaboration, critical thinking, problem-solving, digital fluency, etc).

In addition, each senior school will offer two signatures.

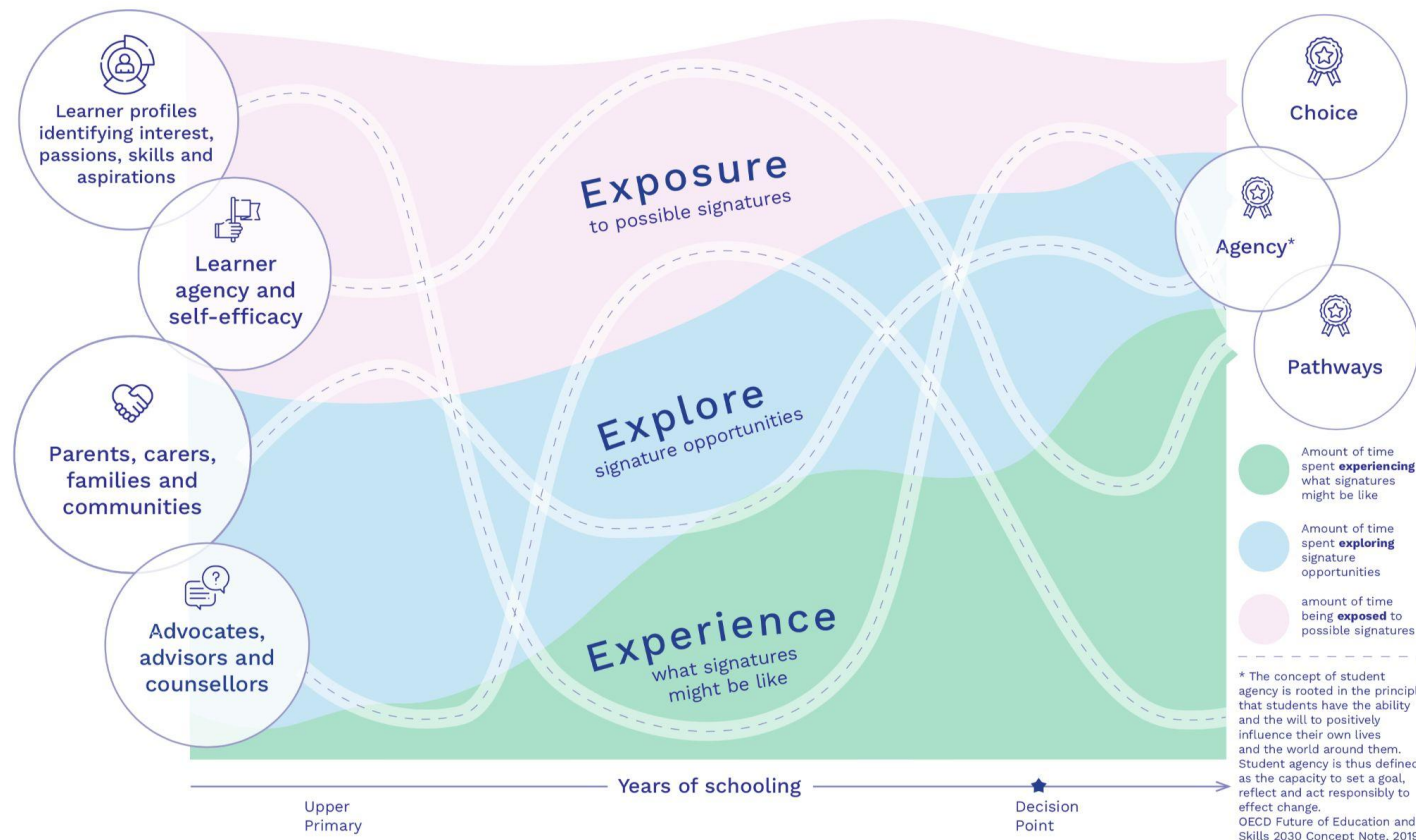
Each signature will be offered in two modes:

- a major signature, taking up 20%, one fifth, of a student's learning time
- a minor signature, taking up 10% of a student's learning time

Each student will be expected to have a major and a minor signature. Students with a strong passion for their major signature will be able to follow that on an extended basis (up to 30% of their time) and not take an alternate minor signature.

Over time, signatures will be delivered through blended learning (a combination of face-to-face and on-line) enabling students to do their major signature in their school and a minor signature with another school.

Process for students choosing a signature



Future World Of Work: Bermuda

(See: <https://www.learningfirstbda.com/the-future-world-of-work>)

A collaboration between the Department of Education, Department of Workforce Development and Innovation Unit (Bermuda's education transformation partner) exploring global and local trends

Insights



Insights #1: the human-machine age

Technological advancements in robotics and artificial intelligence are automating routine tasks but also creating work that demands greater digital competencies and a fusion of human and machine functioning.



Insight #2: going beyond knowledge

Success in today's workforce requires more than foundational and technical knowledge, placing high value on 21st century skills, particularly those unique to humans.



Insight #3: a truly global workforce

Growing popularity for remote working, accelerated by the Covid pandemic, is producing a more integrated global workforce than ever before and an emphasis on labour competitiveness & opportunities across borders.



Insight #4: a transferable workforce

The transitions projected across industries in the coming years demand the workforce to be capable of reskilling and retraining throughout their career and even shifting occupations over the course of their lifetime.



Insight #5: a purpose-driven workforce

In the coming decade, employers will need to weave purpose into every facet of their business as millennials believe that the success of a business should be measured in terms of more than just its financial performance.

Future World Of Work: Bermuda

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Provocations



Provocation #1: technologically fluent Bermudians

Bermudians must be equipped to work in collaboration with smart automation and artificial intelligence, as technology's larger impact is expected to complement and augment human capabilities, rather than replace them.



Provocation #2: adaptable Bermudians

Bermudians must be capable of combining knowledge, skills attitudes and values to shape, progress and thrive in tomorrow's economy.



Provocation #3: Bermudians as local workers in a global workplace

Bermudians must be both local and global in their outlook, equipped with entrepreneurial, communication, digital and collaboration skills as well as the cultural competency required to thrive in a hyperconnected and hypermobile global economy.



Provocation #4: Bermudians as lifelong learners

Bermudians must be equipped with transferable skills and lifelong learning mindsets ready to embrace change and adapt to new opportunities over the course of their careers.



Insight #5: harnessing Bermudians' passions

Bermudians' passions and sense of purpose must be surfaced and understood if they are to achieve personal success but also contribute to the sustainable prosperity of their island and its communities.

Rationale for the signatures

The major finding from the Future World Of Work: Bermuda (FWOW) is that, given the changing nature of all occupations and the rapid pace of emergence of new occupations, it is critical for students to acquire clusters of skills that are transferable across multiple careers rather than be trained only for specific occupations. FWOW highlights skills that need to be developed in the signatures that schools adopt, and in the curriculum more generally.

Students, guided by their parents, teachers and counsellors, choose their learning pathways based on the careers they aspire to. But, as FWOW emphasises, current careers are changing and new careers are emerging.

So, the proposed signatures focus on sectors of the economy, including public service. Sectors which are key to Bermuda's economy and society now ([Bermuda Employment Statistics](#)) and in the future.

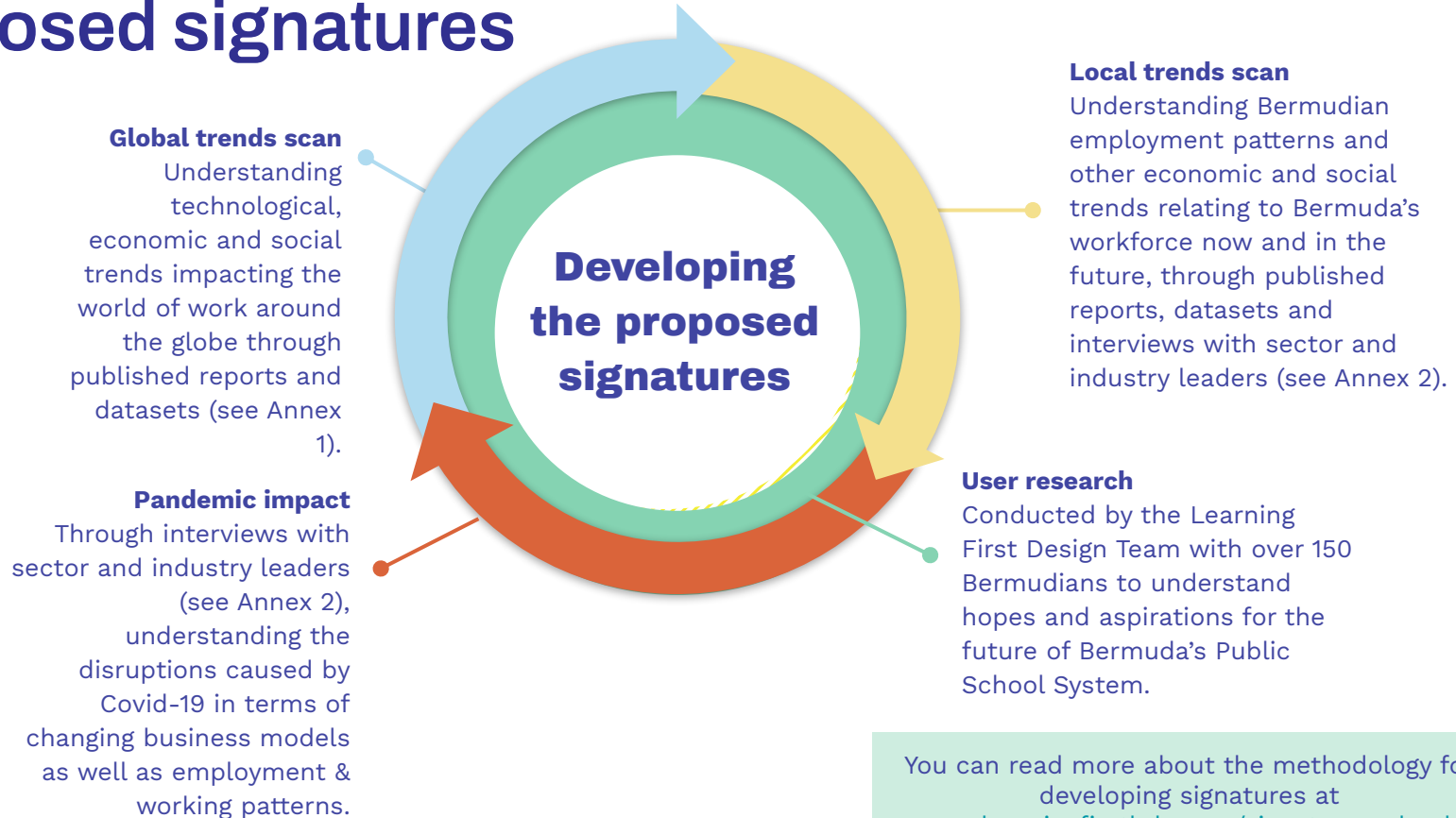
Signatures already agreed:

- Building construction and maintenance (*trades & professions*)
- Financial and insurance services
- Hospitality and tourism

Proposed additional signatures:

- Climate, environment and resources
- Community safety and social justice
- Education services
- Entrepreneurship
- Health and social care
- The arts
- Sports and leisure
- STEAM: science, technology, engineering, agriculture, maths

Methodology for developing the proposed signatures



You can read more about the methodology for developing signatures at www.learningfirstbda.com/signature-schools

Arriving at the Agreed and Proposed Signatures

To arrive at an evidence-informed list of decided and proposed signatures to engage stakeholders around, we interpreted the complex, interlocking datasets & insights referenced above.

Crucially, we recognised that data alone is inadequate. We cannot draw conclusions from single data points or short-term economic trends alone. Data must combine with the insights and intelligence sat within industries themselves to form a more well-rounded and informed picture. We also cannot draw linear connections between trends and educational decisions without valuing the opportunity to shape the future, not just react to it. For that reason, the rationales below also take into consideration the aspirations for Bermuda as set out by this Government.

The rationale for each signature (provided in the coming pages) are an interpretation of the data and insights surfaced during this process. We welcome stakeholder's interrogation and discussion of them going forward.

Signatures already agreed:

- Building construction and maintenance (*trades & professions*)
- Financial and insurance services
- Hospitality and tourism

Proposed additional signatures:

- Climate, environment and resources
- Community safety and social justice
- Education services
- Entrepreneurship
- Health and social care
- The arts
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- STEAM: science, technology, engineering, agriculture, maths



Building Construction and Maintenance

(trades and professions) 1/2

Rationale: There will be a continuing need to maintain, redevelop and refurbish the buildings and physical infrastructure on the island

- 'In the 2019 labour market, Construction combined with Retail Trade & Repair Services to account for a total of 14% of filled jobs' - Employment Brief, 2020
- 'The growth in the level of GDP in real terms of 0.5% was mainly driven by increases of \$53.0 million in the output of the construction and quarrying sector.' - National Economic Report of Bermuda 2020, The Ministry of Finance.
- *"I think we have to become much more vocational, you cannot get a good painter, car mechanic, plumber, whatever, unless you go down on bended knee. These industries are really cool and we've made them uncool. I think we need to move more towards vocational training, the idea that everyone's the CEO of a reinsurance company is ridiculous. The idea that you can't have a wonderful life and provide for your family by working hard and being innovative, providing a service. I think it is where we need to go."* - BEDC Board Member

Current occupations include:



- architects and surveyors
- builders
- plumbers
- carpenters
- project managers
- carpenters
- civil engineers
- construction managers
- masons
- electricians
- facilities managers
-

Agreed signature:



Building Construction and Maintenance

(trades and professions) 2/2

*Is it clear what this signature covers?
Would it help you decide if you would
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*Are there any changes you would make to
the title or the list of occupations to make
them clearer?*

*Do you have any other comments on this
signature?*



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Financial and Insurance Services

1/2

Rationale: Insurance, reinsurance and financial services continue to be thriving and important sectors of the economy in Bermuda.

- 'The Government's desire is to strengthen the local economy through targeted investment strategies diversification. This will be accomplished not only through enhancing existing industries but also by continuing to develop new sectors such as FinTech'. - National Economic Report of Bermuda, 2020, Ministry of Finance.
- "International business drives Bermuda's economy. It's more than 60% of GDP, it's a major source of revenue for the government, we're the third largest reinsurance capital in the world, which for this tiny island is saying something." - Mr Michael Neff, Managing Director of Bermuda and International Wealth, Butterfield Group
- "The positive movement in GDP (in 2019) of 3.9 per cent at current market prices was largely driven by a 6.4 per cent increase in the output of the international business activity sector." - National Economic Report of Bermuda 2020, Ministry of Finance

Current occupations include:



- accountants
- analysts
- actuaries
- economists
- financial planners
- statisticians
- business intelligence analysts
- data visualizers
- bankers and loans officers
- treasury analysts
- blockchain experts
- cybersecurity analysts
- fintech developers
-

Agreed signature:



Financial and Insurance Services

2/2

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Hospitality and Tourism

1/2

Rationale: Hospitality and tourism is, and will continue to be, a major and key sector of the Bermuda economy.

- 'Hotels, restaurants, cafes and bars made up 13% of filled jobs in the labour market in 2019.' - Employment Brief, 2020.
- 'Direct Tourism Jobs have increased steadily since 2015, accounting for 9.5% of filled jobs in the labour market in 2019.' - Department of Statistics Tourism Satellite Account Reports

Current occupations include:



- hotel managers
- retail workers
- waiters
- chefs
- tourist guides
- taxi and coach drivers
- visitor attraction managers
- cleaners
- restaurant managers
- conference/event organisers
- flight attendants
-

Agreed signature:



Hospitality and Tourism

2/2

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Climate, Environment and Resources

1/2

Rationale: Over the coming decades, there will continue to be global stresses on the climate, environment and resources. Scientists and forecasters see island nations as particularly susceptible. Bermuda will not be immune. Dealing with this will require concerted action, including the employment of various specialists

- 'Bermuda's first Integrated Resource Plan (IRP) will ensure 85% of Bermuda's electricity comes from renewables sources by 2035, creating new opportunities for training, jobs and investment' - Regulatory Authority of Bermuda
- "The value at stake from climate-induced hazards could, conservatively, increase from about 2 percent of global GDP to more than 4 percent of global GDP in 2050" - McKinsey & Company
- "The island has a real opportunity to become a thought leader in climate change and to reposition itself as the climate risk finance capital of the world. Bermuda's been doing things that lead the world on climate change for a couple of centuries. We catch all our water from the rain and we passed legislation hundreds of years ago to conserve the environment. We have intellectual heavyweights in insurance and reinsurance who are already global leaders in catastrophe risk management. If we become the climate risk financing capital, it would lead to a new revenue stream and local jobs. The operations of the Bermuda Institute of Ocean Sciences and Tourism initiatives could also benefit. If we do it right and adopt a holistic approach, this could be something the whole island supports." - Patrick Tannock, Chair, Association of Bermuda International Companies, and AXA XL Partner, CEO, Insurance, XL Bermuda Ltd

Current occupations include:



- oceanographers
- climate scientists
- renewable energy engineers
- ecologists
- sustainable horticulturalists
- climate campaigners and ambassadors
- environmental scientists
- environmental economists
- meteorologists
-

Proposed signature:



Climate, Environment and Resources

2/2

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Community Safety and Social Justice

1/2

Rationale: To face the social and economic challenges of the future will require communities to be safe and resilient, including reducing the level of crime and healing the deep and historical divisions in Bermudian society. Also, Bermuda has a thriving group of law firms which will need a steady stream of new employees.

- 'Community, social and personal services accounted for 6% of filled jobs in the labour market in 2019' - Employment Brief 2020, Department of Statistics.
- "Safer communities help reduce crime and help break the cycle of crime. Once the option of a lifestyle of crime is removed from a young life they could be more likely to focus on education resulting in better careers, finances and life choices. This then starts a positive cycle in the community which can expand outward and improve the lives of those around them." - The Vital Signs Conversation on Safety and Housing, 2019

Current occupations include:



- community workers
- restorative practice facilitators
- police officers
- lawyers
- firefighters
- union representatives
- rehabilitation workers
- housing officers
- charity/voluntary workers
- historians
- sanitation workers
- defence forces
-

Proposed signature:



Community Safety and Social Justice

2/2

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Entrepreneurship

1/2

Rationale: All economists recognise that in a rapidly changing and uncertain world, for nations, large and small, to prosper and thrive, new businesses, new sectors will need to be formed and existing, successful small businesses expanded.

- “Entrepreneurship skills will go a long way. Those skills that will allow people to transition, to pivot. We’re introducing entrepreneurship into our programmes for the trades, because we believe those individuals will need to have a business skills to make it work for them.” - Dr. Greene, Bermuda College.
- "The relatively simpler manner of legislation and existing legal frameworks without layers of collateral regulation (found in larger more complex nations) allows for greater opportunities to innovate. For entrepreneurs, there are fewer barriers that must be considered to innovate." - Vision for Bermudian Economic Growth, Chambers of Commerce report 2018.

Current occupations include:



- people starting their own businesses
- product & service developers
- business development specialists
- business reporters
- business consultants
- social media & marketing professionals (aka Influencers)
- app developers
- e-commerce managers
-

Proposed signature:



Entrepreneurship

2/2

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Education Services

1/2

Rationale: All forecasts point to the continuing need, indeed the increasing importance, of education and learning – not just at school age but throughout life, ‘from cradle to grave’.

- 'Education, Health & Social Work sectors combined to add 108 filled jobs in the labour market in 2019, and has consistently contributed 11% of all filled jobs in the last 4 years' – Employment Brief, 2020.
- "About 50% of our middle school and high school teachers are guest workers, but with the Signature school concept gives people in other industries the opportunity to transfer over and use those skills in an education and teaching environment." – Dr Greene, Bermuda College.

Current occupations include:



- teachers and school leaders
- childcare workers
- child psychologists
- educational technologists
- student counsellors and advisors
- youth workers
- instructional coordinators
- adult educators
- gallery, museum and tour guides (docents)
-

Proposed signature:



Education Services

2/2

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Health and Social Care

1/2

Rationale: There will be a continuing need for high quality health and social services, and a need to be less reliant on overseas recruitment.

- 'Education, Health & Social Work sectors combined to add 108 filled jobs in the labour market in 2019, and has consistently contributed 11% of all filled jobs in the last 4 years' - Employment Brief, 2020.
- "In 2019 the human health and social work sector represented 5.0 per cent of GDP in 2019, with an output level of \$374.8 million, which is a 5.8 per cent increase over 2018. This sector increased for the fifth consecutive year and was bolstered by growth in residential care activities for the elderly and disabled." - National Economic Report of Bermuda 2020, Ministry of Finance
- "Bermuda has an aging population. Something like a quarter of the population will be over the age of 65 by 2030, so healthcare is another big potential place for people." - Mr Michael Neff, Managing Director of Bermuda and International Wealth, Butterfield Group

Current occupations include:



- nurses
- doctors
- physiotherapists
- health & social care managers
- social workers
- community health workers
- dieticians
- psychologists
- speech & language therapists
- veterinarians
- paramedics & first aid officers
-

Proposed signature:



Health and Social Care

2/2

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The Arts

1/2

Rationale: There is a thriving arts and culture sector in Bermuda which will continue to be important both for Bermuda's residents and for attracting tourists and business visitors.

- "Arts and culture has been described as a uniting vehicle for cross sections of the population, with the power to transcend race, gender, age, and social status." - Vital Conversations, Community Well-being: Arts, Culture, & Heritage Convening Report
- "When I was growing up, there was little to do and I found it all so painfully structured anyway. I wanted to express myself creatively but found I could only do that within a prescribed box. As a result, I've spent my adult life seeking out exciting forms of art and design, determined to make viable businesses from things I love to do". - Tara Cassidy - La Garza, Bernews September 2017

Current occupations include:



- actors, producers and directors
- art directors
- audio & video equipment technicians
- craft artists
- editors
- entertainers & performers
- fine artists, including painters, sculptors & illustrators
- graphic designers
- photographers
- radio & television announcers
-

Proposed signature:



The Arts

2/2

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Sports and Leisure

1/2

Rationale: There is a thriving sports and leisure sector in Bermuda which will continue to be important both for Bermuda's residents and for attracting tourists and business visitors.

- "This [Bermuda Black Golf Summit & Championship] is so much more than a summit and a round of golf. This new venture will establish and support community programs and initiatives here in Bermuda. It will create pathways for local children to gain accessibility to the sport of Golf and also find careers in the sport". – Hazel Clark, BTA Director of Sports Business Development Bernews February 2021
- "We recognise the unique position we are in to be able to use our platform to champion diversity and inclusivity and help drive meaningful change in our sport. Through Inspire Careers, Bermudian youth – including those who have completed the Endeavour Maritime Career Springboard Programme in partnership with the Bermuda College Professional and Career Education Division – will have an opportunity to gain hands-on, practical work experience and shadow a diverse range of roles available within the marine industry. Sir Russell Coutts, the SailGP chief executive Royal Gazette March 2021
- "Today sport emerges as an important component of socio-economic development of a country. The active participation in sports improves community health and productivity, reduces medical expenses, imbues discipline in character, generates great leaders, and enhances social cohesion. The execution of a mega sporting event helps in developing infrastructure, generates employment, secure inflow of foreign capital, generates players and athletes, and thus contributes significantly to the economic development of a country." Arpit Aggarwal, Direct-to-Consumer and Amazon Specialist

Current occupations include:



- sports physiotherapists
- fitness instructors
- leisure centre managers
- nutritionists
- personal trainers
- health promotion professionals
- entertainers
- sport coaches, instructors & officials
- sports journalists
- scuba diver instructors
- community & recreation workers
-

Proposed signature:



Sports and Leisure

2/2

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STEAM - Science, Technology, Engineering, Agriculture, Maths 1/2

Rationale: STEAM is forecast to be one of the biggest growth sectors of the global economy, and STEAM skills will underpin much of all future employment.

- "The positive movement in GDP of 3.9 per cent at current market prices was largely driven by a 6.4 per cent increase in the output of the international business activity sector, growth of 17.0 per cent in the professional, scientific and technical sector." - National Economic Report of Bermuda 2020, Ministry of Finance
- "There is serious opportunity in FinTech and the world of technology that's emerging. So if you think of initiatives like STEM, that would be hugely relevant as another one of these pathways, where the development of, at a high school level, mathematics skills, scientific skills, computer skills, people can come out and pursue careers in technology as a viable path. People who understand technology and can use it, are going to be in demand." - Mr Michael Neff, Managing Director of Bermuda and International Wealth, Butterfield Group
- "The Island's current supply chain design for energy and food is at great risk of the effects of global volatility and demand." - Vision for Bermudian Economic Growth, Chambers of Commerce report 2018.
- "The Island's education and workforce system is not postured to provide a pipeline of talent that will attract or develop high-order technology and creative industries." - Vision for Bermudian Economic Growth, Chambers of Commerce report 2018.

Current occupations include:



- electrical engineers
- agricultural engineers
- biological scientists
- biomedical technologists
- chemical engineers
- software developers
- information security analysts
- marine engineers & naval architects
- mathematicians
- aquaculturists/marine farmers
- farm & livestock workers
-

Proposed signature:



STEAM - Science, Technology, Engineering, Agriculture, Maths 2/2

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Are there any other signatures you would like us to consider?

Please identify and describe your proposed signature

.....

.....

Why are you proposing this signature? What kind of related employment opportunities do you think will be available in Bermuda in the future?

.....

.....

.....



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twitter using the #learningfirstbda
hashtag

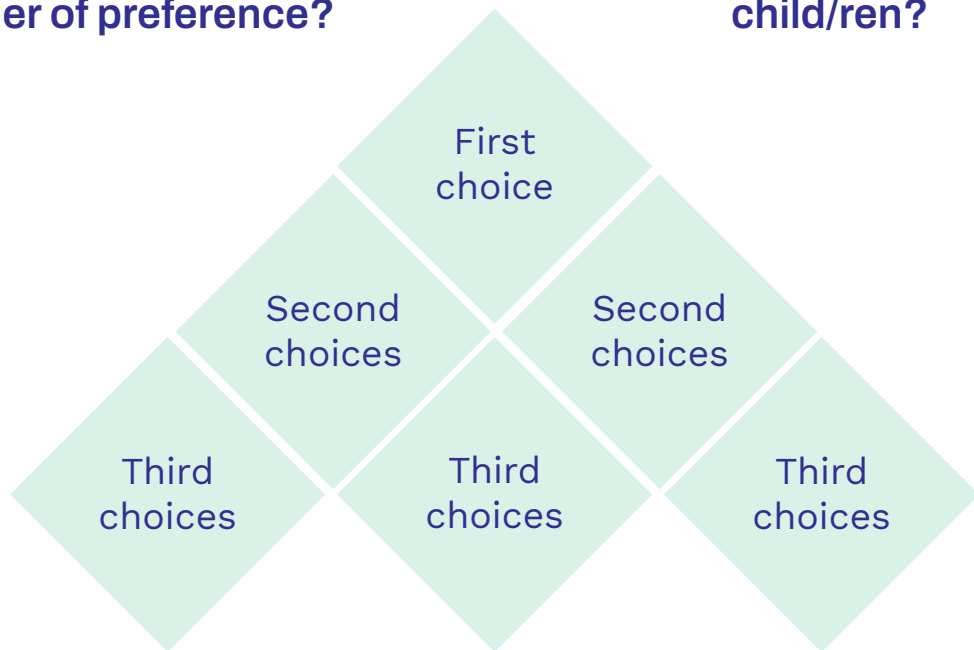
or

complete the response form by
scanning the QR code below



If you are a student or young person, which signatures would you choose, and in what order of preference?

If you are a parent or guardian, which signatures would you choose for your child/ren?



Signatures already agreed:

- Building construction and maintenance (*trades & professions*)
- Financial and insurance services
- Hospitality and tourism

Proposed additional signatures:

- Climate, environment and resources
- Community safety and social justice
- Education services
- Entrepreneurship
- Health and social care
- The arts
- Sports and leisure
- STEAM: science, technology, engineering, agriculture, maths

Please send your responses by 6pm, Friday 30 April, 2021 via:

email schoolredesign@moed.bm using "signatures" as the subject

or

twitter using the #learningfirstbda hashtag

or

complete the response form by scanning the QR code to the right



SCAN ME

Next steps



The Minister of Education will consider the responses received from you and others, and decide the list of signatures for senior schools. The reasons, along with information on the responses will be shared publicly.

The first two Signature Schools - CedarBridge Academy and The Berkeley Institute - will be involved in the decision of what their signatures will be. Some of the factors that will be considered are their existing staffing profile, the passions and interests of their S1 and S2 students*, and those of current M2 and M3 students, their physical resources, their existing partnerships, and their location.

Then, a School Design Team of teachers, principals, students, parents, business and community leaders will be recruited and selected for each school.

Throughout the 2021/22 school year, the School Design Teams will, with - the necessary support and professional development - design, plan and implement their signatures and begin to modify the core curriculum (English, maths and science and social studies) to align with Bermuda's vision for learning.

If you are interested in joining the School Design Team for one of the signatures, please email us at schoolredesign@moed.bm with your name, organisation and the signature that you are interested in.

* current S3 and S4 students will have left by the time the signatures begin to come on stream

Thank you so much for helping with the development of signatures for our senior schools

**Please send all your responses to us before 6pm Friday,
30th April 2021.**

If you have questions or comments on anything in this pack, please
send them to schoolredesign@moed.bm using “signatures” as the
subject matter.

If you want more information about **Learning First** please go to
www.learningfirstbda.com to subscribe to our newsletter.

Annex 1: Data sets

Global Trends

- ‘Jobs Lost, Jobs Gained: workforce transition in a time of automation’, McKinsey
- Global Institute (2017)
- ‘Will robots really steal our jobs? An international analysis of the potential long term impact of automation’, PricewaterhouseCoopers (2018)
- ‘Future of Skills: Employment in 2030’, Pearson & Nesta (2017)
- ‘The Future of Jobs Report’, World Economic Forum (2018)
- Entrepreneur Next powered by Assemble
- ‘Global Human Capital Trends report’, Deloitte (2019)
- Hans Vestberg, Chairman & CEO, Verizon Communications

Local Trends

- National Economic Report of Bermuda 2020, Ministry of Finance
- Bermuda’s Employment Briefs from 2016-2020, Department of Statistics
- ‘Vision for Bermudian Economic Growth’, Bermuda Chamber of Commerce (2018)
- Future State Report, Bermuda First (2019)
- Premier Burt COVID-19 Update Remarks (2020)
- Get Credentials to Get Ahead, No College Degree Required, Barrons (2020)
- Ministerial Statement - Hon. Jason Hayward JP MP (July 17)
- BACARDI International (2020)
- Ministerial Statement - Hon. Diallo V.S. Rabain JP MP (Dec 20)

Annex 2: Sample of industry leaders

(who we are thankful to for their rich input):

- Michael Branco, Chief Executive Officer, Fireminds (digital transformation and cloud software solutions);
- Michael Neff, Managing Director of Bermuda and International Wealth, Butterfield Group;
- Andy Burrows, Chief Executive Officer, Bermuda Business Development Agency;
- Dr. Duranda Greene, President, Bermuda College;
- Patrick Tannock, Chairman, Association of Bermuda International Companies;
- Erica Smith, Executive Director and her team at the Bermuda Economic Development Corporation;
- The Bermuda Economic Development Corporation Board;
- Tracy Berkeley, Director of People & Davida O'Brien, Tourism Standards & Training Specialist, The Bermuda Tourism Authority.