Corporate Plan
July 2008 — June 2011
It gives me great pleasure to present this third Corporate Plan for the Office of the Public Service Commission, July 2008 - June 2011.

In view of the successful completion of the Public Service Commission Institutional Strengthening Programme in the year 2004, this Plan shows our continuous effort to ensure that the changes that were brought about under this Reform Programme are sustained.

This continuous effort is reflected in Cabinet’s endorsement of the first Public Administration Sector Plan, 2007-2011 for Samoa. This Corporate Plan thus also focuses on the successful implementation of this Sector Plan, so that its reform activities contribute to an “Efficient and Effective Public Administration” (Strategy for the Development of Samoa, 2007-2009).

In terms of sustaining human resource and organizational management across the Public Service, a strong emphasis is now placed on performance management, monitoring and evaluation. We will also continue to review Human Resource policies, systems and procedures by aligning them with international best practices but ensure their contextual relevancy to Samoa.

The challenge in meeting this Plan’s objectives lies in ensuring that there is full commitment from all staff, team work and capability in terms of people skills and sufficient resources. More importantly, shared leadership is imperative to ensure that our journey stays on track and that momentum is maintained.

I am confident that through working together and shared responsibility, all reliant on active and participatory cross agency networks and stakeholders’ involvement, we will achieve the strategies of this Plan.

Fiame Naomi Mataafa
Minister, Public Service Commission
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Corporate Plan July 2008 - June 2011
This Corporate Plan presents a clear framework of the Commission’s role in achieving the Government’s vision, as stated in the Strategy for the Development of Samoa, 2005-2007. This National Plan emphasizes that an “Efficient and Effective Public Administration” is a prerequisite for the Development of Samoa. The Commission’s role is fundamental in realising this objective.

The Commission focuses on transforming the Public Service in order to meet stakeholders and the general public’s expectation on public service delivery. This is reflected in the completion and endorsement by Cabinet of a first Public Administration Sector Plan for Samoa, 2007–2011. Emphasis is also placed on ensuring that the good governance principles are reflected in the implementation of human resource policies and practices and that public servants conform to the Public Service Values and Code of Conduct.

This Corporate Plan highlights the commitment of the Commission to performance management, monitoring and evaluation in ensuring that people management systems across the Public Service promotes efficient and effective Public Administration.

Structure of the Plan

This Plan is presented in 7 parts:

1. Mandate which governs and directs the Commission in the execution of its functions.
2. Environment which analyses the current operating environment and the major factors impacting on that environment.
3. Assumptions underlying this Plan.
5. Values & Principles that guide our performance.
6. Goals & Strategies to achieve the mission.
7. Structure outlining the Commission’s functions and responsibilities.
The Public Service Commission’s mandate derives from:

- Public Service Act 2004
- Ministerial Departmental Realignment Act 2003
- Public Service Regulations 2008
- Public Service Determinations & Employment Instructions
- Public Service Policies & Procedures
- Cabinet Directives
The internal and external environment incorporates the social, cultural, political, technological and economical dimensions in which an organisation operates. These factors, while mostly outside the control of an organisation, influence its operations, services and structure. Continuous strategic realignment of an organisation to effectively address the demands placed on it by its environment is the cornerstone of every successful organisation.

This Corporate Plan reflects the strategic direction and logical progression of activities the Commission has set for itself in the medium term to further enhance the management of human resource across the Public Service.

The environmental factors which influence this Corporate Plan include:

- Sector planning such as the Public Administration Sector Plan, 2007—2011
- Global trends in public service delivery and emphasis on good governance as a requirement for development,
- Globalisation and international movement in Public Management
- Future status of Samoa’s economy,
- Status of public sector reform in the Region,
- Maintaining regional leadership role in human resource management reforms,
- Competing priority of all sectors
- Increased demand for an effective and efficient Public Administration

All of Government reforms aimed at ensuring that the accrued social and economic gains will amongst other things lead to “Improved Quality of Life for All Samoans”. Today, the general public is demanding more value for tax payers’ money in terms of quality, ethical and efficient public service. However, the environment in which Government operates is becoming more complex in terms of limited resources to meet the rising expectations of the general public. Maintaining a balance between ensuring Accountability and an Ethical Public Administration with flexible responsiveness to provide efficient and quality service is difficult.
Sustaining Samoa’s economic development and forward progression requires significant contribution from the Commission in facilitating an enabling environment for development of the public sector as well as the private sector.

The management of public sector human resource has become a critical area for governments all over the world. Global trends in public service delivery and international movement in public administration have triggered a need to review the ideology and infrastructure of public service in order to meet the challenge of how to improve the performance of the Public Sector.

Maintaining Samoa’s leadership position in the region, particularly in the successful implementation of its wider public sector reforms, is a challenge and has a significant influence on the Commission’s performance of its functions.

We need to build on the momentum of the Commission’s reform programme and to continue the professional development of staff, so that we have the capability to achieve our long term goal in the pursuit of excellence, innovative and relevant human resource practices.

Both internal and external factors within the environment will continue to impact on the Commission’s work. Cabinet, Government Ministries, stakeholders, the Public and Private Sector and donor agencies, will continue to play a crucial role in the way the Commission pursue its goals.
The initial Corporate Plan 1999 - 2001 focused on the devolution of operational human resource management practices to Ministries. The second Corporate Plan was a continuation of this reform programme but with a more practical and applied focus on strengthening the capability of Ministries to effectively implement the devolved functions.

This third Corporate Plan focuses on sustaining and institutionalising the changes, with an emphasis on performance management, monitoring and evaluation. It means learning from past experience, manage risk and capitalise on opportunities and potential.

Our monitoring and evaluation role will be strengthened to ensure satisfactory performance by Ministries of the devolved functions. Two way communication will also be strengthened to promote and uphold the values and principles of the Samoan Public Service. This include the need to strengthen the principles of good governance and our own Fa’aSamoa values.

Thus the assumptions underlying this Corporate Plan are:

- Cabinet approves the Public Service Regulations 2008 before July 2008.
- Sufficient resources are made available for the implementation of this Corporate Plan.
- Staff and Ministries have the full commitment and support for the implementation of this Corporate Plan.
- Supporting systems and research materials are made available for strengthening the monitoring and evaluation of policies and programmes.
- Human Resource Coordinators continue to strengthen their capability in human resource management.
- Staff have the capability to implement this Corporate Plan.
- There is Ministerial support for the implementation of this Corporate Plan.
The Commission's Vision is:

"Samoa Public Service to sustain leadership in the pursuit of excellence, innovative and relevant best practices in human resource management in the Pacific Island Region"
The Commission’s Mission is:

“To promote efficient and effective public service delivery by continuous improvement in leadership and management practices across the Samoa Public Service”
The Commission is proud of its service and reputation as being the central agency for Human Resource Management and Human Resource Professional Development in the Public Service. The Commission takes much pride in the professional approach, commitment and skills of its staff. We continue to combine these values with the traditional Samoan values to compliment the standard Values for all Public Servants:

**Honesty**

⇒ Acting honestly, being truthful and abiding by the laws of Samoa;

**Impartiality**

⇒ Providing impartial advice, acting without fear or favour and making decisions on their merits;

**Service**

⇒ Serving the people well, through faithful service to the Government;

**Respect**

⇒ Treating the people, the Government and colleagues with courtesy and respect;

**Transparency**

⇒ Taking actions and making decisions in an open way.
Values & Principles

Accountability

⇒ Being able to explain the reason for actions taken, and taking responsibility for those actions;

Efficiency and Effectiveness

⇒ Achieving good results for Samoa in an economical way.
**Goals & Objectives**

The Commission’s Goal and Objectives to achieve its Mission are:

**Goal**

“To institutionalise and sustain values based leadership and management across the Samoa Public Service”

**Objective One**

Facilitate and enhance capability of Ministries to manage their human resource effectively and efficiently.

**Objective Two**

Ensure that the Public Service Commission has the capability to perform its mandated role as the Strategic Human Resource Adviser to Government and Ministries.

**Objective Three**

Ensure robust monitoring and evaluation as well as timely reporting on human resource management and Public Administration Sectoral performance.
### Objective One

Facilitate and enhance capability of Ministries to manage their human resource effectively and efficiently.

**Outputs:**
- Revised Public Service Determinations & Employment Instructions
- Best Practice Policies and Manuals
- Ongoing advice and support services
- Regular monitoring and evaluation visits
- Leadership & professional development programmes
- CEO Forum
- Strengthened partnership with Ministries and Stakeholders
- Successful implementation of HR Policies and Strategies

#### Strategies | Performance Indicators | Divisional Responsibility
---|---|---
1. Ensure the Workforce Plan, Capability Plans and other plans are implemented effectively. | 1.1. Plan implemented within the required timeframe. 1.2. Improved supply of required HR skills. | Major Technical Branches

| Support HRMIS Branch
| Corporate Services Branch |

2. Ensure the Public Administration Sector Plan is implemented effectively. | 2.1. Plan implemented within the required timeframe. 2.2. Strategies and outputs of the Plan have been achieved. |

3. Ensure HR policies are consistent with Government Strategic Directions and Ministerial HR needs. | 3.1 Regulations implemented and Act enforcement. 3.2 New policies, procedures re Public Service determinations & employment instructions developed & issued. 3.3 Existing policies reviewed and re-issued. |
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<thead>
<tr>
<th>Strategies</th>
<th>Performance Indicators</th>
<th>Divisional Responsibility</th>
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<tbody>
<tr>
<td>4. Ensure all HR policies reflect best practice in the context of Samoa.</td>
<td>4.1. Policies and Manuals reflect best practice. 4.2. People are content to work in the Samoa Public Service.</td>
<td>Major Technical Branches</td>
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<tr>
<td>5. Ensure that the implementation of HR policies across the Public Service, are consistent with the Public Service Values and Principles of Employment.</td>
<td>5.1. Positive feedback on Ministries service delivery. 5.2. Reduce the number of complaints and negative feedbacks from Public Servants. 5.3. Ministries complied with Values and Principles.</td>
<td>Support Corporate Services Branch HRMIS Branch</td>
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<tr>
<td>6. Ensure effective and efficient monitoring and evaluation of HR policies.</td>
<td>6.1. Reduce errors and misinterpretations of HR policies. 6.2. Regular feedbacks on performance. 6.3. Timely HR advice on request.</td>
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<tr>
<td>7. Ensure effective implementation of leadership and professional development programmes.</td>
<td>7.1. Improved supply of required HR Skills. 7.2. Improved staff development &amp; performance of duties. 7.3. Improved leadership &amp; managerial skills.</td>
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<td>8. Strengthen partnership with Ministries and stakeholders.</td>
<td>8.1. Ministries &amp; stakeholders have a positive partnership relationship with PSC. 8.2. Ministries &amp; stakeholders are involved in the development and review of policies.</td>
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Manulauti Muamua

Fuafuaga Autasi Iulai 2008 - Iuni 2011

Corporate Plan July 2008 - June 2011
Objective Two

Ensure that the Public Service Commission has the capability to perform its mandated role as the Strategic Human Resource Adviser to Government and Ministries.

**Outputs:**
- Budget that can deliver the Corporate Plan.
- Capability programmes for all staff.
- Improved internal systems and work processes.

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<tbody>
<tr>
<td>1. Ensure the Management Plan and the Capability Plan are implemented effectively.</td>
<td>1.1. Plans implemented and performance measures achieved.</td>
<td>Major Corporate Services Branch</td>
</tr>
<tr>
<td>2. Ensure the budget is able to deliver the Corporate Plan.</td>
<td>2.1. Resources are available to deliver strategies within the Plans.</td>
<td>Major Corporate Services Branch</td>
</tr>
<tr>
<td>3. Ensure reliable systems and processes are in place.</td>
<td>3.1. A reliable Human Resource Management System is being implemented and maintained effectively.</td>
<td>Major HRMIS Branch</td>
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**Strategic Performance Indicators:**
- 1. Ensure the Management Plan and the Capability Plan are implemented effectively.
- 2. Ensure the budget is able to deliver the Corporate Plan.
- 3. Ensure reliable systems and processes are in place.
## Objective Two

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<tr>
<td>4. Ensure capability programmes are available to all staff.</td>
<td>4.1. All staff are fully capable of delivering this Corporate Plan.</td>
<td><strong>Major</strong>&lt;br&gt;Corporate Services Branch&lt;br&gt;Support Technical Branches&lt;br&gt;HRMIS Branch</td>
</tr>
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<td>5. Ensure a healthy and conducive performance oriented working environment.</td>
<td>5.1. High staff morale and low staff turnover.&lt;br&gt;5.2. Improved teamwork and high job satisfaction&lt;br&gt;5.3. Staff are rewarded for good performance</td>
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### Objective Three

**Ensure robust monitoring and evaluation as well as timely reporting on human resource management and Public Administration Sectoral performance.**

#### Outputs:
- Monitoring & Evaluating Methodology and Systems.
- Timely Reports.

#### Strategies

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<tr>
<td>1. Develop robust methodology and systems that enable effective and efficient monitoring &amp; evaluation of HRM across the Public Service and regular review of performance management across the Public Administration Sector.</td>
<td>1.1. Data collected from Ministries is accurate, reliable and useful.</td>
<td>Major Technical Branches Support HRMIS Branch Corporate Services Branch</td>
</tr>
<tr>
<td>2. Ensure effective monitoring and evaluation of the Public Administration first 3 years of its Sector Reform Programme.</td>
<td>2.1. Effective monitoring &amp; evaluation systems. 2.2. Projects have been implemented effectively.</td>
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<td>3. Review and develop reporting procedures that meet the needs of Cabinet and Ministries.</td>
<td>3.1. Positive feedback on reports 3.2. Timely and quality reports.</td>
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<td>3. Regular reporting on review and evaluation of HR and Performance Management Systems in Ministries.</td>
<td>3.1. Timely and quality reports 3.2. Appropriate actions are taken on recommendations of reports.</td>
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**Manuali Tului**

17 Fuafuaga Autasi Iulai 2008 - Iuni 2011
In July 2006, Cabinet approved transfer of the Executive Development Programme and the In Country Programme from the Public Service Commission to the newly established Centre for Professional Development at the National University of Samoa.

As a result of these functional changes the Office was restructured in April 2006 with the remaining staff transferred to other branches to capitalise on their expertise and skills.

Further realignment of the organisation took place in late November 2006, following Cabinet’s endorsement of the Public Administration Sector Plan, 2007 — 2011, and to refocus the office on strengthening the performance of its core functions and priority areas and ensure that there is succession planning within the office. Effective implementation of the above Sector Plan and clear accountability for professional service branches were other reasons for the restructuring.

Divisions are reclassified into four technical divisions (Contractual Employment, Human Resource & Legal Advisory, Capability Development, Public Administration Secretariat & Performance Management Unit) and two branches (Corporate Services and HRMIS) that play a supporting and complementary role to all branches and the Commission.

To effectively manage the reforms, the Commission continues to develop the capability of its staff through on the job training as well as overseas trainings and attachments.
Organisational Structure

Chairman
Commissioners

Chief Executive Officer

Capability Development Services

PASP Secretariat / Performance Management Services

Contractual Employment Services

Human Resource Policy & Legal Services

Human Resource Management Information Services

Corporate & Human Resource Advisory Services

Support Services
Branches

Technical Branches

Corporate Plan July 2008 - June 2011