



PUBLIC SERVICE COMMISSION
KOMISI O GALUEGA A LE MALO

CORPORATE PLAN 2015 - 2019



FOREWORD

The Office of the Public Service Commission presents its Corporate Direction planned for the next four years: 2015 - 2019. The Plan is designed specifically to realize directions pursued under the Public Administration Sector Plan. Thus, the usual 3 year corporate planning period has been extended to ensure that the two plans coincide as the PASP is a 5 year plan and was launched in 2014.

A closely focused vision sets the inspirational long term aspiration of the PSC:

“To Lead a Public Sector that delivers good services to the People of Samoa”

Achieving it, is made possible through a mission that strives:

“To strengthen; Inclusive Leadership, People Capacity, Integrity and Coordination towards realizing good public service delivery”

Our business as directed continues to expect and deliver an Outcome of *“High Performing Public Sector”* that will be evident through the following key indicators:

- Efficient and effective service delivery
- Improve client confidence
- Enhanced people capacities
- Enhanced Human Resource Management
- Ethical Public Sector

The following GOALS have been made the core focus of PSC Strategies through-out the Corporate planning Period:

- Improve Quality of Public Service Delivery
- Improve People Capabilities
- Improve public Sector Integrity and Culture

We believe, our journey to accomplish the anticipated projections of our contribution to the development of Samoa will be challenging as we operate in a dynamic environment with several contributing factor beyond our control. However, we are confident to progress forward, knowing that we have the support of government and a vibrant team lead by his Honorable Lautafi Fio Selafi Purcell.

Faafetai,



Tu'u'u Dr Ieti Taulealo
Chairman, Public Service Commission



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ACRONYMS

ALL	All Technical and Support Services Division of PSC
CAC	Central Agencies Committee
CAT	Certificate in Assessment & Training
CE	Contractual Employees
CEO	Chief Executive Officer
CHRAS	Corporate and Human Resources Advisory Services Division
COTE	Calendar of Training Events
HR	Human Resource
HRD	Human Resource Development
HRM	Human Resource Management
HRMIS	Human Resource Management Information System Division
HRPD	Human Resource Planning and Development Services
LI	Legal and Investigation Services Division
M&E	Monitoring and Evaluation
NHRDP	National Human Resource Development Plan
PASC	Public Administration Sector Coordination Division
PASP	Public Administration Sector Plan
PS	Public Service
PSC	Office of the Public Service Commission
PSET	Post Secondary Education Training
PSHRDF	Public Service Human Resource Development Framework
PSPP	Public Service Performance and Policy Division
SES	Senior Executive Services Division
SPS	Samoa Public Service
SPSEDS	Samoa Public Service Executive Development Strategy
SQA	Samoa Qualification Authority
WFP	Workforce Plan
WOG	Whole of Government



THE OFFICE OF THE PUBLIC SERVICE COMMISSION

The Public Service Commission is established under Article 84 of the Constitution of Samoa. It is the leader of the Public Administration Sector and is responsible for Human Resource Management within the Samoa Public Service (SPS). The Minister Responsible for the PSC is Honorable Lautafi Fio Purcell.

The responsibilities of the PSC under Article 87 of the Constitution and the Public Service Act 2004 include;

- Human Resource Planning ;
- Human Resource Management Policies ;
- Human Resource Monitoring and Evaluation for the Public Service ;
- Providing advice and assistance on Human Resource Management matters to Ministries.
- Leadership of the Public Administration Sector

In performing its responsibilities the PSC endeavors as per the objectives of the Public Service Act 2004, to lead, manage, develop and support a Public Service:

- That provides high quality advise to the Government ;
- That delivers services to the people of Samoa honestly, fairly, effectively and efficiently; and
- In which decisions are made on their merits, without discrimination and in accordance with the Samoan Public Service values and principles of employment.

PSC Stakeholders include:

- Minister responsible for the Public Service, Prime Minister and other Cabinet Members
- CEOs of Government Ministries and rest of Public Service employees
- We serve the country publicly through our commitment to all government agencies and Ministries under PSC portfolio promoting a high performing public service;
- Provide the needed advise to government authorities but to also assist its non government organizations and private sector; and
- Secure advancement with international partners or authorities but also regional government for HR opportunities.



The PSC prides the implementation of its key roles and responsibilities due to its institutional strengths however; it also does not fail to recognize its weaknesses, opportunities and threats that may arise through this planning period.

PSC's Strengths

- Solid and effective leadership in promotion of good governance;
- Interaction promotes a decentralized environment
- Embraces cultural sensitiveness, flexibility and teamwork
- Adherence with principles of ethical with good integrity, accountability and transparency
- Operates in an enabling and open environment;
- Workforce that is committed, competitive and motivated;
- Workforce whom a loyal and passionate to the course;
- Drive to involve and include its employees in its strategic directions and policies making processes;
- Foundation to nurture institutional knowledge and learning.

Opportunities for PSC

- Exposure to government-wide issues as a central agency of government
- Exposure to all challenges and technicalities of HR Management and HR Development
- Diverse scope of work;
- Develops different perceptions required for progress and advancement in order to identify change;
- Articulate and willingness to try new innovations/ new thinking/ systems & processes
- Establishes and develops marketable workforce;
- Obtaining/ Recognition of government backing and support to advance required reforms

Weaknesses of PSC

- Workload demands and pressure to meet timelines reflects need to expand current staff;
- Growing workforce requires suitable office environment;
- High turnover impacting depth of institutional knowledge
- Rationale and nature in communications with ministries requires implementation of awareness programs;
- Balancing the need to be supported of Ministries with regulatory functions;
- Budgetary costs undermine advancement of roles and responsibilities.

Threats to PSC

- Managing political, social and economic influences;
- Change of government undermines progress and development already in place;
- Growing trends in agencies seeking to be independent of the Public Service Act
- Uncertainty due to changes in agency leadership structure-removal of CEO role



- Setbacks due to budgetary constraints;
- Risks of occupational health and safety;
- Risk of staff turnover.



VISION

To lead a Public Sector that delivers good services to the people of Samoa

MISSION

To strengthen; Inclusive Leadership, People Capacity, Integrity and Coordination towards realizing good public service delivery

OUTCOME

A HIGH PERFORMING PUBLIC SECTOR which is evidenced by:

- Efficient and effective service delivery
- Improved client confidence
- Enhanced people capacities
- Enhanced Human Resource Management Practices
- Ethical Public Sector

GOALS

	GOAL	INDICATOR
1.	Improve Quality of Public Service Delivery	<ul style="list-style-type: none">• Improved Service Delivery• Improved Client Satisfaction
2.	Improve People Capabilities	<ul style="list-style-type: none">• Capable Workforce• Improved Service Delivery• Improved Client and Government Employee Satisfaction
3.	Improve Public Sector Integrity and Culture	<ul style="list-style-type: none">• Workforce observes ethical standards



VALUES

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
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.

MANDATE

- ❖ Part VII of the Constitution of the Independent State of Samoa 1960
- ❖ Public Service Act 2004
- ❖ Ministerial and Departmental Realignment Act 2003
- ❖ Strategy for the Development of Samoa
- ❖ Public Administration Sector Plan
- ❖ Public Service Regulations 2008
- ❖ Public Service Determinations & Employment Instructions
- ❖ Public Service Policies & Procedures
- ❖ Cabinet Directives



PSC GOALS & STRATEGIES

Goal 1	Improve quality of Public Service Delivery		
STRATEGIES	ACTIVITIES & INITIATIVES	INDICATORS	RESPONSIBLE DIVISION
1.1 Improve Whole of Government coordination/ governance	1.1.1 Review public sector governance arrangements	<ul style="list-style-type: none"> • Complete the identification of High Level /Core Principles to guide the development of HR policies for the Public Sector • Complete the identification of areas where HRM Governance Arrangements needs improvements and commence the development process. 	PSPP
	1.1.2. Review mechanisms for central agencies coordination to support WOG cohesion	<ul style="list-style-type: none"> • Complete Review of WOG approach to determine where we are & the way forward. • Proceed to advise the implementation of Review recommendations • Active participation and support to CAC as an institute 	PASC, PSPP
	1.1.3 PASP activities are coordinated effectively	<ul style="list-style-type: none"> • M&E report on PASP activities are completed and submitted bi-annually 	PASC



1.2 Strengthen policy research, development and coordination	1.2.1 Review of policy development capacity within Public Sector	<ul style="list-style-type: none"> • Complete Review report and policy paper on way forward for Policy Framework and Development Structure within Public Service (for development of sound policies) • Complete the Implementation of Cabinet Decision within corporate planning period 	PSPP
1.3 Strengthen Whole of Government performance monitoring system	1.3.1. Public Sector functional review completed	<ul style="list-style-type: none"> • Complete Functional Review Report and Recommendations for way forward for CEO approval • Complete the Implementation of Structural and Organisational Reforms. 	PSPP
	1.3.2. Public Sector Planning and Performance Management framework developed and implemented	<ul style="list-style-type: none"> • Complete policy paper on National Planning Framework: • Organisational Assessment • Performance Management for Senior Executives 	PASC, PSPP, SES (Convene meetings of CAC to drive the improved National Performance Framework – M&E Framework)
	1.3.3. Public Sector Performance Assessment and Improvement System implemented	<ul style="list-style-type: none"> • Effectively implement the Organizational Performance Improvement Framework 	SES
		<ul style="list-style-type: none"> • Strengthened M&E Activities of PSC 	SES, PASC
1.3.4. Review SES Performance Contracts and agreed contractual performance indicator for monitoring efficiency and effectiveness	<ul style="list-style-type: none"> • Complete Review of Performance Contracts and contractual performance indicators • Complete Review of Contractual mode 	SES	



1.4. Improve public awareness of government function and roles	1.4.1 Develop effective public awareness programmes and mechanisms	<ul style="list-style-type: none"> • Ensure Public Awareness of government functions through the implementation of the following: <ul style="list-style-type: none"> • SPS day • SPS Symposium • Career Day • Social Media Campaign • Complete the review of mechanisms for public service information dissemination and commence implementation 	PASC, PSPP & ALL
	1.4.4 Development of survey to gauge public feedback on public service delivery completed and implemented annually	<ul style="list-style-type: none"> • Survey is completed annually 	PASC, CHRAS
1.5. Improve PS delivery mechanisms	1.5.1 Review of service delivery mechanisms for priority problem areas completed.	<ul style="list-style-type: none"> • Complete review and submit to cabinet for approval • Implement cabinet decision improvements to be done 	PASC



Goal 2	Improve Human Resources Capabilities		
STRATEGIES	ACTIVITIES & INITIATIVES	INDICATORS	RESPONSIBLE DIVISION
2.1 Improve HRD	2.1.1 Workforce Plan across whole of public sector	<ul style="list-style-type: none"> • Complete annual monitoring and evaluation WFP activities and processes in the public service • Complete revision of SPS/WFP framework and submit for cabinet endorsement; • Complete Ministries orientation and WFP process implementation; • Complete SPS Workforce Plan 2016-2019 and ensure effective implementation 	HRPD
	2.1.2 Develop Public Service Human Resource Development (2015-2018) Framework	<ul style="list-style-type: none"> • Complete Public Service Human Resource Development Framework submit for endorsement • Complete PSHRDF orientation and rollout to Ministries • Complete review of PSHRDF (2018) 	HRPD
	2.1.3 Develop a National HRD /National Skills Plan	<ul style="list-style-type: none"> • Human Resource Development Plan completed for Minister and Cabinet approval • Provide Secretariat support for NHRD Council and implementation of NHRD strategies; 	HRPD



	<p>2.1.4 Leadership Development Program for public sector</p>	<ul style="list-style-type: none"> • Implement SPS Executive Development Strategies 2015-2018 • Review SPSEDS (2018) 	<p>HRPD</p>
	<p>2.1.5 Design, deliver and evaluate core HRD courses improve employee performance (Short-term Plan derived from Long term HRD Plan)</p>	<ul style="list-style-type: none"> • Complete recruitment and selection of cadre of CAT certified trainers for public service; • Complete and advertise annual COTE on all communication platforms; • Complete annual training needs analysis for the public service; • Complete the establishment of fee structure for non-public service participants; • Complete and ensure all training activities alignment are SQA quality assured; 	<p>HRPD</p>
	<p>2.1.6 Establish national institution to consolidate public sector HRD activities to increase cost effectiveness and return on investment;</p>	<ul style="list-style-type: none"> • Complete feasibility study for the creation of a civil service institute; • Complete application process for the recognition of the civil service institute as PSET under SQA; • Complete and submit funding application for the establishment of the civil service institute; • Complete disestablishment of the PSC training components and merge into civil service institute; 	<p>HRPD</p>



	2.1.7 Monitor and Evaluate HRD practices devolved to Ministries	<ul style="list-style-type: none"> • HRD M&E tool is developed and completed • M&E report is submitted annually 	HRPD
	2.1.8 Improve HRD Coordination for the Public Sector	<ul style="list-style-type: none"> • HRMIS component for HRD is fully utilised • All HRD opportunities are coordinated and utilised fully 	HRPD, HRMIS
2.2.Improve HRM	2.2.1. Review HRM Framework	<ul style="list-style-type: none"> • Review of HRM Framework completed • Complete the development of work level standards framework 	HRM, PSPP
	2.2.2 Develop, promote and review policies/systems for efficient/effective management of people under PS Act 2004	<ul style="list-style-type: none"> • All HRM policies are reviewed, developed and implemented accordingly • Improved service delivery through effective and efficient implementation of HRM policies • HRMIS review report is completed and submitted to cabinet • HRMIS maintenance and upgrade is completed 	HRM, SES, PSPP, LI



	2.2.3 Monitor and Evaluate HRM Practices devolved to ministries	<ul style="list-style-type: none"> • Improved compliance by Ministries in the administration of HRM policies and guidelines • Improved compliance by general staff in the observation of HRM policies and guidelines • Improved compliance by Senior Executive Officials in the observation of HRM policies and guidelines • M&E reports are submitted to cabinet bi-annually 	HRM, SES, LI
	2.2.4 Effective and Reliable Policy Advice is given to Ministries and Cabinet	<ul style="list-style-type: none"> • Advice to Ministries and cabinet are given on a timely manner 	HRM, SES, LI



Goal 3	Improve Public Sector Integrity and Culture		
STRATEGIES	ACTIVITIES & INITIATIVES	INDICATORS	RESPONSIBLE DIVISION
3.1 Ensure consistent and relevant integrity standards applied across the whole public sector including the mainstreaming of gender equity and vulnerable group issues	3.1.1 Review existing integrity standards Standardise integrity standards	<ul style="list-style-type: none"> • Complete Review of existing integrity standards • Complete Integrity standards (unified standards) for Public Sector and submit it for Cabinet Endorsement 	HRM, PSPP, LI
3.2 Ensure Integrity Standards are upheld	3.2.1 Awareness and education program for unified Public Sector Integrity Standards	<ul style="list-style-type: none"> • Ensure effective awareness programmes are implemented 	ALL
	3.3.1 Scoping Study for an Integrity Standards/ Anti Corruption Agency to be completed	<ul style="list-style-type: none"> • Complete scoping study for Integrity Standards/ Anti corruption Agency • Implement scoping study recommendations 	HRM, CHRAS, LI



PSC ORGANIZATION STRUCTURAL ARRANGEMENTS:

The implementation of this Plan will be realized through the organizational structural establishments mapped out in the table below. This arrangement comprises of 9 Divisions. The Policy Advice Division which is the central decision making authority, that is supported by 6 technical divisions and 2 support services divisions, namely the HRMIS and CHRAS.

Further to current arrangements, an additional division will be established; *Teacher Services Division* in support of all strategies and development catered toward the teaching profession within Public Service.

Divisions of the Office of the PSC
<p>Policy Advice: Provision of policy advice to the Minister and Ministries on human resource management and public administration matters.</p>
<p>Division of Senior Executive Services (SES): To advise the CEO, Ministries and other stakeholders on Senior Executive Service and contractual employment matters and manage the people management functions for the SE and CE group.</p>
<p>Division of Human Resource Management (HRM) Services: To advise the CEO, Ministries and other stakeholders on HRM policies, monitor and evaluate their effective implementation in Ministries and institute a values-based Samoa Public Service.</p>
<p>Division of Human Resource Management Information System (HRMIS) Services: To provide information technology and communication services in support of the PSC's work.</p>
<p>Division of Public Service Performance and Policy (PSPP)-Services: Provision of effective monitoring, evaluation, reporting and policy advice on public service performance and provision of effective and efficient support services.</p>
<p>Division of Human Resource Planning & Development (HRPD) Services : Provision of policy advice to the CEO, Commission, Ministries and other Stakeholders on all Human Resources Development and Monitoring and Evaluation of Human Resource Development and Capability activities in Ministries.</p>
<p>Division of Public Administration Sector Coordination (PASC) Services Provision of Secretariat Services to ensure effective coordination and implementation of the Public Administration Sector Plan.</p>
<p>Division of Legal and Investigations (LI) Services Provision of accurate and reliable Legal Advice to the CEO, Public Service Commission, and Cabinet.</p>
<p>Corporate & Human Resource Advisory Services (CHRAS) Provision of support role to ensure effective and efficient services to Technical Branches in areas of; Capability Development, Procurement and Payment, Budget Compilation & Monitoring, Records Services, Administrations Services and Transportation Services.</p>







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