A word from the Sector Coordination Unit

The Public Administration Sector is pleased to present the sixth edition of the Public Administration Sector Newsletter. It will highlight completed, ongoing, and planned activities under the Public Administration Sector Plan 2014-2018. The PASP aims to achieve a professional and competent public administration providing quality service delivery to its clients, the people of Samoa. It seeks to strengthen the efficiency, effectiveness and transparency of the public administration in its operations.

The Unit is always delighted to discuss and advise on issues relating to the quality of service delivery, human resource management, planning and development. If you have suggestions on how we can improve the next edition, connect with us!

We look forward to your positive contributions towards the development of our Sector this year!

The Public Administration Sector Coordination Unit

---

Strengthening integrity in the public sector...read more on page 2

Australian Public Service Commission visits...read more on page 2

Review aims to further support human resource management...read more on page 3

Chief Executives gather for annual CEO Forum...read more on page 3-4

Contract Employment Template reviewed...read more on page 5-6

HRD Digest Issue 2...find link on page 7
Improving public sector integrity and culture is one of the key Goals for the Public Administration Sector Plan 2014-2018. It is in this connection that a partnership materialized between the Public Administration Sector through the Public Service Commission, the United Nations Office on Drugs and Crime, the United Nations Development Program, and the United Nations – Pacific Regional Anti-Corruption Project. The agencies came together to facilitate a workshop on integrity for senior Government officials. The workshop was held at Hotel Millenia for 2 days and was facilitated by advisors under the UNPRAC project, John Hyde and Luisa Senibulu.

The participants included representatives from across the public sector. Presenters at the workshop included the Attorney General, Lemalu Hermann Retzlaff, the Ombudsman, Maiava Iulai Toma, the President of SUNGO, Mrs. Roina Vavatau, the Editor for the Samoa Observer, Mataafa Keni Lesa, and the Manager for the Legal Division at the Central Bank of Samoa, Mr. Gafatasi Patu.

The Public Service Commission is tasked with the review and consolidation of integrity standards to be applied across the public sector under the PASP.

The aim is to strengthen this key principle to improve decision making and behavior in Government. The workshop looked at providing guidance on the implementation of this activity, as well as confirming priority areas the Government could reform to achieve an ethical public service.

While there was a strong consensus for Samoa to sign on to the United Nations Convention Against Corruption (UNCAC), the participants agreed that the level of public awareness for existing laws that deal with integrity issues needed to be improved first and foremost. This was an inexpensive preventative measure the participants thought could benefit the Government.

The participants also thought that the community and private sector could play a bigger role in holding Government accountable. This was echoed by some of the presenters who noted that the absence or lack of integrity will diminish the trust and confidence the people have in their Government. The presenters called on the public to play their part in reporting the inactions of Government authorities, particularly where the expectations of the citizens are not met.
The Public Administration Sector will be working closely with the two UN agencies to take this forward in a holistic way, alongside the non-Government stakeholders.

**Australian Public Service Commission visits**

A team from the Australian Public Service Commission (APSC) was in the country from the 16 – 27 May following a request from the Public Administration Sector for assistance. The 2-week visit was to discuss areas in which the APSC could support the Sector with, mainly under the first Goal of the Sector Plan. It was also used as an opportunity to pilot the Public Sector Service Delivery Demonstration Project with willing agencies, focusing on one area that is critical to Government customers and clients. The team consisted of 2 senior representatives from the APSC, who were also undertaking similar work in other Pacific countries including Fiji.

The team met with the Chief Executive Officers and senior managers of the Ministry of Education Sports and Culture, Ministry of the Prime Minister and Cabinet, Ministry of Finance, Ministry for Public Enterprises, National Health Services, and the Public Service Commission (PSC).

The Ministry of Education along with the PSC were selected as pilot agencies for the Demonstration Project. Ms. Deborah Meehan, Assistant Director – International, conducted 2 workshops which helped Ministries self-assess and diagnose service delivery challenges around the complaints mechanisms in the workplace. The findings from this workshop have been documented and will be shared with the pilot agencies to consider the recommended actions mentioned therein.

A common finding following the workshops was that Government agencies needed to adopt a positive approach towards complaints to improve service delivery. It was recommended that agencies should consider collecting complaints data to feed into a complaints handling framework, to encourage continuous improvement. The PSC anticipates further collaborative work with the APSC to support the implementation of the PASP.

**Review aims to further support human resource management**

The Office of the Public Service Commission undertook a 2-week informal review exercise of the Public Service Act 2004 in March-April 2016, led by its Legal division. This is part of activities under Goal 2 of the PASP and targets to have in place an updated legislation and legal framework that would support efficient and effective human resource management practices for the Government.

The informal consultative process involved both the senior management and officer level. They were divided into 4 groups and were given particular sections of the Act to discuss and assess the relevancy and application. The groups were asked to recommend alternative options if they felt the existing provisions needed to be amended to suit the current situation. The feedback from the consultations will form the basis of a Terms of Reference for the review and amendment of the Public Service Act 2004.

The next step is to engage a Legislative Drafter to draft the required amendments as per Commission’s approval. It is anticipated that the amendments would accommodate the evolving Samoa Public Service and to reflect new policy decisions in respect of Human Resources Management.

**Chief Executives gather for annual CEO Forum**

The first CEO Forum for FY 2015-2016 was held on the 27th May 2016 at Hotel Elisa. CEO Forums provides an opportunity for all Chief Executives and
leaders from the Public Sector to raise certain issues within their respective Ministries or Organizations. Representatives present accumulated from 19 Ministries and 33 Organizations.

The two key areas covered included the Feasibility Study on the establishment of a Civil Services Institute and an update on the status of the NHRDP Plan. An update on the implementation of the Public Administration Sector Plan was also provided, as well as an overview of Training across the Public Sector presented by representatives from the PSC.

- Feasibility Study on the establishment of a Civil Service Institute

The Feasibility study noted some problems faced by our human resource development and the possible causes, facts on how to improve public servants, some assumptions and options for a way forward. The main problem included an ineffective and inefficient public service human resource development system caused by limited or no resources allocated for human resource development. Other causes included the inequitable allocation of available resources among government employees and lack of standardized or robust training system that evolves with our shifting operating environment. Some of the effects involve the non-achievement of Government Goals and Objectives, lack of trust and confidence by general public in the service especially the no return on investment or waste of government resources.

A possible solution is the establishment of the Public Service Training Institute for the purpose of designing, delivering or evaluating education and training programs to improve public sector capacity. Options were brought forward that the PSTI stands alone as an independent learning body, making PSTI as an extension of current PSC Human Resource Development Services and utilizing outside service providers or contractors.

- Update on the National Human Resource Development Plan 2015-2030

The National Human Resource Development Plan 2015-2030 as presented, covered the background between national development/strategies and national HRD, the overview linkages between HRD & National Strategies, the purpose of the NHRDP, its goals, where are we now and where do we want to go or our way forward. According to the Samoa Development Strategy 2012-2016 one of its goals states Improving Life for All.

This goal is divided into different priority areas; Economic Sectors, Social Policies, Infrastructure and Environment in order to improve the capacity and skills of our people. The improvement of our human resource development on its national level aims for all Samoans to have access to all stages of education, training programs and development.
The development of our human resource ensures that every Samoan has the knowledge; skills and abilities to earn a living provide for themselves and their families and contribute to society, country and foremost ensuring that we have the right people to drive national economic development.

Therefore, the purpose of the National Human Resource Development Plan is to ensure that Samoa has the necessary national human capital to achieve a better quality of life, improving linkages between national HRD and national strategic planning processes and systems and collecting or analyzing NHRD data in order to enhance evidence based decision making at the national level.

In addition, our way forward in pushing through with this plan takes time it has become a living document and with the National HRD change does not happen overtime and working together in order for this plan to take place and be achieved.

- **PASP Update**

The PSC also presented on the current status of the Sector Plan in terms of implementation. The Sector highlighted that it was continuing to work with implementing agencies to fully integrate activities under the Sector Plan within agency Corporate Plans. The PSC Corporate Plan was noted as an example, particularly as the activities in its Corporate Plan are derived from the PASP.

The Sector highlighted key activities it had prioritized for the new FY2016/17. This included the final phases for the Functional Review, the second Government Service Delivery Survey (formerly known as Client Satisfaction Survey), work on the development of integrity standards, and the completion and implementation of the long-term National Human Resource Development Plan.

The Sector Secretariat maintains its stance on the importance of ongoing dialogue with its implementing partners. This is a key component to ensuring that all plans within the National Planning Framework for the Government are aligned and synchronized with the operational side. The Sector anticipates that each agency directly implementing each activity would work towards the inclusion of PASP activities in their Corporate and Management Plans.

**Contract Employment template reviewed**

PSC through its Senior Executive Services and Legal and Investigation Division has completed the review of the Contract of Employment Template for Contract Employees and Positions of Responsibility (School Principals and Vice Principals) in accordance with the 2015 Working Conditions and Entitlements Manual, endorsed by Cabinet on the 20th December 2015. The review reflected significant amendments to the terms and conditions of the Contract of Employment Template such as:

- **Sick leave** – Subject to a prior written approval of the responsible CEO, Contract Employees are entitled to carry forward only twenty (20) days of untaken sick leave after the end of each contract year, any untaken sick leave left outstanding will be forfeited at the end of the contract term.

- **Annual Leave** – Reflects untaken Annual leave within one year of the contracted term will be carried forward to the next contract year. Annual Leave must be within the contract year will be forfeited at the end of the contract term.

- **Other leave** – Amendment made with the removal of Special leave for Entitlement for Public Servants nominated as Election Candidates

- **Secondary Employment** – Clarification and re-emphasize that Contract Employees must not engage in any other paid employment and/or accept remuneration
above and beyond the agreed salary unless approved by the Commission.

- **Other Entitlements** – Removal of Ex-gratia payment

- **Severance Payment** – This remains as is but formerly referenced as End of Contract Entitlements. Amended however reflect that Appointees who resigns from the position seven (7) days after being charged for potential breach of the Code of Conduct without denying or admitting the charge will NOT be entitled for payment claim.

The amendments to the Contract of Employment template were reviewed in conjunction with the Legal Services (PSC) and the Attorney General’s office.

The revised Contract of Employment applies ONLY to Contract Employees that were appointed to contract positions after the Circular Memorandum dated 20 February 2016. The PSC is currently conducting the contract signing for all Contract Employees under the revised Contract of Employment.
Read all about overseas & local training updates from January – June 2016 in PSC’s Human Resource Development (HRD) Digest, compiled by the Human Resource Development Team!


Did you know?
- The Public Administration Sector Plan 2014-2018 (PASP) was launched in February 2014. It is administered and serviced by the Public Administration Sector Coordination Unit (PASCU) housed under the Public Service Commission.
- The Public Administration Sector Steering Committee (PASSC) exercises an oversight role with regards to the implementation and monitoring of the PASP activities.
- The PASSC is chaired by the PSC and comprises of representatives from the Ministry of Finance, the Ministry of the Prime Minister and Cabinet, the Ministry of Women Community and Social Development, the Samoa Umbrella for Non-Government Organizations, and the Samoa Chamber of Commerce and Industry Inc.
- The Ministry of Finance, Ministry of the Prime Minister and Cabinet, and the Ministry of Women Community and Social Development, together with the PSC, are the key implementing partners for the PASP.
- The PASP has three strategic goals and 10 core strategies to achieve its vision of a professional and competent Public Administration that provides quality and coordinated service delivery to the people of Samoa in a cost effective, efficient and transparent manner.

Get in touch & find out how you can help strengthen the way we serve you!
- Osana Liki: oliki@psc.gov.ws
- Tracy Wong Ling-Warren: twarren@psc.gov.ws
- Public Service Commission
  - T: +685 22123/124/125 ext 11, 67 or 49
  - F: +685 24215
  - E: psc@psc.gov.ws
  - W: www.psc.gov.ws
  - F/book: Samoa Public Service Commission