



Government of Samoa

PUBLIC SERVICE COMMISSION

Annual Report

July 2008 - June 2010

PSC Annual Report for 2008-2010



Government of Samoa

PUBLIC SERVICE COMMISSION

P.O. Box 73, Apia, Samoa

Telephone: (685) 22123 Fax: (685) 24215

Email: psc@psc.gov.ws

6 October 2010

**His Highness
Tui Atua Tupua Tamasese Efi
Head of State
Of the Independent State of Samoa**

May it please your Highness.

Public Service Commission Annual Reports for the period June 2008 to July 2010

In compliance with the provisions of Article 88(2) of the Constitution of the Independent State of Samoa, the Public Service Commission has the honour to present to your Highness the consolidated Annual Reports for the Public Service Commission for the period July 2008 to June 2010.

I have the honour to be, Your Highness.

Your obedient servant,

A handwritten signature in blue ink, appearing to read 'Lea Sopoaga', written over a horizontal line.

Chairman
Public Service Commission

PSC Annual Report for 2008-2010

ACRONYMS

ACEO	Assistant Chief Executive Officer
AG/AGO	Attorney General / Attorney General's Office
AO	Audit Office
AYAD	Australian Youth Ambassador for Development
CEO	Chief Executive Officer
CM	Circular Memorandum
CCA	Controller & Chief Auditor
EC/OEC	Electoral Commissioner/Office of the Electoral Commissioner
EDP	Executive Development Program
EI	Employment Instruction
HRC	Human Resource Coordinator
HRM	Human Resource Management
HRD	Human Resource Development
MAF	Ministry of Agriculture & Fisheries
MCIL	Ministry of Commerce, Industry & Labour
MCIT	Ministry of Communication & Information Technology
MESC	Ministry of Education, Sports & Culture
MFAT	Ministry of Foreign Affairs & Trade
MFR	Ministry for Revenue
MJCA	Ministry of Justice & Courts Administration
M&E	Monitoring & Evaluation
MNREM	Ministry of Natural Resource, Environment & Meteorology
MOF	Ministry of Finance
MOH	Ministry of Health
MPMC	Ministry of the Prime Minister & Cabinet
MWCSD	Ministry of Women, Community & Social Development
MWTI	Ministry of Works, Transport & Infrastructure
OHS	Occupational Health & Safety
PACTAF	Pacific Technical Assistance Facility
PASP	Public Administration Sector Plan
PDS	Professional Development Strategy 2005-2008
PMS	Performance Management System
PSC	Public Service Commission
PT/PTO	Public Trustee/Public Trust Office
R&S	Recruitment & Selection
SOEs	State Owned Enterprise
SPS	Samoan Public Service
WCE	Working Conditions & Entitlements

THE PUBLIC SERVICE COMMISSION - LEADERSHIP

2008-2009

Hon. Fiame Naomi Mataafa	Minister, PSC
HE Fe'esago Siasia Fepuleai	Chairman, PSC
Tafua Maluelue Tafua	Member, PSC
Hon. Mulitalo Siafausa Vui	Member, PSC
Faamausili Dr Matagialofi Luaiufi	Secretary/CEO, PSC (Jun 2008 – Feb 2009)
Leulua'ialii Beth Onesimo Tuilaepa	Secretary/CEO, PSC (May – Jun 2009)

2009-2010

Hon. Fiame Naomi Mataafa	Minister, PSC
HE Fe'esago Siasia Fepuleai	Chairman, PSC
Tafua Maluelue Tafua	Member, PSC
Hon. Mulitalo Siafausa Vui	Member, PSC
Leulua'ialii Beth Onesimo Tuilaepa	Secretary/CEO, PSC

GUIDE TO THE REPORT

Article 88(2) of the Constitution of Samoa requires the Public Service Commission to provide an annual report on its activities. This is presented in Part A of this Report.

Part B of the Report provides information on the status of the whole Public Service. In previous reports this information was included as part of the work reports of different PSC sections. It has been separated in the interest of transparent reporting and accountability.

The report has been developed with the aim of transparent and relevant reporting under the Commission's outputs and against its mandate. It is set out as follows:

PART A: Public Service Commission

Section 1: Overview

The report's overview includes the Chairman's Review and an overview of the Commission's role, responsibilities, outputs and organisational structure.

The Chairman's review summarises the main developments affecting the work of the Commission including highlights of achievements throughout the relevant period.

Section 2: Performance Review

This section contains the detailed discussions on the achievements and activities of the Commission against each of its objectives and outputs.

PART B: State of the Samoan Public Service

This Part sets out the statistical profile of the Samoan Public Service. It also highlights service-wide developments and achievements.

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PART A: PUBLIC SERVICE COMMISSION

Section One: OVERVIEW

Chairman's Statement

In presenting the Annual Reports for the Public Service Commission for the fiscal years 2008-2009 and 2009-2010, I must first apologise for the delay. Much effort has already gone into improving information systems to ensure that future reports that accurately reflected all our activities are delivered on time.

Goals

The period covered has been a time of on-going change both within the PSC with the resignation of the previous CEO, as well as the wider Public Service. Our Corporate Plan 2008-2011 guided the work for the period covered by this report. In 2008-2009 we continued the work that started with the enactment of the Public Service Act 2004 by continuing to:

- Strengthen our advisory and support services to CEOs and Ministries
- Enhance our monitoring and evaluation of Ministries' performance management systems and devolved functions
- Revise the Working Conditions and Entitlements Manual, Graduates Placement Policy,
- Continuing implementation of the SPS Strategy for Professional Development 2003-2008, components of which include CEO Forums, Executive Development Programme and Human Resource Coordinator's Forum

Achievements

For the FY 2008-2009, some of the notable achievements and developments include the:

- Development of a new Performance Appraisal System for permanent employees
- Revised Working Conditions and Entitlements Manual
- Review of Teachers' salary and career path
- Completion of the 1st Phase of the HR System which centralized all Government organizations structures

The Samoa PSC during this period also took over the role of coordinating secretary for the Pacific Public Service Commissioners' Conference. The PPSC agreed to a number of leadership/executive development initiatives which we have been part of and have greatly benefitted Samoa Public Service. They are the:

- Emerging Pacific Leaders Development Program (attachments within the Australian Public Service Commission and other departments/agencies within the Australian Public Service)
- Pacific Executive Programme, Regional Work Attachment
- HR Managers Core Group Annual Conference
- Australia and New Zealand School of Government – Pacific Executive (ANZSOG – PACE) Programme and the Leadership Development programme

The Samoa PSC hosted two groups of participants from the region as part of the Regional Work Attachment Programme for two weeks at a time during the 2008-2009 period.

The FY 2009-2010 was more notable for the change in leadership of many ministries when eight new Chief Executive Officers were appointed including those for core ministries like Finance and the Prime Minister and Cabinet. The CEO Forum was also reactivated to ensure the continuous professional development of top managers and leaders.

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Achievements

For FY 2009-2010, some of the notable achievements include the:

- Review of Recruitment and Selection Manual for permanent staff
- Draft Recruitment and Selection Manual for contract officers
- Revised Long-term Study Leave policy
- Revised Graduate Placement policy
- Launching of the Phase 2 of the HR Management system which captures all HR activities/data on-line thereby reducing ministries' paper work
- Development of a Performance Review Consultation Process for ACEOs

Challenges

Continuous improvement to service delivery and achievement of the Government's vision set out in the SDS 2008-2012 means that the realignment of some Ministries brought about by the reform has to be reviewed to ensure that their objectives are achieved. This is the task that started during this period and will consume most of the time of the Public Service Performance, Sector Plan and Legal Services division for the next fiscal year.

As mentioned in our last report, another on-going challenge which is also highlighted in the Public Administration Sector Plan (PASP) is the need to strengthen ethical decision making and behavior in the Samoan Public Service. It is a multi-faceted issue which requires all levels of society to work together to address. We have and will continue to face the challenge of having to satisfy increasing demand for services with decreasing resources. The PSC therefore has to continuously innovate and 'think outside the box' in order to do more with less.

Having a supporting Secretary and staff at the PSC has made this all possible. I take this opportunity to thank everyone for their contribution which has enabled the Commission to face the many challenges in its work. I also thank the Honourable Minister for PSC as well as the Honourable Prime Minister and Cabinet for their support.

The Commission also acknowledges and expresses its gratitude to our development partners whose support is invaluable to our achievements. Thank you also to all the CEOs of Ministries and their staff, given that many are new in their position, for continuing to work in partnership with us to ensure that the Samoa Public Service delivers the right services to the people of Samoa in the most appropriate way.

Last but not least I thank the Commission members both past and present for their commitment and invaluable contribution to the work for which we were called.

I look forward to your continued cooperation and support in the upcoming year.

Feesago Siaosi Fepuleai
Chairman
Public Service Commission

1.1. PSC Strategic Overview

The Public Service Commission is established under Article 88 of the Constitution of Samoa. It is the central agency responsible for human resource management within the SPS and it is currently within the ministerial portfolio of the Ministry for Women, Community and Social Development.

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 advise and assistance on human resource management matters in the Public Service to Ministries.

In performing its responsibilities the PSC endeavours 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.

The mandate for the work of PSC is derived from:

- *Part VII of the Constitution of the Independent State of Samoa 1960*
- *Public Service Act 2004*
- *Ministerial & Departmental Realignment Act 2003*
- *Public Service Regulations 2004*
- *Strategy for the Development of Samoa, 2005-2007*
- *Public Service Determinations & Employment Instructions*
- *Public Service Policies & Procedures*
- *Cabinet Directives*

Pinciples & Values

Honesty: *Acting honestly, being truthful and abiding by the laws of Samoa*

Impartiality: *Providing impartial advice, acting without fear or favor 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*

Statement of Vision and Mission

“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”

“To promote efficient and effective public service delivery by continuous improvement in leadership and management practices across the Samoa Public l Service”

Corporate Objectives

The PSC’s corporate objectives as per its Corporate Plan 2005-2008 are as follows:

-Enhanced Capability of Ministries to manage their own Human Resources, effectively and efficiently.

- PSC has the capability to perform its mandated role as the HR strategic adviser to government and Ministries.

-Ensure robust monitoring and evaluation as well as timely reporting on HRM and Public Administration Sectoral Performance

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Organization Structure

The Chairman with two other Commission Members heads the Public Service Commission. They are all appointed by the Head of State on the advice of Cabinet. Reporting to them and responsible for the operational management and administration to support the functions of the Office of the Public Service Commission is the Secretary, Assistant Chief Executive Officers and all staffs employed under each respective division.

Throughout the reported period, Feesago Siaosi Fepuleai continued to serve as the Chairman of the Public Services Commission, supported by Tafua Maluelue Tafua and Mulitalo Siafausa Vui in their capacities as Commission Members.

Faamausili Dr Matagi alofi Luaiufi was the Secretary/Chief Executive Officer until resignation in September 2008. Leulua'ialii Beth Onesemo Tuilaepa was appointed in May of the same financial year as the new Secretary/ Chief Executive Officer of the Public Service Commission.

The PSC's structure and division has remained unchanged as reported in previous year, with four technical divisions and two support service divisions all delivering operational and administrative roles and functions of the Commission. However, due to evolving roles, HR challenges, creating path for career development for the Public Service and staff shortage new positions were established, reshuffling of positions between divisions was required given trial merger of PMS/PASP Secretariat and the Capability and Professional Development Division. These measures were undertaken not only for sustainability requirements but also to ensure PSC continues to deliver as expected.

In February of 2010, serious staff shortage was realized. Annual deliverables of PSC in comparison to its performance indicators for Financial Year 2008-2009 & mid-year achievements for FY2009-2010 was slow. This resulted in the establishment of several new positions, restructuring of divisional responsibilities and rebranding of two divisions to ensure PSC in future has:

- Clear segregation of divisional responsibilities
- Sufficient and adequate manpower
- Capacity to effectively and efficiently undertake its monitoring and evaluation role
- Capacity in policy development and advisory role for quality assurance purposes
- Strengthened abilities to undertake relevant Investigations
- Improved Human Resource Advisory services for Ministries and the Commission
- Strengthened support services in Administration and Records Services
- Strengthened capacity of Capability and Professional Development Division to perform its operational roles as well as the development of the new Strategy for Professional Development

Rebranded Divisions:

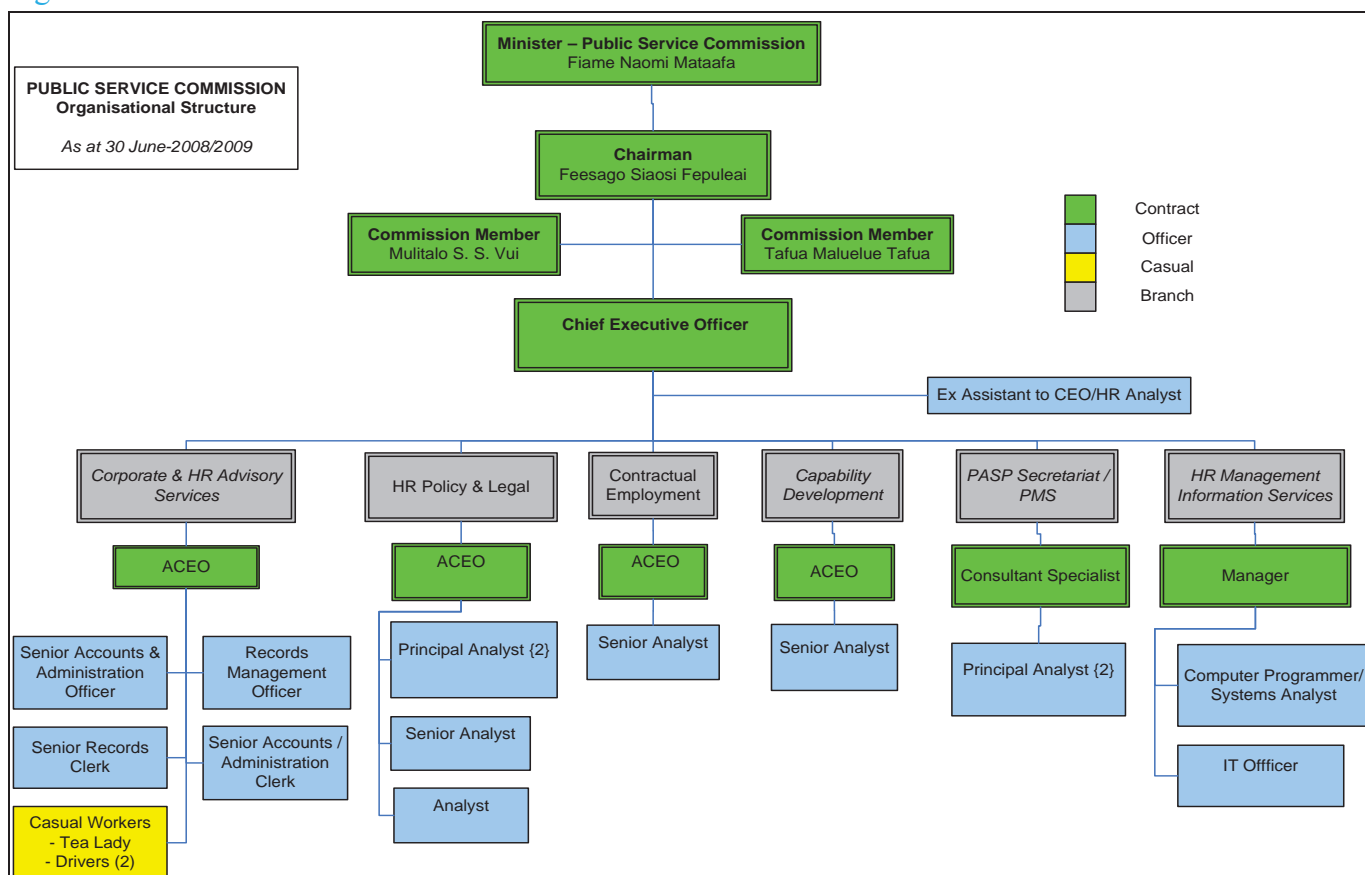
- Responsibilities for Structures and Establishments were transferred from PASP/PMS to Human Resource Policy and Legal Services (HRPLS), resulting in rebranding HRPLS as Human Resource Management Services Division with its new focus and emphasis not only on development and re-enforcement of HR legislations but also deal with relevant resourcing (HR) of Ministries.
- PASP/PMS was rebranded as Public Service Performance, Sector Plan and Legal Services Division (PSPSPLS) to reflect its newly assigned responsibilities in; Monitoring, Evaluation and Legal Services transferred from HRPLS as addition to its roles in ensuring effective implementation of PASP and PMS. The reallocation of responsibilities and pressing to ensure the effectiveness of PASP and PMS required sufficient manpower which lead to the establishment of 5 new positions under PSPSPLS Division:

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Table 1: Branches of the Office of Public Service Commission

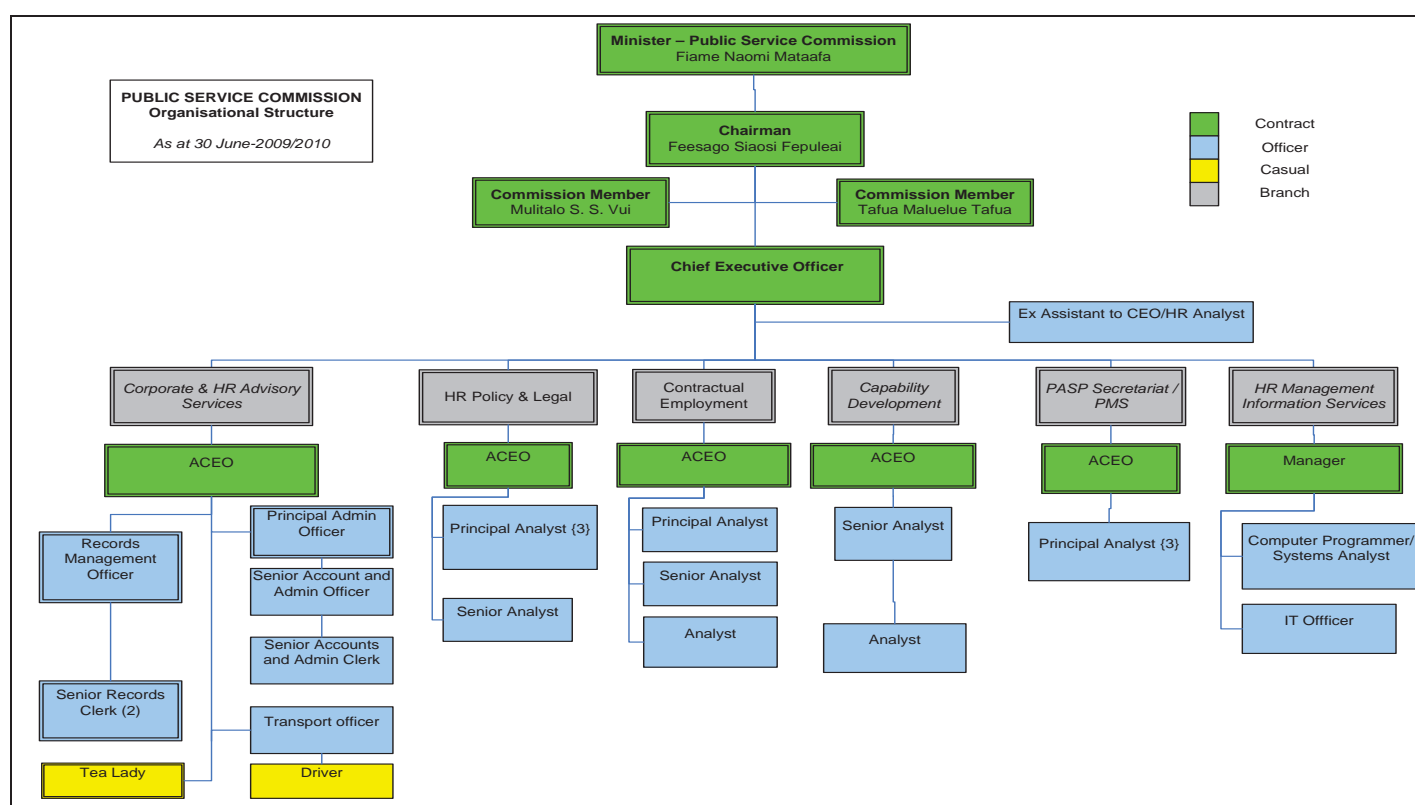
Divisions	Services
Contractual Employment	Manage employment of Contract Officers (CEOs, ACEO, Consultant Specialists) Including developing policies, advising, monitoring and managing the following : <ul style="list-style-type: none"> • Employment Contracts, Performance Contracts, Recruitment & Selection, Remuneration, Discipline & Grievances, Conditions & Entitlements, Cessation
Human Resource Policy and Legal Services	Develop policies, advise, monitor and evaluate Ministries HRM practices on : <ul style="list-style-type: none"> • Recruitment & Selection, Working Conditions & Entitlements, Performance Management System, Code of Conduct, Grievances, Occupational Health & Safety
Capability and Professional Development Services	Develop policies, advise, monitor and coordinate professional development services for SPS including : <ul style="list-style-type: none"> • PDS Strategy, In-Country Training Program, Scholarships, CEO Seminar Series, HRC Forum, Middle Management Programme, Graduate Induction
Public Sector Administration Plan Secretariat and Performance Management Division	Provide support services to PASP Secretariat to ensure effective implementation of Public Administration Sector Plan Provide effective services in monitoring, evaluation, reporting, policy advice on Public Service Performance, structures and establishments
Human Resource Management and Information system	Manage the Governments HR System and provide support to: <ul style="list-style-type: none"> • Line Ministries in HRM Information System services • PSC in HRM Information System Services & IT Services
Corporate & HR Management Information System	Provide support services to PSC in <ul style="list-style-type: none"> • Budget/financial Management, HRM Services, assets management, corporate publications, events logistics,

Figure 1: PSC Structure as at 30 June 2009



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Figure 2: PSC Structure as at 30 June 2010



Output Structure:

PSC continues to deliver its services under the financial Seven Output Structure in this reporting period, with changes made only to Output titles due to rebranding of divisions.

Table 2: PSC Output Structure

	1 July 08 - 30 June 09	1 July 09 - 30 June 10
Output 1	Policy advice to the Minister	Policy advice to the Minister
Output 2	Contractual Employment Services	Contractual Employment Services
Output 3	Human Resource Policy and Legal Branch	Human Resources Management Services
Output 4	Human Resource Management Information Systems	Human Resources Management Information Systems Services
Output 5	Public Administration Sector Plan/Performance Management System	Public Service Performance, Sector Plan and Legal Services
Output 6	Capacity and Professional Development Branch	Capability and Professional Development Services
Output 7	Corporate Service and Human Resource Advisory Service	Corporate Services and Human Resource Advisory Services

Public Service Commission Workforce:

The PSC maintains the belief that it employs a team of capable and intelligent staff over the reported period. This enabled the delivery of some of its major activities outlined in its Corporate Planning strategies.

However, PSC still faced the dilemma of being short staffed requiring additional personnel to ensure the provision of sufficient and effective services to its stakeholders. Three new permanent positions in 08/09 and 9 in

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09/10 were established to ensure sufficient manpower. All positions approved in 08/09 were funded from FY09/10 budget while positions established in FY09/10 remained vacant to be funded from FY10/11 approved budget. This highlights the fact that an average of 2 staff members and a Manager manned technical divisions except for Corporate and HR Advisory Services Division which employed seven individuals in this reported period.

Table 3: PSC Workforce Composition

	No of branches	Total Staff: as at 30 Jun	Permanent Positions : as at 30 Jun	Casual Positions (vacant): as at 30 Jun	Constitutional positions	Contractual positions (CEO & ACEO)	Ceased Employment	Vacant positions: As at 30 Jun	Appointments	Total positions
08/09	7	27	18	3 (1)	3	7 (1)	6	4	4	31
09/10	7	29	29	2	3	7	11	13	15	41

Staff Turn-over: Table 3 shows that there were 6 cessations of employment in 08/09 and 11 recorded in 09/10. This indicates a high average of staff turnover at a rate of 8.5 per annum (22% for 08/09 and 38% for 09/10). Thus builds the importance of having in place an effectively coordinated Recruitment and Selection process to ensure replacement staffs are employed within two months from the effective resignation date of a former incumbent.

Common reasons for cessation of services were due to promotion in pursuit of better careers and family commitments. In 08/09, 4 wage employees resigned due to family commitments, 2 contractual employees also resigned in pursuit of better careers. The former CEO resigned to operate a Consultancy Firm and another ACEO took consultancy work with Ministry of Police.

In 09/10, 6 staff at the operational level resigned from PSC, 1 pursued postgraduate studies while the remaining resigned to take up promotions within other Ministries and an SOE of government. 3 contractual employees also resigned, 1 undertook a job opening at the same level within another SOE, 1 took up promotional opportunity at a regional organization in Fiji and the third resigned and left for New Zealand in pursuit of better future. Within the same period two wage workers resigned from PSC, 1 became a permanent staff at an SOE which is viewed as a promotion, while the other had services terminated due to forfeiture of services.

Table 4: PSC Staff Age Category

Commission Members	30-Jun-09	male	female	Commission Members	30-Jun-10	male	female
61 - 70	2	2	0	61 - 70	2	2	0
71+	1	1	0	71+	1	1	0
Contractual Level (management)							
21 - 30				21 - 30	1	1	0
31 - 40	3	0	3	31 - 40	4	1	3
41 - 50	2	2		41 - 50	1	1	0
61 - 70	1	1	0	61 - 70	1	1	0
Permanent Officer (operational level)							
21 - 30	13	7	6	21 - 30	12	4	8
31 - 40	3	0	3	31 - 40	5	0	5
Casuals							
<20	1	0	1	<20			
31 - 40	1	1	0	31 - 40	2	1	1
	27	14	13		29	12	17

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In the years reported, female gender continues to dominate the composition of employees from the principal level and below. At PSC's Management level, there is a much more equal share of both males and females as visualized in this table.

This table clearly depicts how the male gender at the age category of 60 and above continues to dominate the compositions of Commission posts which are constitutional appointments made by the Head of State upon recommendation by Cabinet.

PSC as seen above is manned by a young team of individuals mostly in their middle ages if compared to life expectancy rate for Samoans. The common ages for most operational officers fall within 21 – 30 years of age, a few between 31 – 40 years of age together with most of the Management or Contractual level officers.

Table 5: PSC Positions and Salary Grades

	Grade	Position total count	
		08/09	09/10
Chairman (constitutional appointment)	CEO 1 Grade A	1	1
Commission Members (constitutional appointment)	C1	2	2
Secretary/CEO	CEO 1 Grade A	1	1
ACEO	C1	6	6
Principals	SpGr 2	6	9
Records Supervisor	SpGr 1		1
Seniors	A12	7	9
Officers	A10	2	6
Officers	A8	1	1
Senior Clerk	A5 & A6	2	2
Clerk	A4		1
Wage workers		3	2
		31	41

The majority of PSC positions are at the middle management level, Principal and Senior Officer Positions with salaries ranging from grade A12 to SpGr2. In 08/09, 42% of established positions ranged in the above mentioned salaries and grade. In 09/10 positions at these levels increased reflecting 46% total of approved positions. The concentration of positions at these levels is due to the weight and scope of roles and responsibilities expected to be delivered by each division in pursuant of mandated roles and functions, and ensuring operations and activities are well lead and effectively executed.

In all technical divisions, no position is established below that of an officer level salary and grade except for the Corporate Services division which employs clerical positions and wage workers.

Staff Development:

In ensuring PSC has the capability to perform its mandated role as the HR strategic advisor to Government and Ministries; trainings, attachments and meetings were sought and supported for PSC staff to attend for capacity improvement and development throughout the reported period.

Table 6: PSC Trainings, Attachments and Meetings

	Trainings/workshops		Meetings/Forums		Attachments	
	O/seas	Local	O/seas	Local	O/seas	Local
FY08/09	7	1	2		2	
FY09/10	9	1	2			

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Trainings attended not only included short term programmes but also long term studies towards academic qualifications at the Post Graduate level.

Spectrums of areas covered by trainings attended are listed as follows:

- Public Sector Reforms and Public Administration
- Knowledge Management
- Corporate Governance and Leadership
- Project Management
- Records Management
- Information & Communication Technology and E-government

In FY0910, PSC introduced and implemented as part of its capacity development strategy, a fortnightly programme titled Continuous Learning Sessions. These sessions were compulsory for all staff to attend and were used for in-house trainings, policy reviews, and strategic and operational planning discussion.

Funding & Reporting

PSC's annual activities were funded under the government budget, except for two major projects which the Office coordinated and managed during the questioned period. In FY08/09, PSC facilitated and hosted the Pacific Public Services Commission Forum Project funded by NZAid & AusAid. Second, PSC continued to receive financial assistance through Public Sector Improvement Facility (PSIF) of Ministry of Prime Minister to finance the administration and development of the HR Management System.

The tables below, provides summary of government budget approved allocations and total expenses recorded in the reported period.

Table 7: Statement of Ministry Expenditure by Output Appropriation Account as at 30 June 2009

Budget Report FY08/09				
	2009 Spending	Estimate	(Over) Under	2008
PUBLIC SERVICE COMMISSION	\$	\$	\$	\$
Outputs				
1.0 Policy Advice to the Minister	588,984	697,214	108,230	660,784
2.0 Executive Contract Management Services	173,742	185,991	12,250	108,232
3.0 Human Resources Advisory Services	244,367	298,273	53,906	216,555
4.0 Human Resource Management and Information System Services	261,192	277,223	16,031	252,650
5.0 Public Administration Sector Plan & Performance	224,222	243,970	19,748	238,631
6.0 Capacity & Professional Development Services	160,261	180,579	20,318	177,291
Total Outputs	1,652,767	1,883,250	230,483	1,654,143
Total Transactions on Behalf of State	1,101,079	1,064,565	(36,514)	664,526
TOTAL EXPENDITURE - PUBLIC SERVICE COMMISSION	2,753,845	2,947,815	193,970	2,318,670

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Table 8: Statement of Ministry Expenditure by Output Appropriation Account as at 30 June 2010

Budget Report FY09/10				
	2010 Spending	Estimate	(Over) Under	2009
PUBLIC SERVICE COMMISSION	\$	\$	\$	\$
Outputs				
1.0 Policy Advice to the Minister	636,730	643,705	6,975	588,984
2.0 Executive Contractual Management Services	195,307	196,154	848	173,742
3.0 Human Resources Advisory Services	260,742	261,420	678	244,367
4.0 Human Resource Management and Information System Services	276,257	277,723	1,465	261,192
5.0 Public Administration Sector Plan & Performance	208,856	211,284	2,428	224,222
6.0 Capacity & Professional Development Services	181,267	182,608	1,341	160,261
Total Outputs	1,759,159	1,772,894	13,735	1,652,767
Total Transactions on Behalf of State	742,506	849,503	106,997	1,101,079
TOTAL EXPENDITURE - PUBLIC SERVICE COMMISSION	2,501,665	2,622,397	120,732	2,753,845

Reports & Publications

PSC in the reported period produced several publications to ensure public awareness on policy changes, monthly activities, appointments, vacancies, trainings, scholarship awards and PSC services standards. In 09/10 additional publications were issued on top of the usual releases, these included Strategic Plans to guide and direct its services for financial year 10/11 and the annual report for 2005 – 2008. The table below details publications and when they were issued.

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Table 9: PSC Publications for 2008 - 2010

Publication	when issued	Issues		Purpose
		08/09	09/10	
Monthly News Letters	monthly	12	7	To report on policy changes, achievement and activities of PSC within a month
Public Service Official Circular	weekly	47 + 3 special issues	46 + 4 special issues	To publicize appointments, vacancies, training opportunities
Circular memorandum	When required	35	27	To inform ministries of meetings, workshops and training opportunities, changes to legislations and policies, and major decisions that would have impact on all ministries
Working Conditions and Entitlements	March 2009	1		This Manual outlines policies to guide staff employment and staff entitlements
Service Charter 2009	January 2009	1		Publicize PSC work standards on how PSC will response to the public
Revised Corporate Plan 2010 - 2011	June 2010		1	Revised publication of PSC Corporate Plan 2008 - 2011
Management Plan 2010 – 2011	June 2010		1	Plan for PSC’s annual activities
Annual Report 2005 - 2008	June 2010		1	Annual Report for FY2005/2006, 2006/2007, 2007/2008 – compiled into one report.

How to reach PSC:

Location: 2nd Floor, Fiame Mataafa
Faumuina Mulinuu II Building,
(Government Building)
Matagalalua

Telephone: (685) 22123, 22124, 21725, 21726

Facsimile: (685) 24215

Email: psc@psc.gov.ws

Website: www.psc.gov.ws

Address: Public Service Commission
P. O. Box 73, Apia
Samoa

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Section Two: PERFORMANCE REVIEW

This section details PSC’s performance against its annual projected outcomes of each financial year reported. These outcomes were envisaged as results of PSC’s activities in pursuant of constructive policy advice, strengthened Ministries capacities in HRM and enhanced PSC ability to deliver as mandated.

This section provides a matrix explaining each respective output and its achievements.

ACHIEVEMENTS: July 2008 – June 2009

Output 1: POLICY ADVICE TO THE RESPONSIBLE MINISTER

Output Manager: Chief Executive Officer

Description: Provision of advice to CEOs, Commission, Minister and Cabinet, on human resource management and employment policies as well as on public administration issues.

Performance Measures:

Activity:	Annual Achievements
Policy Advice on human resource in the Public Service and proposals from Ministries	Approximately about 5 briefings per week provided on human resource matters
Policy advice on reviews of Offices and Ministries structures	Ongoing on a ‘as required’ basis. Provided advice on the establishment of LTA & separation of SBS and Ministry of Finance
Policy development and review on human resource management	Ongoing on a ‘as required’ basis
Inform Cabinet on the progress of the implementation of the PASP, 2007-2011	Draft Report completed (Note that the need for a Cabinet Paper depends on the progress of the implementation of the PASP Sector Projects)
Facilitate requests and queries from Ministries on human resource policy issues	Target exceeded. Reports to Cabinet averaged at 30 per month. A report to Commission is on a ‘as required basis’.
Contribute to the integrated and whole of Public Sector Reform Programme through participation in meetings and through the provision of advice on organisational development and human resource management	Ongoing – number of meetings were attended as required: <ul style="list-style-type: none"> • Board meetings • Task force meeting • Donor visits... etc

OUTPUT 2: CONTRACTUAL EMPLOYMENT SERVICES

Output Manager: Assistant CEO – Contractual Employment Services

Description: To provide quality strategic policy advice to Commission on contractual employment and ensure proper management and administration of all human resource management functions pertaining to Samoa Public Service Senior Executive Services (SES).

Performance Measures:

Activity:	Annual Achievements
Provide policy advice to Commission on issues from Ministries and/or identified through M&E	An average of 3 IDs (information and decision reports) submitted to the Commission weekly for 25

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Activity:	Annual Achievements
	meetings.
Management of SES Recruitment & Selection Management of recruitment and selection process for ACEO level positions Management of recruitment and selection process for CEO level positions	On-going: process is enforced to ensure compliance with prevailing policies 2 nd Level: 28 appointments made 12 CEO positions advertised, commencing the R & S process.
Management of the SES Working Conditions & Entitlements	End of contract benefits for 27 A CEOs & 1 CEO processed including anniversary and resignation benefits.
Management of SES Breaches of the Code of Conduct	4 cases (3 A CEOs & 1 CEO) initiated under the Breaches of the Code of Conduct for contractual employees.
Management of Grievances for/relating to SES	2 grievances were launched against two Contract level officers(Office of the MJCA and AG). Each case has reached an outcome.
Management of SES Employment Contract	Ongoing on a 'as required' basis
Facilitate conduct of Performance Reviews for SES	Ongoing on a 'as required' basis 6 Performance Review completed for ACEOs.
Respond to requests and queries from Public Bodies for assistance on executive employment	Ongoing on a 'as required' basis

Output 3: HUMAN RESOURCE POLICY & LEGAL SERVICES

Output Manager: Assistant CEO – Human Resource Policy & Legal Services

Description: To provide advice to the Commission, Ministries and other stakeholders on HRM policies, monitor and evaluate their effective implementation in Ministries and institute a values-based Samoa Public Service.

Performance Measures:

Activity:	Annual Achievements
Review and re-issue terms and conditions of employment as Public Service Determinations	Achieved: Study Leave & Long Service Leave are being revised.
Roll-out awareness workshops on changes to the terms and conditions of employment	HRC workshops completed. Workshops with HR staff of Ministries to be carried out. Indication there is more awareness now from quality of documents received. Commission approved amendments made to Working Conditions and Entitlements manual in April 2009
Research, analyse and provide policy advice to	Weekly quota exceeded and a number of policies

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Activity:	Annual Achievements
Commission on employees and Ministries' proposals	reviewed.
Monitor and evaluate Ministries' HRM practices	Two visits possible due to shift in priority. Report on last M&E to be completed. TY15s from Ministries were checked and returned on a timely basis. Checking is done to ensure awarding of entitlements is according to policies
Initiate development and/or review of HR policy	Several Policies were reviewed and submitted for the commission approval (WC&E amendment approved in April 2009)
Review the Recruitment and Selection Process Handbook	Completed. Ready to go to Commission for endorsement.
Roll-out awareness workshops on changes to the process	Workshops/consultation were held to inform HRCs of changes to R&S
Strengthen ethics/values in Samoa Public Service (SPS)	Fewer complaints/grievances now.
Promote and publicize SPS values	Monthly Newsletter has created more awareness of SPS Values
Develop and conduct training programme on values-based management	Partially achieved as aspects have been incorporated into other training.
Initiate scheme for reward/recognition of value reflecting behaviour	Pipelined for next financial year
Monitor and assist in managing Breaches of the Code of Conduct processes of Ministries	Ongoing: PSC continues to provide support through reliable advice to ensure disciplinary process is properly executed
Monitor and assist in grievances management processes of Ministries	Ongoing: PSC continues to provide support through reliable advice to ensure grievance process is properly executed
Implement SPS Graduate Placement programme	59 placed for the 6 months to December 2008 No longer - an output as policy has changed.

Output 4: HUMAN RESOURCE MANAGEMENT INFORMATION SERVICES

Output Manager: Manager HRMIS

Description: To manage the Human Resource Management Information System for the Public Service and facilitate needs required by Ministries.

Performance Measures:

Activity:	Annual Achievements
To acquire a reliable Human Resource Management Information System for the Samoa Public Service.	Achieved

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Activity:	Annual Achievements
Training on the new HR System	Ongoing
Awareness programmes for HR System Users	The Completed activities are: <ul style="list-style-type: none"> • The PID; • The BRS; • Key User Training for Phase One; and • Data Entry: Skills, Competencies, Qualifications and Training.
Continuous Support for Ministries	The Ongoing Activities for Phase One: <ul style="list-style-type: none"> • Organisational Structure redevelopment; • Site visits by Consultants; • Go Live Phase One; • Workflow development Phase two; • Phase One Support for all Users.
Monitor the input of data by Ministries	
Manage contract with provider	
To manage Public Service Commission's Website	Updated on a weekly basis; Main medium for PSOC which is published on a weekly basis.
To provide efficient and effective Information Technology services for all PSC users	On-going: Reconfigured network; Restructuring of files on the network; General maintenance of IT equipment for PSC and Tribunal
To manage the use of the Internet and Email services	Achieved & On-going
Management of the Public Service Official Circular	Ongoing publishing of PSOC on a weekly basis. HRMIS published 57 circulars in 2008;
Information and Decision Reports – provide ID Reports as directed	Ongoing on a 'as required' basis
Manage HRMIS Division work and report on performance	Continue to lead and manage the HRMIS unit to achieve outputs.

Output 5: PUBLIC ADMINISTRATION SECTOR PLAN SECRETARIAT AND PERFORMANCE MANAGEMENT SYSTEM

Output Manager: Consultant Specialist

Description: Provision of effective monitoring, evaluation, reporting and policy advice on the implementation of the Public Administration Sector Plan, 2007 – 2011, the review of Performance Management Systems of Ministries at the sectoral level and on strategic issues on human resource and organizational functional and manpower capacity.

Performance Measures:

Activity:	Annual Achievements
Review the M&E framework for the PASP	<ul style="list-style-type: none"> • Review completed /achieved

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Activity:	Annual Achievements
Facilitate, monitor and evaluate the implementation of the PASP	Partially achieved: <ul style="list-style-type: none"> • Report completed and submitted to the CEO, PSC and the Steering Committee • Provide ad hoc advice to Ministries and other interested stakeholders when required • Also provide update on progress of PASP projects through participation in the PSIF Steering Committee's meetings
Provide secretarial and advisory support to the PASP Steering Committee	<ul style="list-style-type: none"> • Partially Achieved
Review and Evaluation of PMS	Partially achieved <ul style="list-style-type: none"> • Completed 15 Visits on Ministry of Agriculture and Fisheries' PMS completed • Research and documentation collection on Ministry of Agriculture and Fisheries' PMS completed • Report on Ministry of Agriculture and Fisheries PMS – 70% completed • Organisational Structure review submitted • Review of MNRE's PMS in the pipeline
Policy Development and Review	<ul style="list-style-type: none"> • Partially Achieved
Policy advice to the Commission on proposals from Ministries on review of organisational structure, staff establishment and other HR matters	<ul style="list-style-type: none"> • On-going
Ad hoc policy advice to Ministries, SOEs, Aid funded projects & reform programmes and other interested stakeholders on HR matters	<ul style="list-style-type: none"> • On-going
Assist the CEO on drafting of reports on strategic HRM and Public Administration/ Management.	<ul style="list-style-type: none"> • On-going
Update and reconcile organisational structures and vacancies.	<ul style="list-style-type: none"> • On-going update and reconciliation of all organisation structures in collaboration with Ministries and the HRMIS Division

Output 6: CAPABILITY & PROFESSIONAL DEVELOPMENT SERVICES

Output Manager: Consultant Specialist

Description: 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.

Performance Measures:

Activity:	Annual Achievements
Provide policy advice to Commission on Proposals from Ministries on Capability Development activities	Submission is made to the commission advising in response to Ministry requests on capability development activities
Professional Development	Only one CEO Forum was conducted as part of executive development programme
Management of Human Resource Co-ordinator's Meetings	Partially achieved as only 2(out of 12 projected) HRC Specific meetings held during the period of

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Activity:	Annual Achievements
	discussions. Priority shifted for HRCs to attend HR systems Training and Workshops
Management of the Graduate Induction Programme	Achieved: conducted two induction programmes
Management of the Middle Management Programme	Achieved: Three Programmes delivered for Middle Level Managers (Sept 08, February 09 and March 09) Work Attachments for Principal Officers
Development of Leadership Programme for Second Level	Not Achieved
Policy Review and Development	Achieved Presented revised Capability Planning Model July 2008
Provide Policy advice to Commission on 1st and 2nd Level Officers participating in overseas Meetings and other programmes	Ongoing on a 'as required' basis.
Monitor and evaluate performance of Ministries in implementing Capability Development Programmes	Achieved
Co-ordinate In-Country Training for the Public Sector	Achieved A total of 29 requests have been received for submission to the ICT Steering Committee for the financial Year 2009-2010. 11 Approved Training Programmes for the Public Sector
Co-ordinate capability development opportunities from donor partners	On-going and exceeded target. 56 Programmes under PROC, 33 under JICA and AusAID and ANZAID/Commonwealth
Develop Policy on Succession Planning for Technical/Professional Staff in the Public Service	Pipelined for next financial year

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ACHIEVEMENTS: July 2009 – June 2010

Output 1: POLICY ADVICE TO THE RESPONSIBLE MINISTER

Output Manager: Chief Executive Officer,

Description: Provision of advice to CEOs, Commission, Minister and Cabinet, on human resource management and employment policies as well as on public administration issues.

Performance Measures:

Activity:	Achievements:
Policy Advice on human resource in the Public Service and proposals from Ministries	Achieved PSC continues to give advice to cabinet and ministries on HR related issues Target exceeded.
Policy advice on reviews of Offices and Ministries structures	Reports to Cabinet occur on a 'as the need arises' basis. Provided advice to cabinet on streamlining water sector position to relevant ministries, establishment of Law and Justice Sector Secretariat and Law Reform Commission
Policy development and review on human resource management	Reports to Cabinet occur on a 'as the need arises' basis.
Inform Cabinet on the progress of the implementation of the Public Administration Sector Plan, 2007-2011	PASP Implementation on hold await PSIF Review
Facilitate requests and queries from Ministries on human resource policy issues	Target exceeded. Average of 30 Reports per month to Cabinet.
Contribute to the integrated and whole of Public Sector Reform Programme through participation in meetings and through the provision of advice on organizational development and human resource management	Ongoing – number of meetings were attended as required: <ul style="list-style-type: none"> • Board meetings • Task force meeting • Donor visits... etc
Secretary and Technical Adviser to the Commission	4 Commission meetings per month achieved.

Output 2: CONTRACTUAL EMPLOYMENT SERVICES – Achievements for first 6 months

Output Manager: Assistant Chief Executive Officer – Contractual Employment

Description: To provide quality strategic policy advice to Commission on contractual employment and ensure proper management and administration of all human resource management functions pertaining to Samoa Public Service Senior Executive Services (SES)

Performance Measures:

Activity:	Achievements:
Provide policy advice to Commission on issues from Ministries and/or identified through Monitoring & Evaluation	Advice was provided in a timely manner based on best practice, and in compliance with governing legislations and policies.
Management of Recruitment & Selection for contractual positions	Recruitment and Selection process for contractual positions took longer than expected, due to unavailability of panel members & sometimes applicants

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Activity:	Achievements:
Management of recruitment and selection process for Assistant Chief Executive Officer level positions	Formulation of Recruitment and Selection Manual for contractual level is in progress.
Management of recruitment and selection process for Chief Executive Officer level positions	
Management of Terms and Conditions of Contract of Employment	In progress. Partially achieved – process 3 TY 15s per day on average. Achieved through M & E of submitted TY 15s.
Management of Contractual Employment Breaches of the Code of Conduct	Ongoing on a ‘as required’ basis
Management of Grievances for/relating to Contractual Employment	Ongoing on a ‘as required’ basis
Facilitate conduct of Performance Reviews for Chief Executive Officers, Assistant Chief Executive Officers and Consultant Specialists	On-going
Respond to requests and queries from Public Bodies for assistance on executive employment	Ongoing on a ‘as required’ basis

Output 3: HUMAN RESOURCE POLICY & LEGAL SERVICES

Output Manager: Assistant Chief Executive Officer – Human Resource Policy and Legal Services

Description: To provide advice to the Commission, Ministries and other stakeholders on HRM policies, monitor and evaluate their effective implementation in Ministries and institute a value-based Samoa Public Service.

Performance Measures:

Activity:	Achievements:
Conduct awareness workshops on changes to the terms and conditions of employment in the revised Employment Instructions 2009	Achieved: Workshops were conducted in July 2009. Further clarifications of issues relating to Working Condition have been part of HRC Forum.
Research, analyze and provide policy advice to Commission on employees and Ministries’ proposals	Achieved. Averaging more than 10 a week and outcome has been a number of recommended reviews of some long standing policies
Monitor and evaluate Ministries’ Human Resource Management practices	HRP&LS Division continues to conduct: <ul style="list-style-type: none"> • M&E visits to Ministries (preparing reports of visits) • Check TY15s for entitlements(average or 15 per week) • Check R&S Forms for advertisement and appointments(an average of 12 per week)
Initiate development and/or review of Human Resource policy	Achieved: Incorporated into R&S Review completed last October

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Activity:	Achievements:
	<p>2009.</p> <p>Achieved Health Hazard Allowance Policy: Status Quo remains. Improving safety measure through use of protective equipment and clothing more effective.</p> <p>Higher duty allowance for teaching profession: Considered as part of overall salary structure of teachers now with Remuneration Tribunal and Cabinet</p>
Review the Recruitment and Selection Process Handbook	Achieved. Final document to go before Commission for endorsement.
Roll-out awareness workshops on changes to the process	Partially achieved – awareness was mainly done through HRC meetings
Review Appeal/Grievances Manual	In progress
Strengthen ethics/values in Samoa Public Service (SPS)	On-going Reports have shown that more Ministries were now enforcing the Code, even dismissing staff for breaches.
Promote and publicize Samoa Public Service values	On-going: Monthly Newsletter has created more awareness.
Initiate scheme for reward/recognition of value reflecting behaviour	In progress: Included in the review of PMS
Monitor and assist in managing Breaches of the Code of Conduct processes of Ministries	Ongoing on a ‘as required’ basis.
Monitor and assist in grievances management processes of Ministries	Ongoing on a ‘as required’ basis.
Monitor and manage appeals cases	Ongoing on a ‘as required’ basis: Decreased due to strict monitoring of ‘selection criteria’ and ‘selection reports’
Implement Samoa Public Service Graduate Placement programme	Policy repealed following consultation with Ministries and returning graduates
Produce and Manage the Newsletter	Achieved. So far , most effective way of raising awareness
Establish/Manage and update Human Resource Databases	Up and running

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Output 4: HUMAN RESOURCE MANAGEMENT INFORMATION SERVICES

Output Manager: Manager - Human Resource Management Information Systems

Activity:	Achievements:
Manage the Samoa Public Service Human Resource Management Information System	<p>On-going</p> <ul style="list-style-type: none"> • Training users on how to operate the Recruitment & Selection modules; • Training users on how to use the Training Functionality of the System; • Pilot of R&S and Training Modules underway; • Ministry visits to assist users on using the system; • Published the first Samoa Public Service Statistical Book – October 2009;
To manage the implementation of Phase II for the Human Resource Management Information System for the Samoa Public Service.	<p>On-going</p> <ul style="list-style-type: none"> • Phase II of the project is well underway; • Roll out of R&S and Training Module is planned for April 2010; • Training for all users in Ministries regarding R&S and Training modules;
Develop and implement policies and procedures for electronic data processing for the new Human Resource Management Information System operations and development	<ul style="list-style-type: none"> • Have started on this Manual but needs to go hand in hand with the implementation of the HR System so that the Policies are in line with the system. Please also note that this is a huge task and I will need to prioritise the critical areas of the system to be guided with policies first and the ones to be developed later. For example, the area of security is vital to protect public servants privacy and confidentiality of information. This is my major project for the PACE program and is due in October 2010.
Training on the new Human Resource System	<p>Achieved</p> <ul style="list-style-type: none"> • Training Users on the HR System is ongoing and our Division has already conducted more than 10 Training Sessions.
Awareness programmes for Human Resource System Users and Continuous Support for Ministries	<p>Partially achieved</p> <ul style="list-style-type: none"> • Have continuously advised all ministries of the progress of the system. Users in Ministries are also encouraged to share their knowledge and skills with their co-workers for information. More awareness programs will be conducted once the R&S and Training functionalities are rolled out to Ministries to use; • Conducted Ongoing Visits
Monitor the input of data by Ministries	
Manage contract with provider	<p>Ongoing</p> <ul style="list-style-type: none"> • to ensure users in Ministries are entering data that are mandatory to the system. • Progress reports are up to date and are submitted to relevant stakeholders such as P SIF and CEO of the

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	<p>PSC.</p> <ul style="list-style-type: none"> •
To manage Public Service Commission's Website	<p>Ongoing</p> <ul style="list-style-type: none"> • A new outlook of the PSC website is being designed to improve links and friendliness of website for users. Ready for launching.
To provide efficient and effective Information Technology services for all PSC users	<p>On-going</p> <ul style="list-style-type: none"> • Our Division continues to provide IT services for the staff of the PSC and ensure network operates effectively and efficiently for all users.
To manage the use of the Internet and Email services	<p>On-going</p> <ul style="list-style-type: none"> • All staff have access to email facilities and internet through their ACEO access; • Irrelevant sites on the internet have been blocked; • Continue to monitor internet and email spending to ensure it is in line with budget;
Management of the Public Service Official Circular	<p>On-going</p> <ul style="list-style-type: none"> • PSOC is published weekly and posted on the website for easy access. Ministries are encouraged to print hard copies and posted on their notice boards.
Information and Decision Reports – provide Information & Decision Reports as directed	<ul style="list-style-type: none"> • Ongoing on a 'as required' basis.

Description: To manage the Human Resource Management Information System for the Public Service and facilitate needs required by Ministries.

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Performance Measures:

Output 5: **PUBLIC ADMINISTRATION SECTOR PLAN SECRETARIAT AND PERFORMANCE MANAGEMENT SYSTEM**

Output Manager: Consultant Specialist

Description: Provision of effective monitoring, evaluation, reporting and policy advice on the implementation of the Public Administration Sector Plan, 2007 – 2011, the review of Performance Management Systems of Ministries at the sectoral level and on strategic issues on human resource and organisational functional and manpower capacity.

Performance Measures:

Activity:	Achievements:
Review the Monitoring & Evaluation framework for the PASP	In progress
Facilitate, monitor and evaluate the implementation of the Public Administration Sector Plan (PASP)	In progress
Provide secretarial and advisory support to the PASP Steering Committee	On going
Review and Evaluation of Performance Management System	In progress
Policy Development and Review	Achieved
Policy advice to the Commission on proposals from Ministries on review of organisational structure, staff establishment and other HR matters	Partially achieved
Ad hoc policy advice to Ministries, SOEs, Aid funded projects & reform programmes and other interested stakeholders on Human Resource matters	Constructive advice is given based on governing legislations and policies
Assist the Chief Executive Officer on drafting of reports on strategic Human Resource Management and Public Administration/ Management.	In progress
Update and reconcile organisational structures and vacancies.	Achieved

Output 6: **CAPABILITY & PROFESSIONAL DEVELOPMENT SERVICES**

Output Manager: ACEO – Capability and Professional Development Services Division

Description: 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.

Performance Measures:

Activity:	Achievements:
Provide policy advice to Commission on proposals from Ministries on Capability Development activities	Achieved
Professional Development	Facilitated one forum for CEO's as part of development strategy
Management of Human Resource Co-ordinator's	Facilitate 2 forums for HRC's as part of strategic

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Activity:	Achievements:
Meetings	development
Management of the Graduate Induction Programme	Achieved – conducted induction for new graduate employed at the beginning of this financial year
Management of the Middle Management Programme	Pipelined for next financial year
Development of Leadership Programme for Second Level	Pipelined for next financial year
Provide Policy advice to Commission on 1st and 2nd Level Officers participating in overseas Meetings and other programmes	Achieved and On-Going
Monitor and evaluate performance of Ministries in implementing Capability Development Programmes	Partially Achieved
Co-ordinate In-Country Training for the Public Sector	Achieved
Co-ordinate capability development opportunities from donor partners	Achieved
Co-ordinate the Pacific Work Attachment	Effective coordination of Pacific Work attachment programme
Provide policy advice to Commission on P roposals from Ministries on Capability Development activities	Ongoing on a ‘as required’ basis.

PART B: REPORT ON THE STATE OF THE SAMOAN PUBLIC SERVICE

1. Overview

This part of the Report provides statistical and other information on the Public Service of Samoa for the period July 2005 to June 2008. The constitutional offices and ministries who are under the jurisdiction of the Public Service Commission as per the Public Service Act 2004 and constitute the Public Service referred herein are listed in Appendix A.

The different categories of employees employed under the Public Service Act 2004 as per section of the Act are as follows:

- Chief Executive Officers
- Contract employees;
Officers;
- Temporary employees

The following areas are covered in this part of the Report in accordance with the different categories of employment in the SPS:

- Overview
- Staff Establishment
- Classifications
- Recruitment and Selection
- Working Conditions & Entitlements
- Breach of the Code of Conduct
- Appeals
- Cessation
- Training and Development

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2. Staff Establishment

Overall

The total permanent establishment for the Public Service over the two year period is set out in the following table; this includes contract and permanent positions.

Table 10: SPS Established Positions 2008 - 2010

Ministry	Financial Year			% Trends for 2008-2010	
	2007-2008	2008-2009	2009-2010	2008-2009	2009-2010
AG	44	59	62	34.09%	5.08%
AU	32	48	48	50.00%	0.00%
MCIL	63	58	62	-7.94%	6.90%
MAFF	234	234	234	0.00%	0.00%
MCIT	29	29	29	0.00%	0.00%
MESC	1719	1751	1841	1.86%	5.14%
MFAT	43	43	44	0.00%	2.33%
MFIN	131	139	139	6.11%	0.00%
MJCA	138	138	139	0.00%	0.72%
MNREM	177	219	227	23.73%	3.65%
MREV	136	162	162	19.12%	0.00%
MOH	161	130	126	-19.25%	-3.08%
SBS	42 ¹	59	68	40.48%	15.25%
PSC	22	25	25	13.64%	0.00%
OORT	9	10	10	11.11%	0.00%
MPMC	72	72	72	0.00%	0.00%
MWTI	95	48	48	-49.47%	0.00%
MWCSD	84	84	91	0.00%	8.33%
OEC	31 ²	30	34	-3.23%	13.33%
TOTAL	3,180³	3338	3433	2.33%	2.85%

Throughout the reported period, the PSC maintained its stance on reining in the size of the public service and continuously assessing for optimal efficiency. As can be seen from the above, there was only incremental growth over the period, with 2.33 and 2.85% increases in 2008-2009 and 2009-2010. At the agency level, the highest growths are with the Samoa Bureau of Statistics and the Electoral Commission.

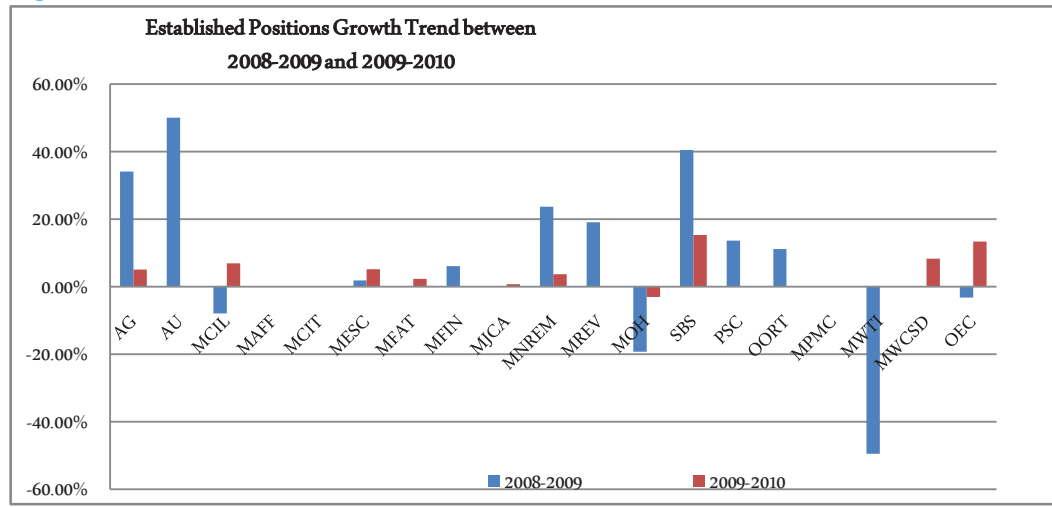
¹ Not included in the previous Annual Report for 2005-2008 in light of the uncertainty of its status (either a public body or under the classification of the public Service)

² Not included in the previous Annual Report for 2005-2008 in light of the uncertainty of its status (either a public body or under the classification of the public Service)

³ The figure does not include those under FN1&2

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Figure 3: SPS Established Positions Growth



Organisation Structural Changes

Today’s dynamic environment of globalization, technological advancements and the ever evolving role for government requires the Public Service to also change to ensure its continuing relevance and value to the public and government it serves.

In the report period, key structural changes included the following:

- *The streamlining of Water Sector project positions into the relevant Ministries (Ministry of Health and the Ministry of Natural Resources and Environment)*
- *The establishment of the Offices of the Law and Justice Sector secretariat and the Law Reform Commission*
- *The passing in Parliament of the Unit Titles Act 2009 requiring the establishment of positions to ensure MNRE performs its functions under the UTA2009 effectively*
- *The establishment of the Land Transport Authority seeing the transfer of staff from the Ministry of Works, Transport and Infrastructure to the new LTA*
- *The separation of the Statistics Bureau from the Ministry of Finance to as an Office on its own*

New Position Establishments

The Public Service Act 2004 retained with PSC the authority over structures which include the establishment and classification of new positions. The data on new positions established and disestablished positions during the period 2008-2010 is set out below.

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Table 11: SPS Established and Disestablished Positions

Financial Year	New Positions Established	Disestablished Positions
2008-2009	23	2
2009-2010	29	1+2

Senior Executive Services and Contract Employees

The Senior Executive Service consists of CEOs, Deputy CEOs, Assistant CEOs and other Level 2 positions. Contract employees at lower classifications while not part of the SES are also included in this part of the report.

The total number of Chief Executive Officers or heads of agencies throughout the period 2008 – 2010 was 19, which included the Attorney General, Controller and Chief Auditor, Regulator and Government Statistician. The other levels of contractual employment remain more or less the same throughout the 2 year span and the numbers as per Ministry are provided below.

Table 12 & 13: SPS Senior Executives by Ministry:

Ministry	FY 2008-2009				
	CEO	DCEO	ACEO	Other	Total
OOTR	1	0	1	0	2
AG	1	1	5	2	9
AU	1	1	7	0	9
EC	1	0	1	0	2
MAF	1	0	6	0	7
MCIL	1	0	5	0	6
MESC	1	0	8	1	10
MFAT	1	0	3	0	4
MJCA	1	0	6	0	7
MNREM	1	0	10	0	11
MOF	1	2	8	0	11
MOH	1	1	6	0	8
MPMC	1	1	3	0	5
MREV	1	2	8	0	11
MWCSD	1	0	6	0	7
MWTI	1	0	8	0	9
PSC	1	0	6	0	7
SBS	1	0	6	0	7
MCIT	1	0	2	0	3
Total	19	8	105	3	135

Ministry	FY 2009-2010				
	CEO	DCEO	ACEO	Other	Total
OOTR	1	0	3	0	4
AG	1	1	5	0	7
AU	1	1	7	0	9
EC	1	0	1	0	2
MAF	1	0	7	0	8
MCIL	1	0	6	0	7
MESC	1	0	7	1	9
MFAT	1	1	3	0	5
MJCA	1	0	7	0	8
MNREM	1	0	10	0	11
MOF	1	2	7	0	10
MOH	1	1	7	1	10
MPMC	1	1	3	0	5
MREV	1	2	10	0	13
MWCSD	1	0	6	0	7
MWTI	1	0	5	0	6
PSC	1	0	6	0	7
SBS	1	0	6	0	7
MCIT	1	0	2	0	3
Total	19	9	108	2	138

Senior Executive positions for 2008 – 2010 were predominantly occupied by male. Female occupancy of these positions increased slightly from 2008/2009 to 2009/2010. The numbers during the report period are set out below.

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Table 14 & 15: SPS Senior Executives by Gender:

FY 2008-2009				FY 2009-2010			
Position	Female	Male	Total	Position	Female	Male	Total
CEO	4	15	19	CEO	6	13	19
DCEO	4	4	8	DCEO	5	4	9
ACEO	42	63	105	ACEO	44	64	108
OTHER	1	2	3	OTHER	2	0	2
TOTAL	51	84	135	TOTAL	57	81	138

Temporary Employees

As provided for in the Public Service Act 2004 and set out above, the fourth category of employees in the Public Service is Temporary Employees. The groups of temporary employees include wage workers, volunteers and employees working as 'project employees' under the many projects funded through development assistance.

Wage Workers

Wage workers are generally employed to undertake duties of a temporary or intermittent nature. The Public Service Commission sets the policies and conditions for their employment while individual heads of agencies are responsible for the ongoing management of their employment. The table below sets out the number of wage workers and the employing agency for the period 2008-2010.

Table 16: SPS Wage Worker by Ministry

No.	MINISTRY	FY2007-2008	2008-2009	Trend 2008-2009	2009-2010	Trend 2009-2010
1	MNRE	274	274	0%	274	0%
2	AUDIT	1	2	100%	2	0%
3	PSC	3	2	-33%	2	0%
4	MOA	303	303	0%	303	0%
5	MCIT	4	4	0%	4	0%
6	MPMC	26	26	0%	26	0%
7	MOR	16	16	0%	16	0%
8	AG	0	0	0%	0	0%
9	MOH	28	28	0%	28	0%
10	MCIL	7	6	-14%	6	0%
11	MESC	42	42	0%	42	0%
12	MJCA	20	20	0%	24	20%
13	MWCSD	31	31	0%	31	0%
14	MFAT	3	3	0%	3	0%
15	MOF	37	29	-22%	29	0%
16	SBS	0	8	0%	8	0%
17	OEC	0	4	0%	6	50%
18	OORT	0	1	0%	1	0%
	TOTAL	795⁴	807	31%	813	1%

⁴ Excluding OORT, SBS and OEC

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FINANCIAL YEAR	FY 2008-2009	FY 2009-2010
TOTALS	807	813

As can be seen from this table a total of 813 wage workers were employed in all government ministries in the 2009-2010 period. This figure increased by 1% from 807 to 813 in the 2008-2009 period.

The increase in the establishment of wage workers for the Ministry of Justice and Courts Administration was due largely to the completion of the new building.

Volunteers

In the 2008-2010 periods, the SPS continued to benefit from the expertise of volunteers brought in under respective volunteer programs of the governments of Australia and Japan and the US Peace Corps. The volunteer schemes have been an invaluable source of technical expertise especially in areas where Samoa continues to have limited local personnel.

Samoa is truly appreciative of the assistance rendered by its development partners in this area. The majority of volunteers (24) worked with the Ministry of Education Sports and Culture.

Table 17: SPS Volunteers

<i>Number of Volunteers by Scheme</i>		
Volunteer Program	FY 2008/2009	FY 2009/2010
JAPAN-JOCV		
·Short Term	1	1
·Long Term	12	12
PEACE CORPS	3	24
VIDA	0	1
AYAD	0	2
PACTAF	1	1
TOTAL	17	41

3 Classification

Reclassification is when the salary classification of a position is changed after being assessed through the SPS Job Classification System. Reclassifications of positions are usually requested by Ministries when the nature, complexity or quantity of the duties of a job changes. Re-designation entails the change to a title or designation of a position while the salary classification remains. Positions which were reclassified and re-designated in the 2008-2010 period are tabulated below.

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Table 18: SPS Reclassified and Re-designated Positions

Type	2008-2009	2009-2010	TOTAL
Reclassifications	7	36	43
Re-designations	4	10	14

A related development during the report period was the preparation for a proposed adjustment of salaries for the Public Service and the Cost of Living Adjustment for the Financial Year ahead.

4 Recruitment and Selection

The Public Service Act 2004 devolved the responsibility for recruitment to permanent positions to heads of agencies while it retained the same in relation to the Senior Executive Service and contract employees. The recruitment and selection are governed by the principles set out in the legislation as well the Recruitment and Selection Handbook of the SPS which include:

- Merit-based selection
- Open advertisement of all vacant positions, except for teaching positions other than positions of responsibilities and posts to which returning graduates are directly placed;
- Gender-balanced selection panels which must include at least one member from outside the agency.

SES and contract employees

As stated above, the recruitment and selection process for Senior Executives and other contractual positions are managed by the PSC. In the report period, a total of 113 positions completed the recruitment and selection process. The numbers and frequency of the process in months is set out below.

Table 19 & 20: Recruitment and Selection for Senior Executives

Recruitment and Selection Number of positions completed for FY 2008/2009					
	CEO	DCEO	ACEO	Others	Total
July	0	1	2	0	3
August	1	0	4	0	5
September	0	1	6	0	7
October	0	0	2	0	2
November	0	0	3	1	4
December	1	1	2	0	4
January	0	0	1	1	2
February	0	0	3	2	5
March	0	0	3	0	3
April	0	1	6	0	7
May	1	0	3	0	4
June	1	1	3	0	5
Total	4	5	38	4	51

Recruitment and Selection Number of positions completed 2009/2010					
	CEO	DCEO	ACEO	Others	Total
July	0	0	8	0	8
August	0	0	2	0	2
September	9	0	3	0	12
October	0	1	4	1	6
November	2	0	3	0	5
December	0	0	0	0	0
January	0	0	1	0	1
February	0	2	10	0	12
March	0	0	2	0	2
April	0	0	7	0	7
May	0	0	4	1	5
June	0	0	2	0	2
Total	11	3	46	2	62

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Table 21&22: Average Weeks for Recruitment & Selections

CEOs	No. of Weeks	
	FY 08/09	FY 09/10
MESC		16.8
MFAT		16
MJCA		16
MNRE		16.8
MOF		16
MPMC		16
MWCSD		24
MWTI		16
MCIT		16
PSC	16	
Overall Average	16	17.0666667

Second level Contract Officers (DCEOs, ACEOs, Consultants)	No. of Weeks	
	FY 08/09	FY 09/10
Ministry		
AG	22	14.6
AU	16.8	29.5
EC	10	
MAF	27.6	29
MCIL	21	27.2
MESC	30	33.9
MFAT	11.2	30.4
MJCA	17.4	9.9
MNRE	14.4	16
MOF	17.2	16.4
MOH	15.4	10.9
MFR	14	33.9
MPMC	25.6	24
MWCSD	18	12
MWTI	18.2	17.8
MCIT	13.6	15.6
PSC		18
REG		47.2
SBS	13	
Overall Average	18	22.7

Permanent employees

As stated in the Public Service Act 2004, managing of permanent employees including the recruitment and selection is now the responsibility of CEOs. All vacant positions however are required to be openly advertised through the Public Service Official Circular and other media avenues. The information on recruitment to permanent positions in the Public Service is set out below.

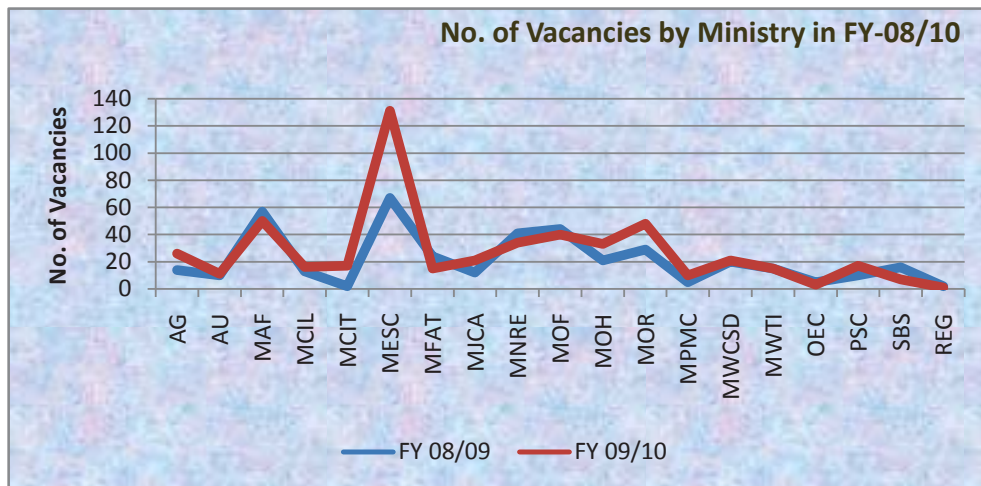
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Table 23: Vacancies by Ministry

Ministry	No. of Vacancies	
	FY 08/09	FY 09/10
AG	14	26
AU	10	11
MAF	57	50
MCIL	13	16
MCIT	2	17
MESC	67	131
MFAT	24	15
MJCA	12	21
MNRE	41	34
MOF	44	40
MOH	21	33
MOR	29	48
MPMC	5	10
MWCSD	20	21
MWTI	15	15
OEC	5	3
PSC	10	17
SBS	16	7
REG	2	1
Total	407	516

For the 08/09 period, a total of 407 vacant permanent positions were advertised for recruitment thereto. In the 09/10, 516 positions were advertised. In years reported, the average recruitment period from advertising to appointment being confirmed was 8 weeks.

Figure 4: Vacancies by Ministry



Ministry of Education had the highest number of positions advertised in the years reported. Ministry of Agriculture had the second highest and third in line was Ministry of Finance. Accordingly to data collected, the larger the Ministry in terms of personnel the higher the possibility of positions considered under the Recruitment and Selection process per annual.

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5 Working Conditions & Entitlements

The responsibility for managing and administering conditions and entitlements for permanent employees has been since 2001 delegated to CEOs and fully devolved from 2004. The PSC focuses on policy development and monitoring and evaluation of developed functions.

PSC through its M&E role determined the need to review some of the existing policies to ensure best practices are employed by Samoa government to manage and lead its Human Resources.

Amendments made to Working Conditions and Entitlement in 2008/2010

- *July 08: Higher Duty Allowance – amendments were made specifically to the following:*
 - *Categories of staff eligible to receive HDA*
 - *Methods for seeking approval*
 - *Supporting documents to support HDA application*

- *November 08: Endorsement of the following Leave entitlements for Contract Officers*
 - *Maternity*
 - *Paternity*
 - *Bereavement*
 - *Study*
 - *Special Leave for elections*

- *March 09: Correction of Salary entry points for qualification – Returning Graduates and In-service*

- *March 09: PSC approved several changes made to working condition and entitlements*

- *October 09: Granting of Bereavement Leave for Contract Officers – Officers must apply to the Commission for approval*

- *February 10: Amendments made to graduate placement and qualification salary entry points*
 - *All new graduates will have to apply except for teaching profession*

- *April 10: Special Leave entitlements for Public Servants nominated as election candidates*

- *April 10: Amendments to Study Leave*

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6 Breach of the Code of Conduct

All employees are expected to comply with the Code of Conduct and uphold the values and principles of the Samoa Public Service set out under section 19 of the *Public Service Act 2004*. Significantly, there has been an increase of 267% in the number of breaches between 2008/9 and 2009/10. This is due mainly stricter measure taken by Ministries on staff observing the Code of Conduct and taking disciplinary action against those found in breach.

In 2008/9, 58% of breaches occurred in large Ministries. This jumped to 94% in 2009/10.

The tables below show the number of officers charged breach of the Code of Conduct

Table 24&25: Officers Charged for Breach of the Code of Conduct (COC)
2008/2009 **2009/2010**

MINISTRIES	
MAF	1
MJCA	1
MCIT	1
MOH	2
MNRE	1
OECD	2

MINISTRIES	
MFR	5
MWCSD	1
MJCA	1
MAF	2
MOH	1
MESC	1
MOF	2
MPMC	1
MNRE	1
MWTI	1

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Table 26: Charges brought under each subsection of COC

2008/09 2009/10

Section 19(a)	Be honest and impartial	4	14
(b)	Work carefully and diligently	1	16
(c)	Treat everyone with respect and courtesy and without coercion or harassment	1	-
(d)	Comply with all laws that apply to them	1	16
(e)	Comply with all lawful and reasonable directions given by persons who have authority to give those directions	1	14
(f)	Disclose and take all reasonable steps to avoid any real or apparent conflicts of interest in relation to their employment		
(g)	Use government resources properly	4	14
(h)	Use official information only for official purpose		
(i)	Act with integrity and not misuse their status or authority to seek or obtain a benefit for themselves or any other person or body	3	16
(j)	Uphold the values and principles of the public service set out in section 17	3	14
(k)	Comply with any other conduct requirements set out in the regulations	1	8
(l)	Uphold the good reputation of the public service	1	10

Officers who admitted the charges/for which no Investigating Officer was appointed:

2008/2009 Two (2)

2009/2010 Four (4)

Officers against whom an Investigation Officer was appointed:

2008/2009 Eight (8)

2009/2010 Fourteen (14)

Officers against whom some or all the charges were proven:

Fourteen (14)

Officers against whom none of the charges were proven:

2008/2009 None (0)

2009/2010 Two (2)

Officers against whom charges were proven:

2008/2009:

Suspended without pay for 3 months 1

Service terminated 5

2009/2010:

Cautioned and reprimanded 4

Fined 1

Service terminated 9

Action ceased as contract expired 1

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Breach of the Code of Conduct for Senior Executives:

There has been an increase with breaches cases for Senior Executive during the report period. A total of 2 cases were investigated for FY 2008/2009 with an increase to 7 cases in FY 2009/2010. Some of the cases continued to the following financial year period and is recorded against the statistic of FY 2009/2010 namely for investigations for the Ministry of Health and Ministry of Agriculture.

Table 27: Investigations for Senior Executives by Ministry

	MAF	MCIT	MFR	MNRE	MOH	MPMC	Total
FY 2008/2009	1				1		2
FY 2009/2010	2	1	1	1	1	1	7

Grievances

Senior Executive Services and Contract Employees

Table 28: Grievances Lodged With Outcomes

GRIEVANCES FY 08/09				
Ministry	# of grievances	Areas of grievances	Outcome	Grievance resulting in breach
AG	1	Unprofessional behaviour (offending text)	Apology provided and accepted	No
MJCA	1	Poor service delivery		No

Grievances lodged with Commission

It is important that there is a grievance process in place for people who feel that they are the victim of some poor decision or action by a government official or government ministry. Set out below are grievances lodged with the Commission for 2008/9 and 2009/10 and their outcome.

Table 29&30: Grievances Lodged With the Commission

2008/2009

MINISTRIES	NO.	AREAS OF GRIEVANCE	OUTCOME
MJCA	1	Conflict of interest/partiality	Resolved
MWCSD	1	Appointment process	Resolved
MNRE	1	Abusive behavior	Reprimanded/apologised

2009/2010

MINISTRIES	NO.	AREAS OF GRIEVANCE	OUTCOME
MESC	4	Corporal Punishment	Teachers' charged
MJCA	5	Conflict of interest/partiality	2 Resolved
MWCSD	1	Treatment of staff	Resolved
MNRE	2	R&S Procedures and conflict of interest	Resolved

7 Appeals

Under the Public Service Act 2004, a permanent employee who has applied to a vacant position but was unsuccessful has the right to appeal the relevant appointment on the basis that he/she believes he/she has more merit than the appointee. Other grounds of appeal include an officer's maximum salary, a decision that an officer has breached the Code of Conduct and/or any penalty imposed on that officer as a result.

Tables below show the number of Appeals that lodged with the Commission, those resolved through mediation and the numbers that proceeded to the Appeal Board.

Table 31&32: Appeals Lodged With the Commission

2008/2009

Ministry	Appeals relating to R&S	Appeals against penalty for breach of Code of Conduct	Resolved through mediation	Cases referred to Appeal Board	Position re-advertised	Appeal not valid due to lateness or appellant not qualified to appeal
MESC	1		1			
MJCA	1		1	0	0	
MWCSD	1		0	0	0	1
MNRE	3		2	0	0	1
MOH	1		0	0	0	0
MFAT	1		0	0	0	0

2009/2010

Ministry	Appeals relating to R&S	Appeals against penalty for breach of Code of Conduct	Resolved through mediation	Cases referred to Appeal Board	Position re-advertised	Appeal not valid due to lateness or appellant not qualified to appeal
MESC	7	0	3	1	2	3
MAFF	2	1	0	1	0	0
MJCA	2	0	0	0	0	1
MWTI	1	0	0	0	0	0
MNRE	1	0	0	0	0	1
MOH	0	1*	0	0	0	0
MFAT	3	1	0	0	0	0

*Civil claim for wrongful dismissal

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8 Cessation of Employment

Senior Executive Service & Contract Employees

The standard term of employment at all contractual level position is three years unless the contract is terminated earlier upon resignation, dismissal for misconduct, disability or death.

In the 2008/ 2009 period, a total of 37 contractual employments were ceased with 22 due to expiry of contract, 13 resignation and 2 due to promotional opportunities.

In the 2009/2010 period, there was a total of 48 cessations with 19 contract expirations, 17 resignations, 9 promotional opportunities, 1 due to death and 2 terminations for breaches of the code of conduct.

Table 33&34: Cessation by Reason – 2008/2009 & 2009/2010

<u>FY 08/09</u>							
Ministry	Resign	Breach	Perform	Death	Disability	Promotion	Contract expire
AU	1						1
EO							2
AG	2						
MCIL	2						2
MCIT							1
MESC							3
MAF	1						1
MFAT	1						1
MFR	1						4
MJCA	1						
MNRE							1
MOF							
MOH							1
MPMC							2
MWCSD							2
MWTI	2						1
PSC	2						
TOTAL	13	0	0	0	0	2	22

<u>FY 09/10</u>							
Ministry	Resign	Breach	Perform	Death	Disability	Promotion	Contract expire
AU							3
EO							
AG	4					2	2
MCIL							2
MCIT							1
MESC	1			1			1
MAF		2					
MFAT						2	1
MFR	1						1
MJCA	1						2
MNRE							2
MOF	1					3	1
MOH	1						
MPMC						1	1
MWCSD	1					1	
MWTI	4						2
PSC	3						
TOTAL	17	2	0	1	0	9	19

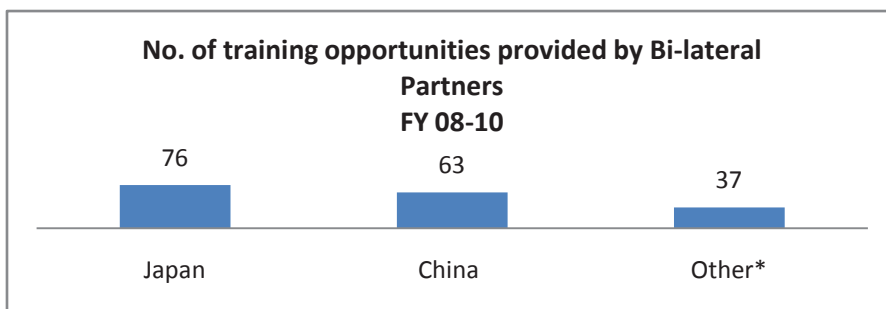
9 Training and Development Services

The Commission believes that knowledge and skills sets needed by the public sector are evolving so rapidly that the recruitment of the most qualified and meritorious alone is not sufficient. There must be a deliberate effort to continuously develop public sector personnel by encouraging and offering opportunities for public servants to update knowledge, skills and attitudes, according to shifts in needs. To enhance human resource development implies a number of strategic actions sustained over a long period. For this reporting period these included:

- Promoting capacity building within Ministries
- Widen Executive, Secondary & Middle Management skills
- Develop succession plan within line Ministries
- Anticipating and managing change within the public sector

However limited resource continues to be the major obstacles in Samoa realizing those goals, accordingly the Commission has had to adopt a selective approach to ensure that the best utilization of available resources and opportunities. This section will present the reader with overview of the development opportunities that has been made available to public servants over this reporting period.

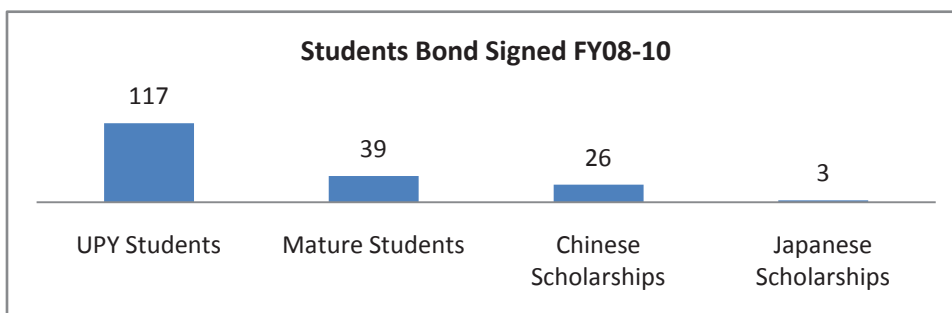
Figure 5: Training and Development Opportunities Offered by Samoa’s Bilateral Partners



**(other includes –Australia, New Zealand, Malta, Canada, Malaysia, Singapore, Thailand, India and Indonesia)*

For this reporting period, the Japanese and Chinese Governments respectively continue to provide the most training opportunities for Samoan Public Sector; accounting for almost 80 per cent of overseas training opportunities offered. Although on average the number offered those two governments has remained relatively the same, those offered by other* show a decline. It is conceivable that the global economic downturn may have influenced these numbers.

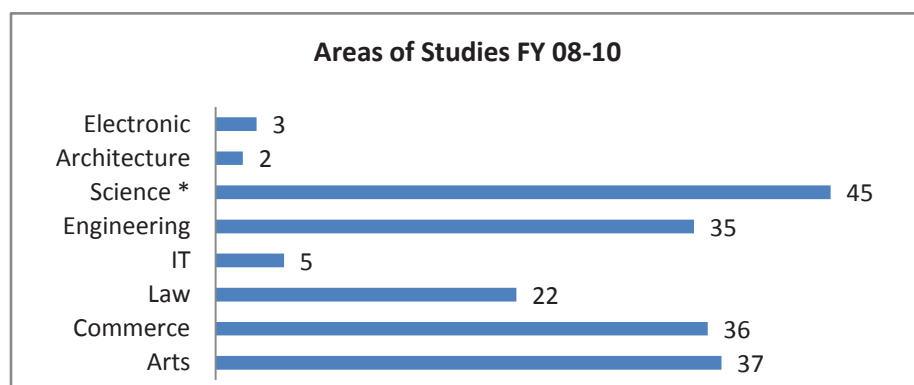
Figure 6: Scholarships Bonds



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The Commission administers a scholarship bond in hopes that recipient will bring their newly acquired skills and knowledge back to benefit the public sector. Whereas a good number of students do return to serve the public there are some who have not complied with the conditions of their bond. The Commission must conduct an assessment of the current system and review its enforcement policy in order to protect its scholastic investment.

Figure 7: Areas of Studies



**(including medicine, pharmacy, computing science, biomedical, and chemistry)*

The Human Resource Development List (2007) confirmed the demand for public servants with science background, consequently the above table indicates a large number of recipients during this reporting period are pursuing science or science related studies. There is a concern also resulting qualification may soon reach point where supply exceeds demand. One of this is the Commission decision wherein graduates are no longer guaranteed placement in the public sector, instead they must compete in the open job market.

Graduate Induction Programme

The Commission's annual Graduate Induction Programme seeks to equip returning students with solid understanding of the Samoan public sector. The premise for the induction programme is to orient graduates to the public system so that they are able to adjust and function more effectively. Subsequently, a change in sector wide policy that meant that returning graduates were no longer guaranteed placement in public sector has now placed this programme in administrative limbo. In many cases, agency specific induction training for new recruits is also being carried out by individual Ministries. The Commission must work closely with Ministries to identify how it can add value induction training process and ensure a standard approach across the board.

Table 35: Graduate Induction Programme

Graduate Induction Training Delivered	FY08-10
47 Graduates	19 May 2009

Human Resource Co-ordinators' Programme

The Human Resource Co-ordinator's programme continues to provide a forum for discussions on HR policies and practices. Meetings were held to discuss issues arising out of the Ministries' HR operational management. The forum has provided the Commission the opportunity to re-assess current policies, processes and systems as a result of continuous feedback from the network.

Table 36: HRC Forums Conducted FY08-10

FY 2008 - 2010
30 July 2008
2 September 2009
11 November 2009
XX December 2009
23 June 2010

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In-country Training Programme

The Samoa In-Country Training Programme is a collaborative effort between the governments of New Zealand, Australia and Samoa, and as such continues to be one of the cornerstone of professional training delivered in the public sector. It provides opportunity for many public servants who may not otherwise have access to range of professional development and specialized trainings. The Commission is the focal point for ICTP events in the public sector and provides programmatic guidance as member of its Coordinating Committee.

Figure 8: In-Country Training Programs

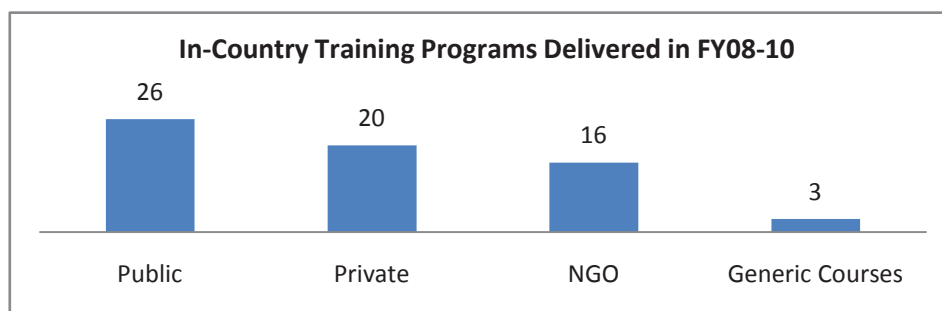


Figure 9: No. of Public Sector Requests to In-Country Training Programs

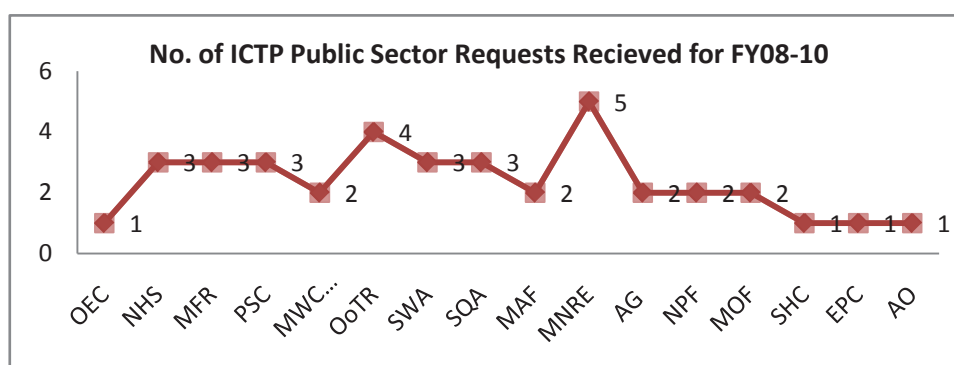
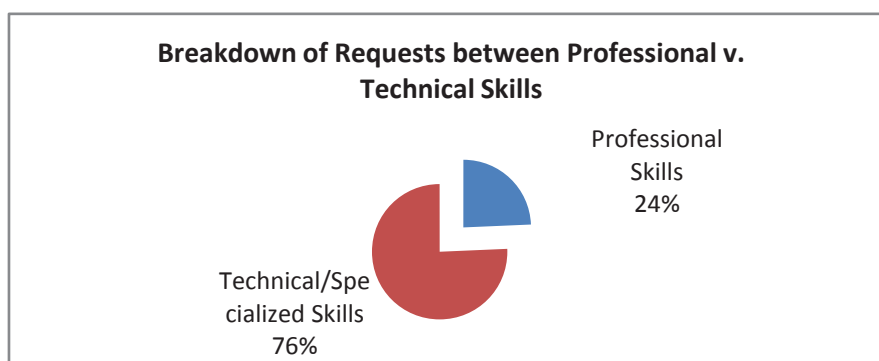


Figure 10: Professional Skills vs. Technical Skills



Over this reporting period a growing number public sector entities are accessing programme in order to meet specific and immediate resource needs. Specialized/technical skills training dominate the list of training requested processed by the Commission during this reporting period. At the moment there is no indication that programme will end any time soon but the public sector will need to ponder potential contingency plans for this valuable resource if and when it does.

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National HRD Priorities

For this reporting period Samoa Human Resource Development continued to focus around both specialized/basic skills & knowledge within the following sectors listed in terms of **importance**:

Table 37: HRD Priority Areas

Priority Area 1	Priority Area 2
<ol style="list-style-type: none"> 1. Health Sector 2. Education Sector 3. Infrastructure & Utilities Sector 4. Law Enforcement Sector 5. Agriculture Sector 6. Environment Sector 	<ol style="list-style-type: none"> 7. Information & Communication Technology Sector 8. Commerce & Industry Sector 9. Community & Social Development 10. Public Administration Sector

For the public sector itself, there are a number of limited or unavailable skill sets which have been identified in previous studies as necessary to support the continuing reform process, which remains to be fully realized, these include:

Table 38: Public Sector Specific

Public Sector Specific HRD Needs
1. Human Resource Practitioners
2. Statisticians/Demographers
3. Policy Analysts
4. Change Management Experts
5. Organizational Psychologists
6. Administrative & Constitutional Lawyers
7. Public Administrators
8. Contract (Outsource) Managers
9. Trainers

Strategic Directions

The Commission has developed a number of strategic tools to guide its approach to ever changing resource needs of the public sector. The most definitive of these is the Strategy for Professional Development 2003-2009. This critical document is currently under review.

Short Term Development Opportunities

In addition to long term opportunities, the Commission has sought to continuously support the public sector through short development opportunities that it has been able to identify.

Table 39: Professional Development/Short term

Professional Development Opportunities	FY 08-09
CEO Forum	1
PACE – The Pacific Executive Program	8
ANZSOG	5
APS Pacific Work Attachment	5

Appendix A

Constitutional Offices, ministries and Agencies

1. Audit Office
2. Attorney General's Office
3. Public Service Commission
4. Ministry of Agriculture & Fisheries
5. Ministry of Commerce, Industry & Labour
6. Ministry of Communication & Information Technology
7. Ministry of Education, Sports & Culture
8. Ministry of Finance
9. Ministry of Foreign, Affairs & Trade
10. Ministry of Health
11. Ministry of Justice & Court Administration
12. Ministry of Natural Resource & Environment
13. Ministry of Prime Minister & Cabinet
14. Ministry for Revenue
15. Ministry of Women, Community & Social Development
16. Ministry of Works, Transport & Infrastructure
17. Samoa Bureau of Statistics

Constitutional Offices, ministries and Agencies

- Office of the Telecommunications Regulator
- Electoral Commission
- Samoa Bureau of Statistics

