Location: Level 2, Fiame Mata'afa Faumuina Mulinuu II, (Government Building), Matagialalua
Telephone: (685) 22123, 22124, 21725, 26478, 26479
Facsimile: (685) 24215
Email: psc@psc.gov.ws
Website: www.psc.gov.ws
Address: Office of the Public Service Commission
P. O. Box 73, Apia
Samoa


May it please Your Highness,

Public Service Commission Annual Reports for the period of 1st July 2016 to 30th June 2017

In accordance with Article 88(2) of the Constitution of the Independent State of Samoa, I respectfully submit the consolidated Annual Report for the Public Service Commission for the period July 2016 to June 2017.

Furthermore, in accordance with Article 88(2) of the Constitution we humbly request that this Report be laid before the Legislative Assembly in its next session.

Faʻafetai tele,

Afioga Tuʻuu Dr. Ietitaia Taulealo
CHAIRMAN
OFFICE OF THE PUBLIC SERVICE COMMISSION
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Appendix D
<table>
<thead>
<tr>
<th>ACRONYMS</th>
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<td>ACEO</td>
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<td>AG/AGO</td>
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<td>SICTP</td>
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<td>WOA</td>
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<tr>
<td>WW</td>
</tr>
</tbody>
</table>
THE PUBLIC SERVICE COMMISSION LEADERSHIP GROUP 2016/2017

MINISTERIAL

Honourable Tuilaepa
Dr Sailele Malielegaoi
Prime Minister and
Responsible Minister for the
Office of the Public
Service Commission.

THE COMMISSION MEMBERS

Tu’uu Dr Ietitaia Taulealo
Chairman

Honourable Safuneitu’uga
Pa’aga Neri Fepuleai
Commission member

Vaosa Epa
Commission member
GUIDE TO THE REPORT

In accordance with requirement Article 88(2) of the Constitution of Samoa, it 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. The report has been developed with the aim of transparent and relevant reporting under the Commission’s output structures and in accordance with its mandates.

PART A: PUBLIC SERVICE COMMISSION

SECTION 1: OVERVIEW

This section includes the Chairman’s overview of the Commission’s role, responsibilities, outputs and organizational structure, staffing arrangements, development activities and Human Resource Management (HRM) issues.

The Chairman’s statement also sets out the main developments in the work of the Commission including highlights of achievements during the Financial Year (FY) 2016/2017.

SECTION 2: PERFORMANCE REVIEW

This section presents the detailed discussions of 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 for the relevant period being reported. It also highlights service-wide developments and achievements and challenges.
PART A: PUBLIC SERVICE COMMISSION

SECTION 1: OVERVIEW

Chairman’s Statement

I am pleased to present the Annual Report for the Fiscal Year 2016/2017 for the Office of the Public Service Commission (PSC).

The Office of the Public Service Commission as the central agency on human resource matters for the Government of Samoa continues to provide leadership and policy direction to all government ministries to enable a high performing and innovative, professional Public service. This is to ensure effective workforce management by supporting delivery of foundational services such as staffing and classification and strategic support through organizational development. The Commission also supports the development of workforce culture through many of its government-wide initiatives including constant employee networks, strategic workforce planning and continuous improvement in realizing the vision of the Public Administration Sector Plan 2013/2014 -2017/2018.

Notable achievements during the year included, but are not limited to:

- Completion of merit-based recruitment and selection of all Senior Executive positions;
- Successful and continuous monitoring of Performance Management for Chief Executive Officers and all contractual positions;
- Completed consolidated review of the Recruitment and Selection Manual for Senior Executives and approved by Cabinet;
- Completed review of salary scales for specialized/technical professions such as lawyers and engineers;
- Samoa Public Service Functional Analysis Report Phase 2 completed and approved by Cabinet, on September 2016;
- Conducted Design and Implementation plans for Machinery of Government Changes workshops in collaboration with Work Hack and APSC;
- Completed and approved the development of a Policy development guide and was rolled out to all ministries;
- Completed the Annual HRM Report for Financial Year 2015/2016;
• Completed a Workplace Harassment Survey;
• Completed one CEO Forum;
• Completed the Government Service Delivery Survey 2017;
• Completed the PASP Annual Review and approved by the PAS Steering Committee;
• Completed external consultations on the draft Public Service Amendment Bill 2017;
• Review for Teachers:
  ✓ Implementation of the third and final phase of salary increase to align teacher’s salaries in January 2017; and
  ✓ School Inspectors were renamed as School Support Advisors so that their roles and presence within schools do not conflict/duplicate with Principals and Vice Principals. Salaries were also upgraded to the Principal level together with Transport Allowances for each School Support Advisor to cover commuting costs.
• Continuously managed and maintained the centralized HRMIS system with a 100% satisfaction of all key users.
• Continuously completed the Samoa In Country Training Programme (SICTP) through successful coordination of trainings and fora both local and overseas for the Public Sector.
• Successfully hosted the Samoa Public Service Day.
• Completed annual Monitoring & Evaluation of government agencies’ human resource practises.

Given the above achievements we encountered challenges such as:
• The increase in the number of contract Positions of Responsibilities.
• Change of direction and other competing work priorities with financial cuts by the Ministry of Finance in which some planned activities were cancelled or carried forward to the next financial year.

In light of the above, I commend the assistance of the two Commission members, the Management team and all PSC staff for their tremendous effort, commitment and hard work. I also thank all the Head of Agencies, HRCs and all public servants for the continuous collaboration and innovation to accelerate enhanced service delivery to the public. I also acknowledge the support by our Minister/Prime Minister Honourable
Tuilaepa Dr Sailele Malielegaoi and the assistance of our key development partners, stakeholders and members of the public.

The Public Service Commission continues to provide the best possible service to all employees of the Government of Samoa and to its citizens, to ensure “Accelerating Sustainable Development and Broadening Opportunities for All”.

Ma le fa’aaloalo lava.

Tu’uu Dr. Ietitaia Taulealo
Chairman
Office of the Public Service Commission
PSC STRATEGIC OVERVIEW

The Public Service Commission is established under Article 84 of the Constitution of the Independent State of Samoa. It is the central agency responsible for Human Resource Management within the SPS and it is under the ministerial portfolio of the Honourable Prime Minister: Tuilaepa Dr Sailele Malielegaoi.

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

- Human Resource Planning;
- Human Resource Management Policies;
- Human Resource Monitoring and Evaluation for the Public Service;
- Providing advice and assistance on Human Resource Management matters 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:

- Public Service Act 2004
- Ministerial and Departmental Arrangement 2003
- Public Service Regulations 2008
- Strategy for the Development of Samoa, 2012-2016
- Public Service Determinations and Employment Instructions
- Public Service Policies and Procedures
- Cabinet Directives
Principles & Values

- **Honesty**: Acting honestly, being truthful and abiding by the laws of Samoa;
- **Impartiality**: Providing impartial advice, acting without fear or favour and making decisions on their merits;
- **Service**: Serving the people well, through faithful service to the Government;
- **Respect**: Treating the people, the Government and colleagues with courtesy and respect;
- **Transparency**: Taking actions and making decisions in an open way;
- **Accountability**: Being able to explain the reason for actions taken, and taking responsibility for those actions;
- **Efficiency and Effectiveness**: Achieving good results for Samoa in an economical way.

Statement of Vision and Mission for July 2016/June 2017

“The Leader of Public Service Excellence in the Pacific Region”

“To Continuously Improve Public Service Leadership and Management, to Achieve Service Excellence”

Corporate Objectives

The PSC’s corporate objectives as per its Corporate Plan 2015-2019 are as follows:

- Enhance Ministries ability to manage their people and deliver services;
- Facilitate Performance Improvement through improved Monitoring and Evaluation;
- Strengthen the management and development of Senior Executives;
- Improve Ministries capability through enhanced workforce planning and capacity building;
- Improve Public Administration Sector coordination;
- PSC to lead by example through improving its own leadership, systems and capabilities
Our Office Profile | 2016/2017

62 employees at the Office of the Public Service Commission
76 established positions approved for PSC

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>EMPLOYEE #</th>
<th>FY 15/16</th>
<th>FY 16/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constitutional Appointed</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Chairman</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Commission Members</td>
<td>2</td>
<td>2</td>
<td></td>
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<tr>
<td>Contract Employment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Assistant CEOs</td>
<td>8</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Permanent</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Principal</td>
<td>19</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>Senior</td>
<td>18</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>Officer</td>
<td>9</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Clerk</td>
<td>4</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Temporary</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Part-Timer</td>
<td>1</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td>62</td>
<td>62</td>
<td></td>
</tr>
</tbody>
</table>

Recruitment & Selection
- New Recruits 29%
- Promotions 41%
- Re-Appointment 0%

Gender
- Female 73%
- Male 27%

Established Positions as at 30 June 2017
(Data includes 5 New Established Positions)
- Occupied 79%
- Vacant 21%

Age Profile
- 24 and under 13%
- 25 - 44 years 76%
- 45 and over 11%

Qualifications Profile
- Master 7%
- Post-Graduate Diploma 3%
- Bachelor Degree 65%
- Diploma/ Certificate & Below 25%

Employees across Classification levels

Working Arrangements by Gender
- Constitutional Appointed
- Contract Employment
- Permanent
- Temporary

Office of the Samoa Public Service Commission
Annual Report 2016 / 2017
ORGANISATIONAL STRUCTURE

The Office of the Public Service Commission structure is comprised of eight (8) divisions. Each division is managed by an Assistant Chief Executive Officer who in turn reports directly to the three (3) Commission members, currently headed by the Commission Chairman Tu’uu Dr. Ietitaia Taulealo. As legislated in the Constitution of the Independent of Samoa the Chairman and Members of the Commission, for the Office of the Public Service Commission is appointed by the Head of State upon the advice of the Prime Minister. The PSC Divisions are staffed by either contract, permanent or temporary employees.

Figure 1: PSC Structure as at 30 June 2017

PUBLIC SERVICE COMMISSION WORKFORCE COMPOSITION

At the end of the Financial Year 2016/2017, the total number of established positions within the OPSC organization structure was seventy-six (76), an increase by 4.1%. This included nine (9) vacant positions, one (1) position not appropriated in the budget estimates and four (4) newly established positions under the Senior Executive Services Division and the Legal and Investigation Division. Permanent positions made up the highest number of established positions to the total percentage of 78%.

- The workforce composition is relatively young with most employee between the age of 20 to 39 years with a gender distribution mainly dominated by the female gender at 73% compared to 27% of male employees. This is evident in all staff categories and types of salary classifications and levels.
- Most of the employees holds qualification at the Bachelor Degrees level, 64.4% specializing in areas such as sociology, political science, public
administration, commerce, science, information technology and law, relevant to the work of the Office of the Public Service Commission.

- Twenty-nine (29%) percent of the total number of employees for this financial year were new appointments, and forty-one (41) percent were promoted to higher positions within the PSC.

- The Corporate Services division accounted for the highest number of new recruits, mostly in positions at the administrative and clerical level while HRMIS division had the highest number of internal promotion.

- The average time taken to complete the R&S process increased to 3.3 months mainly due to re-advertisement and the unavailability of panel members.

- A total of eight (8) employees tendered their resignation during this period due to new job opportunities.

**Table 1**: shows some of the specific areas of overseas and local trainings that staffs attended throughout the period. No long term study was awarded to a staff member for this particular period.

<table>
<thead>
<tr>
<th>Title of Overseas Meetings/Symposiums/ Conferences / Workshops Training/ Attended</th>
<th>Destination/ Donor Funded</th>
<th>No. of Attendees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seminar on Public Administration</td>
<td>China, Govt. of China</td>
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</tr>
<tr>
<td>2016 Program for Civil Servants from Pacific Island Countries</td>
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</tr>
<tr>
<td>2017 Program for Young Leaders from Pacific Islands Countries</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>ICT for the Improvement of Government Capacity and Services</td>
<td>Japan, Govt. of Japan</td>
<td>1</td>
</tr>
<tr>
<td>3rd Country Training Programme On Enhancing Ethics and Accountability at the Workplace 2016</td>
<td>Brunei Darussalam/ Govt. of Brunei Darussalam</td>
<td>1</td>
</tr>
<tr>
<td>Training Programme on Policy Research and Analysis</td>
<td>Brunei Darussalam/ Govt. of Brunei Darussalam</td>
<td>1</td>
</tr>
<tr>
<td><strong>Overseas Meetings/Symposiums/ Conferences</strong></td>
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<td></td>
</tr>
<tr>
<td>The 13th Pacific Public Service Commissioners Conference</td>
<td>Palau/ PICPA</td>
<td>2</td>
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</table>
The Public Service Commissioner’s Conference Working Group Meeting On Strategizing for Public Service Excellence | Papua New Guinea / Australian Public Service Commission (APSC) / PICPA | 2


**In-Country Trainings/ Workshops**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Location</th>
<th>Number</th>
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</thead>
<tbody>
<tr>
<td>Effective Team Building</td>
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<td>Stress Management</td>
<td>Samoa, PSC</td>
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</tr>
<tr>
<td>Project Management</td>
<td>Samoa, SICTP</td>
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<tr>
<td>Time Management</td>
<td>Samoa, PSC</td>
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</tr>
<tr>
<td>Strategic Planning</td>
<td>Samoa, PSC</td>
<td>1</td>
</tr>
</tbody>
</table>

**FUNDING & REPORTING**

The Office of the Public Service Commission would like to report its budget spending within the financial year 2016/2017 (Budget Estimate vs. Actual Spending).

Total budget allocation of $4.67m for the Commission for the fiscal year reported has decreased by (1.7%) compared to the previous financial year allocation of $4.75m. This movement is primarily driven by the exclusion of the Ministerial support output from the ministry’s budget estimates. This is a result following the General Election held towards the end of the financial year 2017. Additionally, budget provision for the CEO/Secretary position was also removed from this financial year’s budget following a decision issued by the Cabinet in 2015 to disestablish the post from OPSC’s organization structure.

The Commission also reports its spending recorded of $43,700 which was approved by Cabinet within the financial year to fund the review of the current PS Act 2004.

No change recorded for Transactions on behalf of the State budget provisions as highlighted in the above table.

Despite the drop in overall budget appropriation for the financial year, the Commission was able to spend within its means and at the same time ensured that all expected outcomes for its budgeted activities and overall targets as outlined in the Government’s Approved Budget Estimates were achieved. Thus, the Commission
commends its management and staff for their commitment and hard work which has made this financial year another successful one.

All funds projected for the fiscal year was proposed and funded from the local Government Budget.

Table 2: Statement of Ministry Expenditure by Output appropriation Account as at 30 June 2017

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<tr>
<th>A</th>
<th>B</th>
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<th>E</th>
<th>F</th>
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<tr>
<td>PUBLIC SERVICE COMMISSION</td>
<td>2017 Spending</td>
<td>Budget Estimate 2017</td>
<td>(Over)/Under</td>
<td>Budget Estimate 2016</td>
<td>(C-E)</td>
<td>% of incr/(decr) over Budget Estimate (2016/2017)</td>
</tr>
<tr>
<td>Outputs</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>%</td>
</tr>
<tr>
<td>1.0 Policy Advice to the Minister</td>
<td>679,451</td>
<td>689,431</td>
<td>9,980</td>
<td>673,728</td>
<td>15,703</td>
<td>2.3%</td>
</tr>
<tr>
<td>2.0 Ministerial Support</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>257,338</td>
<td>(257,338)</td>
<td>(100%)</td>
</tr>
<tr>
<td>3.0 Senior Executive Services</td>
<td>678,343</td>
<td>687,298</td>
<td>8,955</td>
<td>626,768</td>
<td>60,530</td>
<td>9.7%</td>
</tr>
<tr>
<td>4.0 Human Resources Management Services</td>
<td>384,012</td>
<td>388,439</td>
<td>4,427</td>
<td>386,328</td>
<td>2,111</td>
<td>0.5%</td>
</tr>
<tr>
<td>5.0 HR. Management Information System Services</td>
<td>522,629</td>
<td>535,701</td>
<td>13,072</td>
<td>469,954</td>
<td>65,747</td>
<td>13.9%</td>
</tr>
<tr>
<td>6.0 Public Service Performance &amp; Policy Services</td>
<td>475,528</td>
<td>489,128</td>
<td>13,600</td>
<td>469,948</td>
<td>19,180</td>
<td>4.1%</td>
</tr>
<tr>
<td>7.0 Human Resource Planning &amp; Development Services</td>
<td>529,699</td>
<td>534,244</td>
<td>4,545</td>
<td>542,785</td>
<td>(11,536)</td>
<td>(2.1%)</td>
</tr>
<tr>
<td>8.0 Public Administration Sector Co-ordination Services</td>
<td>286,949</td>
<td>296,709</td>
<td>9,760</td>
<td>289,196</td>
<td>7,513</td>
<td>2.6%</td>
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<tr>
<td>9.0 Legal and Investigations Services</td>
<td>181,001</td>
<td>178,767</td>
<td>(2,234)</td>
<td>171,046</td>
<td>7,721</td>
<td>4.5%</td>
</tr>
<tr>
<td>Total Outputs</td>
<td>3,737,612</td>
<td>3,799,717</td>
<td>62,105</td>
<td>3,887,091</td>
<td>(87,374)</td>
<td>(2.2%)</td>
</tr>
<tr>
<td>Transactions on Behalf of State</td>
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<tr>
<td>Commonwealth Association for Public Administration and Management</td>
<td>9,400</td>
<td>9,400</td>
<td>0</td>
<td>9,400</td>
<td>0</td>
<td>0%</td>
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<tr>
<td>Eastern Regional Organisation - Public Administration</td>
<td>443</td>
<td>6,000</td>
<td>5,557</td>
<td>6,000</td>
<td>0</td>
<td>0%</td>
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<td>International Public Management Association</td>
<td>0</td>
<td>3,600</td>
<td>3,600</td>
<td>3,600</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Harvard Business Review, The Economist</td>
<td>0</td>
<td>1,890</td>
<td>1,890</td>
<td>1,890</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Government Building Lease</td>
<td>267,800</td>
<td>267,800</td>
<td>0</td>
<td>267,800</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Public Service Day</td>
<td>19,952</td>
<td>20,000</td>
<td>48</td>
<td>20,000</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>VAGST</td>
<td>134,018</td>
<td>95,309</td>
<td>(38,709)</td>
<td>112,830</td>
<td>(15,521)</td>
<td>(15.5%)</td>
</tr>
<tr>
<td>CEO Forum &amp; Professional Development</td>
<td>3,787</td>
<td>12,000</td>
<td>8,213</td>
<td>12,000</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Human Resource Module License</td>
<td>120,857</td>
<td>146,446</td>
<td>25,589</td>
<td>146,446</td>
<td>0</td>
<td>0%</td>
</tr>
</tbody>
</table>
REPORTS & PUBLICATIONS

PSC in the reported period continued to produce several publications to ensure public awareness on policy changes, monthly activities, advertisements, appointments, vacancies, trainings and scholarship awards, and CMs to communicate to Ministries the strategic administration & operational directives of the Office of the Commission. The Public Service Commission as the lead agency for the Public Administration Sector prepares a quarterly newsletter that provides updates on ongoing, planned and completed activities in the Public Administration Sector Plan 2013/2014-2017/2018.

Table 3: Reports and Publications

<table>
<thead>
<tr>
<th>PUBLICATION</th>
<th>WHEN ISSUED</th>
<th>TOTAL ISSUES</th>
<th>PURPOSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Service Official Circular (PSOC)</td>
<td>Weekly</td>
<td>49+ 8 special issues</td>
<td>To publicize appointments, vacancies, training opportunities</td>
</tr>
<tr>
<td>Circular memorandum</td>
<td>When required</td>
<td>51</td>
<td>To inform ministries of meetings, workshops and training opportunities, changes to legislations and policies, and major decisions that would have impact on all ministries. The number of CMs decreased by 17.6% from the 60 that was distributed last FY 2015/2016, due to the nature of work that required CMs to be distributed.</td>
</tr>
<tr>
<td>Management Plan 2016/2017</td>
<td>July 2016</td>
<td>1</td>
<td>Plans for PSC Divisional Annual Activities</td>
</tr>
<tr>
<td>Public Administration Sector Newsletter</td>
<td>Quarterly</td>
<td>4</td>
<td>To inform stakeholders of ongoing, planned and completed activities in the Public Administration Sector Plan</td>
</tr>
</tbody>
</table>
SECTION 2: PERFORMANCE REVIEW

This section of the report details the PSC’s performance against its outcomes of strengthening policy advise, improving Ministries capacity to manage their employees and enhancing its own ability to deliver on its mandate. The sections cover the eight output groups and their respective outputs with a summary of our performance and achievements. A summary of the budget allocations for each fiscal year is also provided. The performance data is the same information presented to the Ministry of Finance for budget review purposes.

ACHIEVEMENTS: JULY 2016 / JUNE 2017

OUTPUT 1: POLICY ADVICE

<table>
<thead>
<tr>
<th>Output Manager:</th>
<th>Chairman</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scope of Appropriation:</strong></td>
<td>Provide advice to the Minister and Cabinet on human resources and employment policies as well as management and development of performance contracts.</td>
</tr>
</tbody>
</table>

**Output Performance Measures:**

<table>
<thead>
<tr>
<th>Performance Measure/Indicator</th>
<th>2016/2017</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Percentage of Policy Advice approved and endorsed by Minister and Cabinet</strong></td>
<td>90%</td>
<td>Completed/Achieved</td>
</tr>
<tr>
<td><strong>Date by which the Management Plan is approved by Commission</strong></td>
<td>30 June, 2017</td>
<td>Completed/Achieved</td>
</tr>
<tr>
<td><strong>Date by which the PSC Annual Report 2015 / 2016 will be completed.</strong></td>
<td>31 December 2016</td>
<td>Incomplete</td>
</tr>
<tr>
<td><strong>Date by which the Public Service Day will be celebrated</strong></td>
<td>25 September 2016</td>
<td>Completed/Achieved</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Achievements</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed (On-going process)</td>
</tr>
<tr>
<td>Management Plan 2016/2017 completed and approved by the Commission.</td>
</tr>
<tr>
<td>Did not complete on time but work is in progress and report will be ready by end of December 2017.</td>
</tr>
<tr>
<td>Public Service Day was successfully celebrated on the 30th September 2016</td>
</tr>
</tbody>
</table>
Percentage of PSC Participation in Central Agencies Committee meetings/initiatives in strengthening policy coordination amongst Central Agencies | 90% | Completed/Achieved | 10 CAC meetings held within the financial year. PSC participation in all ten meetings was confirmed.

OUTPUT 2: LEGAL AND INVESTIGATION SERVICES (LIS)

Output Manager: Assistant Chief Executive Officer

Scope of Appropriation: Provide accurate and reliable Legal Advice to the CEO, Public Service Commission and Cabinet.

Output Performance Measures:

<table>
<thead>
<tr>
<th>Performance Measure/Indicator</th>
<th>Budget Standard or Target</th>
<th>Progress Indicator</th>
<th>Achievements</th>
</tr>
</thead>
</table>
| Percentage of Legal Advice submitted to the PS Commission | 95% | Completed/Achieved | Provided legal advice on matters pertaining -  
• Public Service Act 2004  
• Public Service Regulations 2008  
• Contracts of Employment  
• Grievances  
• Breach of the Code of Conduct  
• Working Conditions and Entitlements (WCE) |
| Percentage of Investigations completed and submitted to the PS Commission | 80% | Completed/Achieved | Ongoing process.  
No. of cases submitted/referred/managed by the Commission:  
• MESC (4), MJCA (1)  
No. of Grievances submitted to the Commission:  
• 1 (PSC)  
No. of Instruments of Delegations from Commission to CEOs:  
• 2 WOAs (MJCA)  
Revision of draft charges submitted by Charging Officers. |
<table>
<thead>
<tr>
<th>Date by which the review of the PS Act is submitted to the PS Commission</th>
<th>30 June 2017</th>
<th>Completed/Achieved</th>
<th>Completed external consultations on the draft Public Service Amendment Bill 2017. Final Draft of the Public Service Amendment Bill 2017 prepared and submitted to the Commission and Attorney General with Consultant’s Final Report and Explanatory Memorandum.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date by which the Legislation Amendments to facilitate working conditions and Policy changes is submitted to Cabinet.</td>
<td>31 Aug 2016</td>
<td>Incomplete</td>
<td>Activity was put on hold. Change in priorities, i.e. Concept Paper developed to identify any further amendments to be made to the draft Amendment Bill 2017</td>
</tr>
</tbody>
</table>

**OUTPUT 3: SENIOR EXECUTIVE SERVICES (SES)**

<table>
<thead>
<tr>
<th>Output Manager:</th>
<th>Assistant Chief Executive Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scope of Appropriation:</strong></td>
<td>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 Senior Executive (CEO and Contract Employees) of Samoa Public Service.</td>
</tr>
</tbody>
</table>

**Output Performance Measures:**

<table>
<thead>
<tr>
<th>2016/2017</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Performance Measure/Indicator</strong></td>
<td><strong>Budget Standard or Target</strong></td>
</tr>
<tr>
<td>Policy Review: Date by which the National Performance Framework (NPF) is implemented.</td>
<td>30 June 2017</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Policy Review: Date by which the Work Level Standards for Senior Executives is implemented.</td>
<td>April 2017</td>
</tr>
</tbody>
</table>
| Policy Review: Date by which the review of the contract template for contract employees is completed. | 30 June 2017 | Completed / Achieved | Ongoing discussions both internally and with AG; identifying key policy changes such as SL, AL and Severance.  
- COE Amendment on SL dated 28th Feb 2017  
- COE for Electoral Contract Commissioner dated 20th September 2016  
- COE for Contract Employees on SL, Other Leave and Ex Gratia dated 7th April 2017  
- CEO for PORs dated 22nd April 2017  
- COE for SLRC dated 4th May 2017 |
<p>| Performance Management: Date by which the annual report on: | Submit report on: | Completed / Achieved | Report submitted on 30 June 2017 |</p>
<table>
<thead>
<tr>
<th>Performance Management Monitoring Report is submitted to the Commission.</th>
<th>30 Jun 2017</th>
<th>Completed / Achieved</th>
<th>This was achieved through Two M&amp;E report on the Performance Management Guidelines (PMG) for PORs Contract Employees was approved by Commission 2016 / 17 48 dated 13th June 2017 and 2016/17-38 on 4th April 2017 PMG implementation issues were presented through individual Performance Management Information and Decision Reports to Commission (Ad-hoc basis).</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment &amp; Selection - Competency Implementation: Percentage of received performance agreements screened.</td>
<td>100%</td>
<td>Completed / Achieved</td>
<td>Ongoing, 149 Performance plans received, all acknowledged, assessed and submitted to Commission for endorsement.</td>
</tr>
<tr>
<td>Performance Management: Percentage of PSC appointment decisions that reflect performance review outcomes.</td>
<td>100%</td>
<td>Completed / Achieved</td>
<td>Performance review outcomes are factored into information available to Selection Panels</td>
</tr>
<tr>
<td>Recruitment: Average duration for R&amp;S process of CEOs and Contract employees timely.</td>
<td>CEOs = process in 6 months Contract Employees = process in 4 months</td>
<td>Completed / Achieved</td>
<td>Implementation All positions were based on Merit • 96 positions processed • 6 positions completed for CEO positions • 80 Positions completed for Contract level positions 3 months for CEO 2.5 months for CE • All positions reflect Competencies • All JDs revised to include Key Deliverables • Vet all Alternative assessment tools</td>
</tr>
<tr>
<td>Monitoring &amp; Evaluation: Percentage of compliance by Ministries with Policies stipulated to manage Senior Executive Services.</td>
<td>90%</td>
<td>Completed / Achieved</td>
<td>M&amp;E carried out in January. ID was submitted to Commission on time. - M&amp;E still focused on Compliance as there was insufficient time within 6 months for SE to prepare evidence based information on performance</td>
</tr>
</tbody>
</table>
| Manage and Administer Terms and Conditions, Policies and Procedures for Senior Executives(SE): Percentage of policy advice on requests received submitted to the Commission. | 100% | Completed / Achieved | Completed as budgeted.  
• 150 Advisory reports (IDs) to Commission annually.  
• 150 Advisory reports to Cabinet annually.  
• 20 Cabinet submissions annually  
• 150 Advisory letters to Ministries / clients annually |
| Performance Management: Percentage of received performance agreements screened for Commission approval. | 100% | Completed / Achieved | Completed. Ongoing, 149 Performance plans received, all acknowledged, assessed and submitted to Commission for endorsement. |
| Recruitment & Selection: Date by which a consolidated review of the R&S Manual is completed | Jun-17 | Completed / Achieved | • R&S Handbook approved  
2nd Nov 2016  
• Guidelines developed  
• Handbook printed  
• Secured IPM allowances  
• Non-Disclosure Agreement developed  
• Contributed to PS Amendment on Appointments  
• Review of Reference Templates  
• Assist with PME development of R&S handbook  
• Assist with development of R&S Merit Based Policy  
• Secure funding for IPM Allowances |
| Recruitment & Selection: Percentage of performance review outcomes reflected in Job Description review. | 100% | Completed / Achieved | Completed. All JDs include are reviewed to reflect Performance Issues from PRC  
All JDs include Key Deliverables from PRC |
Other Activities:

<table>
<thead>
<tr>
<th>Performance Measure/Indicator</th>
<th>2016-2017</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethics Framework for Senior Executives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target</td>
<td>Progress Indicator</td>
<td>Achievements</td>
</tr>
<tr>
<td>1 Concept paper</td>
<td>In progress</td>
<td>30% Concept Paper developed</td>
</tr>
<tr>
<td>1 Draft Framework</td>
<td></td>
<td>New targets, still in progress, completed research also proposed issues paper for the Commissions endorsement before we develop the Framework.</td>
</tr>
</tbody>
</table>

OUTPUT 4: HUMAN RESOURCE MANAGEMENT (HRM) SERVICES

<table>
<thead>
<tr>
<th>Output Manager</th>
<th>Assistant Chief Executive Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope of Appropriation:</td>
<td>Provide advice to the Commission, Ministries and other stakeholders on HRM policies, Monitor and Evaluate effective implementation of HRM devolved functions in Ministries and institute a value based Samoa Public Service.</td>
</tr>
</tbody>
</table>

Output Performance Measures:

<table>
<thead>
<tr>
<th>Performance Measure/Indicator</th>
<th>2016/2017</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date by which the first draft of Work level standards is developed and finalised.</td>
<td>Jun-17</td>
<td>Completed/Achieved</td>
</tr>
<tr>
<td>Budget Standard or Target</td>
<td>Progress Indicator</td>
<td>Achievements</td>
</tr>
<tr>
<td></td>
<td>Completed/Achieved</td>
<td>This activity relating to job standards has already been achieved in 15/16. Enhancement thus is the next step similar to work of SES and at the moment not a priority of HRM. (Note - KPI has been removed from the division’s KPIs for the new Budget 2017/2018)</td>
</tr>
<tr>
<td>KPI</td>
<td>Target</td>
<td>Status</td>
</tr>
<tr>
<td>-------------------------------------------------------------------</td>
<td>--------</td>
<td>--------------</td>
</tr>
<tr>
<td>Percentage of Ministry compliance to Performance Appraisal System</td>
<td>90%</td>
<td>Completed/Achieved</td>
</tr>
<tr>
<td>policies and processes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Percentage of policy advice submitted to the PS</td>
<td>90%</td>
<td>Completed/Achieved</td>
</tr>
<tr>
<td>Commission on HRM (Human Resource Management) requests received.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Date by which the first draft of the TOR for a TA (to review the</td>
<td>Jun, 2017</td>
<td>Completed/Achieved</td>
</tr>
<tr>
<td>Job Classification system is finalised and approved by the PS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commission.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Date by which the Job Classification System review report is</td>
<td>Jun, 2017</td>
<td>Incomplete</td>
</tr>
<tr>
<td>submitted to the Commission</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of M&amp;E activities conducted on Ministries</td>
<td>2</td>
<td>Completed/Achieved</td>
</tr>
<tr>
<td>implementation of the Performance Management System and</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recruitment &amp; Selection Process for General Employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance Measure/Indicator</td>
<td>Target</td>
<td>Status</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>--------</td>
<td>--------</td>
</tr>
<tr>
<td>Develop trainings to improve HRM capabilities, people skills etc.</td>
<td>At least 2 trainings approved and implemented</td>
<td>In progress</td>
</tr>
</tbody>
</table>
### OUTPUT 5: HUMAN RESOURCE MANAGEMENT INFORMATION SYSTEM (HRMIS)

<table>
<thead>
<tr>
<th>Output Manager:</th>
<th>Assistant Chief Executive Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Scope of Appropriation:</strong></td>
<td>To manage the Human Resource Management Information System for the Public Service and facilitate needs required by Ministries.</td>
</tr>
</tbody>
</table>

### Output Performance Measures:

<table>
<thead>
<tr>
<th>Performance Measure/Indicator</th>
<th>Budget Standard or Target</th>
<th>Progress Indicator</th>
<th>Achievements</th>
</tr>
</thead>
</table>
| Manage and Maintain the centralized HRMI System (user satisfaction) | 100% | Completed/Achieved | - Conducted 10 on-going refresher trainings for ministries, non-PSC offices and internal staff;  
- Ongoing management of HR modules;  
- Developed and rolled out 4 online TY15s;  
- Developed and maintained over 10 custom HR reports;  
- Recorded 100% user satisfaction of all key users |

**Way Forward:**

- Research different types of HR data fields required to capture qualitative information to assist way forward strategic planning  
- Build/improve capability of staff through trainings and system configurations  
- Implement a proactive approach on refresher trainings for new/old users
<table>
<thead>
<tr>
<th>Manage and Maintain internal ICT services and systems (percentage of user satisfaction)</th>
<th>100%</th>
<th>Completed/Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Published 48 PSOC issues and 8 Special Issues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Conducted 5 induction trainings for new staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Completed Review of Mail System and development of Web-Based solution</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Conduct maintenance and upgrades for internal applications (Intranet applications, Website, Firewall, email, etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Reviewed Office Internet plans with providers – signed up with new ISP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Digitization Plan developed</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Conducted 1 user satisfaction surveys</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Recorded 100% user satisfaction of all end users within PSC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Daily monitoring and troubleshooting activities</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Increased Percentage of online users accessing PSC Website and Facebook</th>
<th>90%</th>
<th>Completed/Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Ongoing weekly update of Website, Facebook and Twitter</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Responded to over 40 public queries on social media and website</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Reviewed security of PSC website</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Developed an Email Campaign Application for online awareness</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Developed an eNewsletter Application</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Recorded 2,531 likes on Facebook with 64% female &amp; 36% male (42% ages 18-34yrs)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Produced 5 awareness videos and digital recordings for FA Hack, Integrity Workshop, Legislative review, CEO Forum, other workshops</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Increased Percentage of the Public participation on PSC e-Surveys</th>
<th>90%</th>
<th>Completed/Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Developed 60 SES Online tests and 8 for internal recruitment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Developed / maintained 4 office surveys for PS Awards and PASC</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Recorded high number of public participation on eSurveys</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Developed Online Job Application and eForum application for internal and external collaboration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of Video Programmes produced to inform public awareness of PSC HRM practices</td>
<td>5</td>
<td>Completed/Achieved</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Percentage of policy advice on requests received submitted to PS Commission.</td>
<td>100%</td>
<td>Incomplete</td>
</tr>
</tbody>
</table>

### Other Activities:

<table>
<thead>
<tr>
<th>Performance Measure/Indicator</th>
<th>Target</th>
<th>Status</th>
<th>Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date by which surveys are created.</td>
<td>When required</td>
<td>Completed/Achieved</td>
<td>Created 23 surveys to capture information and feedback from target audiences.</td>
</tr>
<tr>
<td>Number of PeopleOne refresher trainings conducted</td>
<td>When required</td>
<td>Completed/Achieved</td>
<td>50+ participants. The aim of this annual refresher trainings for PeopleOne System is to upskill and build the capacity of Ministry Key users in the update and maintenance of personnel data. This is to ensure that the data entry from ministries correct and timely. All users from each Ministries attend these trainings to refresh their skills and also to learn new features and</td>
</tr>
</tbody>
</table>
processes introduced as a result of system changes and upgrades for improvement.

### OUTPUT 6: PUBLIC SERVICE PERFORMANCE AND POLICY (PSPP)

**Output Manager:** Assistant Chief Executive Officer

**Scope of Appropriation:**
Provide effective monitoring, evaluation, reporting and policy advice on Public Service performance and provision of effective and efficient support services to facilitate the implementation of the Public Administration Sector Plan.

**Output Performance Measures:**

<table>
<thead>
<tr>
<th>Performance Measure/Indicator</th>
<th>2016/2017</th>
<th>Progress Indicator</th>
<th>Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Delivery Assessment: Number of Reports on Telephone and Front Desk Customer Service Spot Checks submitted to the PSC.</td>
<td>2</td>
<td>Completed/Achieved</td>
<td>Report for FY2015/2016 completed and submitted to PSC on time. Reports for FY2016-17 to be approved by Commission - 18 ministries’ spot checks completed - 450 Front Desk Spot checks - 900 Telephone Spot checks</td>
</tr>
<tr>
<td>Functional Analysis: Date by which Functional Analysis Report will be approved by Cabinet.</td>
<td>30-Jun-17</td>
<td>Completed/Achieved</td>
<td>Phase 2: Functional Analysis completed SPS FA Report completed &amp; approved by Cabinet, Sept 2016 (FK (16) 36); Work Hack conducted (Mar 2017) in collaboration with APSC to design Implementation Plans for MoG Changes; Information Paper submitted to MOF for CDC presentation (FK (17) 14)</td>
</tr>
<tr>
<td>Topic</td>
<td>Status</td>
<td>Achievements</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>-------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Percentage of Policy Advice submitted to Cabinet; to the Commission as well as policy advice given to Ministries/Offices upon requests.</td>
<td>100% Completed/Achieved</td>
<td>Completed (On-going process)</td>
<td></td>
</tr>
<tr>
<td>Date by which review of Public Service Awards will be completed</td>
<td>31-Jan-2017</td>
<td>Completed/Achieved</td>
<td></td>
</tr>
<tr>
<td>SPS Innovation and Excellence Awards: Date by which the SPS Awards nomination and assessment process is implemented.</td>
<td>Sep-2017</td>
<td>Completed/Achieved</td>
<td></td>
</tr>
<tr>
<td>Policy Development - Public Sector Governance Arrangements: Date by which evidence based research report to identify high level core principles to guide the development of HR Policies for the Public Sector is submitted to CAC (Central Agencies Committee).</td>
<td>30-Jun-2017</td>
<td>Completed/Achieved</td>
<td></td>
</tr>
<tr>
<td>Date by which an Anti-Corruption Strategy Report is submitted to the Commission</td>
<td>31-Mar-2017</td>
<td>Incomplete</td>
<td></td>
</tr>
</tbody>
</table>

In summary, the Office of the Samoa Public Service Commission has made significant progress in various areas, with a notable achievement in completing the review of the Public Service Awards as proposed. The development of the SPS Innovation and Excellence Awards has also been completed, and the policy development process in public sector governance arrangements is on track. However, the Anti-Corruption Strategy Report is still pending as of March 2017.
| Strengthen whole of Government Performance: | 31-Dec-2016 | Incomplete |
| Date by which ground work/research undertaken for the Organizational Performance Assessment Improving Framework is completed and the report of the findings is submitted to Commission. | | |

| OPAIT Tool to be finalized by Aug-Sept 2017. The Pilot phase will likely be postponed due to considerations recently discussed as well as the PSPP Division currently transitioning to a new Manager onboard. As such, it is highly likely that the OPAIT Tool may be refined to be aligned to the direction that the Commission has identified for the PSPP Team, particularly, Public Service Innovation. |

| Date by which M&E reports on SPS Employee Statistics and HRM Issues for FY2015/16 are submitted to the PS Commission for approval: | Annual report: 31 December 2016 | |

| Annual HRM Report FY2015-2016 Completed and submitted but yet to be approved by Commission. | |
| Way forward: CM to ministries upon approval by the Commission | |

| Policy Development: | 30-Jun-2017 | Completed/ Achieved |
| Date by which survey on Workplace Harassment for the Public Service is completed. | | |

| Survey has been completed. Survey carried out for all ministries and report on survey outcome was put together and forwarded to PASC division for their final recommendation for the Commission to consider on way forward based on the Harassment survey. | |
Other Activities:

<table>
<thead>
<tr>
<th>Performance Measure/Indicator</th>
<th>2016/2017</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Review of Determinations (Working Conditions and Entitlements Manual 2015) for SPS Employees</strong></td>
<td>Determinations under reviewed, approved by Commission in a timely manner</td>
<td>Completed/Achieved</td>
</tr>
<tr>
<td><strong>Attend Inter Ministry and Sector Meetings and Consultations as required</strong></td>
<td>100% attendance to meetings and consultations when required</td>
<td>Completed/Achieved</td>
</tr>
</tbody>
</table>

**OUTPUT 7: HUMAN RESOURCE AND DEVELOPMENT (HRD) SERVICES**

**Output Manager:** Assistant Chief Executive Officer

**Scope Appropriation:** To provide policy advice to the Commission, Ministries and other Stakeholders on all Human Resource Development and Monitoring and Evaluation of Human Resource Development and Capability activities in Ministries.

**Output Performance measures:**

<table>
<thead>
<tr>
<th>Performance Measure/Indicator</th>
<th>2016/2017</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Number of Awareness programmes on all areas of the HRDF framework 2015 -2018 through consultations and other media for an improved awareness of the Framework</strong></td>
<td>10</td>
<td>Incomplete</td>
</tr>
<tr>
<td>Number of meetings conducted to discuss the progress of the (NHRD) National Human Resource Development Plan.</td>
<td>4</td>
<td>Completed/Achieved</td>
</tr>
<tr>
<td>Date by which a central database is established for the collection &amp; correlation of NHRD data.</td>
<td>May-2017</td>
<td>Incomplete</td>
</tr>
<tr>
<td>Number of Executive Development Programs for the public service to be delivered by June 2017.</td>
<td>1</td>
<td>Incomplete</td>
</tr>
<tr>
<td>Date by which the report for Training Analysis for the Public Service is completed and publicized</td>
<td>June 2017</td>
<td>Completed/Achieved</td>
</tr>
<tr>
<td>Date by which the PSC Calendar of Training Events is completed and publicized</td>
<td>Dec-2016</td>
<td>Completed/Achieved</td>
</tr>
<tr>
<td>Percentage of PSC Training activities/events and participants that meet SQA standards.</td>
<td>100%</td>
<td>Completed/Achieved</td>
</tr>
<tr>
<td>Date by which the CSI (Civil Service Institute) feasibility study proposal is submitted to the cabinet for approval.</td>
<td>Oct-2016</td>
<td>Incomplete</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Date by which the CSI proposal is compiled and submitted to funding programs and donors.</td>
<td>Oct-2016</td>
<td>Completed/Achieved</td>
</tr>
<tr>
<td>Date by which division Stand operational procedures and KRAs to reflect usage of PeopleOne to house all collected HRD data are updated.</td>
<td>Dec-2016</td>
<td>Completed/Achieved</td>
</tr>
<tr>
<td>Number of division refresher programs conducted on utilization of PeopleOne’ s Training Module</td>
<td>4</td>
<td>Completed/Achieved</td>
</tr>
</tbody>
</table>
### Number of HRD digest publications produced

<table>
<thead>
<tr>
<th>Performance Measure/Indicator</th>
<th>Budget Standard or Target</th>
<th>Traffic Light Progress Indicator</th>
<th>Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of HRD digest publications produced</td>
<td>4</td>
<td>Completed/ Achieved</td>
<td>Completed and published all 4 publications. In the next FY this measure has been changed to 2 HRD Digest on a 6 monthly basis to capture a wider comparison of training statistics.</td>
</tr>
</tbody>
</table>

### Number of Chief Executive Officer(CEO) & Human Resource Coordinator(HRC) Forums to be coordinated annually

<table>
<thead>
<tr>
<th>Performance Measure/Indicator</th>
<th>Budget Standard or Target</th>
<th>Traffic Light Progress Indicator</th>
<th>Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Chief Executive Officer(CEO) &amp; Human Resource Coordinator(HRC) Forums to be coordinated annually</td>
<td>2 CEO Public Sector Forums, 2 Human Resource Management Forums and 2 HRC Forums.</td>
<td>Completed/ Achieved</td>
<td>(a) Partially completed: 1 CEO Forum held. Availability of CEO forums vs. overseas travel and other commitments during forum day. Competing work priorities for PSC to respond to Ministry queries and requests. (b) 4 HRC Forums completed.</td>
</tr>
</tbody>
</table>

### OUTPUT 8: PUBLIC ADMINISTRATION SECTOR COORDINATION (PASC) SERVICES

<table>
<thead>
<tr>
<th>Output Manager:</th>
<th>Assistant Chief Executive Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope Appropriation:</td>
<td>To provide Secretariat services to ensure effective coordination and implementation of the Public Administration Sector Plan.</td>
</tr>
</tbody>
</table>

### Output Performance Measures:

<table>
<thead>
<tr>
<th>Performance Measure/Indicator</th>
<th>Budget Standard or Target</th>
<th>Traffic Light Progress Indicator</th>
<th>Achievements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinate and Facilitate implementation of Government Service Delivery Survey 2017</td>
<td>Mar-2017</td>
<td>Completed/ Achieved</td>
<td>Survey completed although implementation was delayed due to financial constraints – survey was to be outsourced to SBS but given budgetary constraints it was implemented as an online survey. Survey Report to be completed by July 2017</td>
</tr>
</tbody>
</table>
### Date by which Cabinet approves comparative report on problematic service areas identified from Surveys (2015 Client Satisfaction Survey & 2017 Government Service Delivery Survey)

<table>
<thead>
<tr>
<th>Date</th>
<th>Status</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sep-2016</td>
<td>Incomplete</td>
<td>Delayed due to delay in Government Service Delivery Survey implementation. KPI is dependent on the completion of the above KPI on GSDS.</td>
</tr>
</tbody>
</table>

### Date by which Cabinet approves the establishment of a Service Improvement Task Force to carry out the Service Improvement Program

<table>
<thead>
<tr>
<th>Date</th>
<th>Status</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct-2016</td>
<td>Incomplete</td>
<td>Activity cancelled due to change in priorities.</td>
</tr>
</tbody>
</table>

### PASP Annual Review: Date by which Annual Review Report is submitted and approved by PAS Steering Committee (PASSC)

<table>
<thead>
<tr>
<th>Date</th>
<th>Status</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct-2016</td>
<td>Completed/Achieved</td>
<td>Completed. Annual Review Outcomes Statement was approved by PASP Steering Committee in November 2016</td>
</tr>
</tbody>
</table>

### PASP Mid Term Review: Date by which the TA’s final Midterm Review Report is submitted and approved by the CDC

<table>
<thead>
<tr>
<th>Date</th>
<th>Status</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mar-2017</td>
<td>Incomplete</td>
<td>Activity cancelled due to funding constraints.</td>
</tr>
</tbody>
</table>

The PASP is reviewed annually and the last review was in October 2016. It will be reviewed again in October 2017, with a Completion/End-of-Plan Review in 2018. In the Sector’s view, the above reviews suffice and meet the proposed objectives for a mid-term review.

### Facilitate and Monitor PASP Activities Implemented within the financial year.

<table>
<thead>
<tr>
<th>Status</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed/Achieved</td>
<td>Completed</td>
</tr>
</tbody>
</table>

### Secretariat Support to PASP steering Committee.

<table>
<thead>
<tr>
<th>Status</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed/Achieved</td>
<td>Completed</td>
</tr>
</tbody>
</table>

### Other Activities:

Second UN-PRAC/PSC Validation workshop on recommendations made at the first Integrity workshop in June 2016

The Public Service Commission collaborated with the UN-Pacific Regional Anti-Corruption Project (UN-PRAC) to host a follow-up validation workshop in November.
2016, aimed at confirming and prioritising the 11 recommendations made at the June workshop to strengthen integrity within the public sector. Close to 60 Government, non-governmental, private sector and media industry representatives came together to reprioritize the recommendations in accordance with what the stakeholders thought were matters of greatest importance for implementation.

The following were the top 3 priorities identified as a result of the validation workshop:

- Samoa to become a party to the United Nations Convention Against Corruption (UNCAC);
- Establish a Corrupt Practices Investigation Bureau for Samoa;
- Include integrity and ethical values in the education curriculum.

**Public Administration Sector session with Parliamentarians on recommendations from the validation workshop**

The Global Organization of Parliamentarians against Corruption (GOPAC), United Nations Development Program and UN-Office on Drugs and Crime hosted an integrity workshop for Members of Parliament to introduce the UN Convention against Corruption (UNCAC), GOPAC and Parliamentary Oversight in November 2016. The PSC presented the top 3 recommendations and other reform priorities identified at the Validation workshop. The Prime Minister’s endorsement of the first recommendation for Samoa to begin its accession process to UNCAC was made known at the workshop. The Public Service Commission (Public Administration Sector Coordination Division) will prepare the Cabinet submission for Samoa’s accession, in collaboration with the Ministry of Foreign Affairs and Trade, and the Office of the Attorney General.

**Monitoring of service charters, integration of gender and vulnerable groups needs in policy development**

The Public Administration Sector Coordination Division began initial visits to Ministries and Offices under the PSC’s jurisdiction in February 2017 to monitor the above areas as part of the PSC’s bi-annual Monitoring and Evaluation visits, to meet reporting requirements under the Public Administration Sector Plan 2013/14-2017/18. Findings from these visits will provide an overall view of the current situation to inform Goals 1 and 3 of the PASP, focusing on improving service delivery and public sector integrity.
Disaster Risk Management Plan for the Public Administration Sector
The Public Administration Sector Coordination Division worked with the Ministry of Natural Resources and Environment (Disaster Management Office) to develop the first Disaster Risk Management Plan for the Sector in February 2017. The Plan is in draft form and is expected to be finalized and approved in FY2017/2018.

PSC facilitates Australian DFAT’s assistance to provide guidance on Functional Analysis implementation through work hack
The Public Administration Sector Coordination Division partnered with the Australian Public Service Commission to deliver a week-long ‘work-hack’ in March 2017 focusing on the design of Implementation Plans for the Functional Analysis recommendations approved by Cabinet in October 2016. It also aimed to introduce affected Ministries to the concept of Machinery of Government change and equip them with the knowledge and tools required for such changes. More than 60 participants from selected Government Ministries attended.

Samoa’s Technical Assistance Facility established
The Public Service Commission was approved as a member of the Steering Committee and Facility Management Group for the Technical Facility in March 2017. The TA Facility is funded by the Government of Australia through the Department of Foreign Affairs and Trade (DFAT). The Public Administration Sector Coordination Division represents the Commission on the Management Group while the Chairman of the Commission sits on the Steering Committee.

Review of Public Administration Sector Communication Strategy
The first review of the Communications Strategy for the Sector undertaken in May 2017 has been completed; the Strategy was developed and approved in 2015. The updated version is available on the PSC’s website.
PART B: REPORT ON THE STATE OF THE SAMOAN PUBLIC SERVICE

OVERVIEW
This part of the Report provides Employee and HRM statistics and other information on the Public Service of Samoa for the period July 2016 to June 2017. 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.

Part B is divided into Six Sections:

- **Section 1**: Staff Establishment;
- **Section 2**: Managing Appeals, Grievances and Breaches of the Code of Conduct;
- **Section 3**: Monitoring and Evaluation;
- **Section 4**: Recruitment and Selection;
- **Section 5**: Human Resource and Development;
- **Section 6**: Employee and HRM Statistics

1. **STAFF ESTABLISHMENT**

As the Public Service Commission’s mandated function to determine staffing structures of government Ministries under its jurisdiction, organisation structural reviews were continuously undertaken as per request by Ministries during the financial year 2016/2017. While Budget policies as approved by Cabinet on personnel allocation and spending are well respected and considered in the process of new establishment, the Commission made exceptions and approved significant organisational changes for some Ministries to ensure the effective execution of its mandated functions, realisation of strategic objectives, the administration of development projects and so forth.
The following structural changes were endorsed:

**MAIN STRUCTURAL CHANGES**

1. **Ministry of Foreign Affairs & Trade (MFAT):**
   The restructure for the MFAT was the first major structural proposal since the SPS organisational realignment implemented in 2003. The MFAT requested organisational change following confirmation of its mandated responsibilities from the Functional Review carried out by the Office of the PSC. The Political, International Relations and Protocol Division that operated since to deliver three different core functions to improve foreign relations was further demarcated into divisions of Protocol, International and Regional Relations. The Staff Training and Scholarships and Bilateral Division was re-designed as purely a Bilateral Division, with the impending transfer of Trainings and Scholarships to the Office of PSC to manage and administer. A Legal Advisor was also created to strengthen legal advice and guidance on international agreements, negotiations in Trade, and matters relating to social, national security and political stability.

2. **Ministry of Education, Sports & Culture:**
   Two positions of Numeracy and Literacy Specialists were created to continue the work of the Language Specialist that was disestablished when the relevant project completed. As areas requiring attention, the positions had been prioritised by the Ministry and the Education sector to identify and address gaps in numeracy and literacy issues. The creation of additional positions for the ICT Division was also endorsed for improvements to SE Management and Monitoring Information (SEMMIS) and Education Management Information Systems (EMIS) that centralises information on student results, school performance, etc. The case of School Advisors (or known as School Inspectors) was reconsidered following an additional proposal to upgrade salaries and create additional positions in view of the sizable number of schools (300+) to be covered and in stepping up with monitoring and advisory responsibilities for all schools in Samoa.

**Other changes:**
Another wave of wage workers transferred from temporary to permanent status took place in January 2017. As part of the Review of Wage Workers that was carried out since 2012, the remaining wage workers were initially identified as occupational types of work to be outsourced. It did not eventuate due to matters of cost and concerns
on the sustainability of service by the private sector. An estimated 130+ wage workers mostly employed by the MNRE and MAF were transferred to permanent status. Future recruitments on a temporary basis were also emphasised to be approved by the Commission prior to hiring, as a control mechanism no to hire wage workers in the future on a long term/permanent basis.

Term-based employment also increased with volunteer attachments of teachers from overseas for MESC, researchers for MNRE through JICA and JOCV schemes, to several project-based position establishments for Ministries such as Finance, Women, Community and Social Development. The latter are reflections of efforts in countering teacher shortage, climate change issues, unemployed youth, community development and strengthening government’s support towards civil society programmes.

Increase of temporary position establishment and employment for specified periods enforced by the Commission were also featured through Remunerators and Data Collectors hired for Surveys carried out by the Samoa Bureau of Statistics, Field workers for Community-related Projects of the MNRE and Orchestral Musicians for the Samoa National Orchestra under MESC.

**SUMMARY OF STAFFING STRUCTURES**

The summary of structural matters is provided as tabulated on number of establishment, reclassification, re-designation, etc.

Overall, there is a significant increase in temporary position establishment to perform certain work for development projects administered or short-term needs of Ministries. Permanent and contract establishment has decreased. Although the numbers reflect otherwise, it is mainly a report of the number of matters deliberated by the Commission, initially decided during FY 2015/2016 and reconsidered during the reporting period.
School Support Advisors as an example were initially reinstated in FY2015/2016 and recorded again as newly established positions when salaries were upgraded together with position status that changed from permanent to contract.

**EMPLOYMENT of TEACHERS**

The following is a summary of teacher employment that were approved by the Commission as per requests of the MESC.

The bulk of teachers recruited were graduates of Bachelor of Education degrees and other relevant degrees from the National University of Samoa. Re-employed teachers were mostly former teachers that resigned due to personal reasons, pursuit of further academic studies or from private schools seeking better opportunities. Several requests for re-employment were favourably considered based on

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>POSITIONS #</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 15/16</td>
</tr>
<tr>
<td><strong>Establishment</strong></td>
<td></td>
</tr>
<tr>
<td>*Permanent</td>
<td>70</td>
</tr>
<tr>
<td>*Contract</td>
<td>6</td>
</tr>
<tr>
<td>Temporary (Wage/Project/Volunteer)</td>
<td>0</td>
</tr>
<tr>
<td>New/Re-vamped Division</td>
<td>7</td>
</tr>
<tr>
<td>New Section/Unit</td>
<td>10</td>
</tr>
<tr>
<td><strong>Salary classification</strong></td>
<td></td>
</tr>
<tr>
<td>By Position</td>
<td>23</td>
</tr>
<tr>
<td>By Employee merit</td>
<td>6</td>
</tr>
<tr>
<td><strong>Re-designation</strong></td>
<td></td>
</tr>
<tr>
<td>By Position</td>
<td>27</td>
</tr>
<tr>
<td>By Division</td>
<td>4</td>
</tr>
<tr>
<td>Transfer Position</td>
<td>21</td>
</tr>
<tr>
<td><strong>Absorption</strong></td>
<td></td>
</tr>
<tr>
<td>Temporary/Project</td>
<td>3</td>
</tr>
<tr>
<td>Contract</td>
<td>1</td>
</tr>
<tr>
<td><strong>Disestablishment</strong></td>
<td></td>
</tr>
<tr>
<td>Permanent</td>
<td>3</td>
</tr>
<tr>
<td>Temporary/Project</td>
<td>2</td>
</tr>
<tr>
<td>By Division</td>
<td>3</td>
</tr>
</tbody>
</table>

**EMPLOYMENT OF TEACHERS**

- **98** new teachers (first time employment, graduates from NUS, USP etc.)
- **59** re-employed teachers
- **51** teachers under extended hire/retirement
teaching experience of applicants on conditions to upgrade to a formal teaching qualification under the relevant qualification upgrade programme administered by the MESC. This was an exception made by the Commission due to the continuous shortage of teachers.

The following were undertaken relating to the employment of teachers:

- Remuneration policies were revisited and revised, specific to salary entry points of teaching qualifications, and effective dates (as the date of degree conferment) to clear cut the process of salary adjustments.

- There was a strong push to upgrade employed/re-employed persons as teachers that do not hold teaching qualifications by identifying a timeframe for the relevant level of teaching qualifications to be acquired. An increase of teachers were granted Study Leave for higher learning is an indication of the support rendered in achieving the objectives of improving quality education through qualification upgrade.

- School Inspectors were renamed as School Support Advisors so that their roles and presence within schools do not conflict/duplicate with Principals and Vice Principals. Salaries were also upgraded to the Principal level together with Transport Allowances for each School Support Advisor to cover commuting costs.

- The third and final phase of the Cabinet-approved salary increase for teachers was implemented in January 2017.
2. MANAGEMENT OF APPEALS, GRIEVANCES AND BREACHES OF THE CODE OF CONDUCT.

APPEALS:

Eight (8) Appeals were received and assessed during the reporting period which is a significant drop compared to financial year 2015/2016. All appeals relate to decisions of appointment made by the Chief Executive Officers of relevant Ministries and were settled either through mediation or withdrawn at the request of the appellant. Other appeals as referred comprise of 1 appeal that is to date pending and 3 other appeals that were processed as grievances as they lacked grounds of appeal but the result of flaws in the R&S process and issues that pertain to the jurisdiction of the Ministry to be addressed.

MANAGING COMPLAINTS, GRIEVANCES and BREACHES OF THE CODE OF CONDUCT

The Internal Monitoring table shows that there have been a total of thirteen (13) complaints that have been managed internally by the Ministries which the Commission was made aware of either through a Warrant of Appointment (WOA) or a Notice of Decision from that Ministry. The Ministry of Natural Resources and Environment (MNRE) had the highest number of complaints with a total of five (5).

It is also noticeable from the table that there were no grievances during this financial year that was reported or the Commission was made aware of. The table also shows that there was a total of nineteen (19) Breaches of the Code of Conduct (BOC) investigations that were carried out internally. The Ministry of Education, Sports and Culture (MESC) had the highest number of BOC investigations with a total of five (5).

From the previous financial year there was a total of fifty-four (54) BOC investigations carried out internally, if compared with this year there has been a total of nineteen
(19), which means there has been a decrease of 64% of BOC investigation from the previous year. There is also a decline of BOC investigations within MNRE from the previous year which had a total of twenty-nine (29) and dropped to four (4) with an 86% decrease of BOC investigations from previous year. The decline in the number of BOC investigations may mean that employees within the Ministry are more aware of governing legislation and policies regarding the values and code of conduct that employees of the Public Service must uphold. The decline may also mean that the Human Resource Coordinators (HRC) are vigilant in monitoring and ensuring that employees are complying with the underlying values and code of conduct under the Public Service Act 2004.

The data referring to complaints by permanent staff are complaints that have been lodged by permanent staff directly to the Commission. These Complaints and Grievances were referred back to the relevant Ministries to manage as the Commission only manages matters involving or concerning Senior Executive Staff or Contract Employees. There was a total of three (3) complaints, one from each of these Ministries MWTI, MAF, MESC and one (1) grievance from MESC which were all referred back to the relevant Ministry to managed.

There is a decrease in BOC investigation related matters lodged to the Commission which no BOC investigation was recorded this year compared to the five (5) last year. However, the number of complaints and grievances slightly remains the same.

**COMPLAINTS AGAINST CONTRACT EMPLOYEES MANAGED BY THE COMMISSION 16/17**

The Commission has received a total of nine (9) complaints against contract employees which six of those complaints came from MESC. There were also a total of only two (2) grievances recorded by the Commission this year. The total number of BOC investigations carried out by the Commission against contract employees were eight (8) which five (5) of those investigations came from MESC alone.
The previous financial year there was a total of twenty-one (21) complaints/grievances against contract employees. This year saw that there was a decline in the total number of complaints/grievance which only eleven (11) was recorded, which means it has fallen 46% from the previous year. The decline in the number of complaints/grievances against contract employees may mean that they are now proactive in their managerial and leadership approach. The decline may also mean that their decisions are made in a fair and transparent way and that they are acting within the scope of their authority.

The total number of BOC investigations last year were fourteen (14) which has also declined to a total of eight (8) this year. Though MESC still records the highest number of complaints/grievances and BOC investigations this year there has been a decrease in the number of complaints/grievances and BOC investigation against its contract staff if compared to the last financial year. The bulk of these complaints/grievances and BOC investigation within MESC are against Principals and Vice Principals. A recent policy change saw that Principals and Vice Principals are now employed under a contract of employment. Therefore, any complaints/grievances and BOC investigation against them will now be referred to the Commission to manage and no longer managed by MESC. This may have also contributed to the decline from the previous year in that Principals and Vice Principals are conscious that the Commission is more responsive in ensuring compliance with their Contract of Employment and adhere to the values and code of conduct of the Public Service.

### 3. MONITORING AND EVALUATION

Monitoring and Evaluation which is also a significant mandated responsibility of the Commission was carried out through several activities in relation to devolved human resource practises managed and operated by Ministries. Two site visits were carried out during the reporting period to assess Ministries’ Recruitment & Selection practises, Performance Management System and operationalization of selected working conditions and entitlements.
PERFORMANCE MANAGEMENT SYSTEM FOR GENERAL EMPLOYEES

The Performance Management System is a tool championed to monitor employee performance. Since its roll out, several Ministries found it difficult to take ownership of the tool designed to account for employee work performance and/or the value of the job performed. The operation of the Performance Management System by Ministries was monitored throughout the financial year with the following comparative assessment made:

PMS Financial Year 2016/2017 – First 6 Months

<table>
<thead>
<tr>
<th>STATUS</th>
<th>MINISTRY #</th>
<th>FY 15/16</th>
<th>FY 16/17 Mid-Year</th>
<th>Ministries</th>
</tr>
</thead>
<tbody>
<tr>
<td>90-100% Implemented</td>
<td>10</td>
<td>8</td>
<td></td>
<td>MCIL, MFR, MOH, MPE, MWTI, PSC, SBS, SLRC</td>
</tr>
<tr>
<td>Partially Implemented</td>
<td>5</td>
<td>4</td>
<td></td>
<td>MCIT, MOF, MPMC, MWCSD</td>
</tr>
<tr>
<td>Not Implemented</td>
<td>4</td>
<td>7</td>
<td></td>
<td>MAF, MESC, MFAT, MJCA, MNRE, OEC, OOTR</td>
</tr>
<tr>
<td>TOTAL</td>
<td>19</td>
<td>19</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- All 19 agencies’ PMS were assessed. Only 8 agencies had done some work in operationalizing the first phase of the PMS cycle which involves the preparation and consolidation of employees’ Key Result Areas or Targets to be achieved within a timeframe of 12 months.
- 7 agencies had yet or had done little to commence the PMS cycle.
- PMS implementation was recorded at only 42% after the first six months of FY2016/2017.

The operationalization of the PMS (up to December 2016/January 2017) overall reflects a continuous decline of implementation compared to the last fiscal years

<table>
<thead>
<tr>
<th>STATUS</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 13/14</td>
</tr>
<tr>
<td>90-100% Implemented</td>
<td>56</td>
</tr>
<tr>
<td>Partially Implemented</td>
<td>11</td>
</tr>
<tr>
<td>Not Implemented</td>
<td>33</td>
</tr>
</tbody>
</table>
HRMIS Monitoring & Evaluation by Ministries:

<table>
<thead>
<tr>
<th>Type of M &amp; E</th>
<th>Ministries</th>
<th># Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>PeopleOne M&amp;E 2016/2017</td>
<td>All PSC Ministries (under PS Act 2004) accept for OOTR</td>
<td>All Ministries</td>
</tr>
</tbody>
</table>

**Interpretation:**

The main objective of PeopleOne M&E was to enforce the utilization of the system by empowering and up-skilling Ministry HR Key users in the update and maintenance of employee data to ensure that the information being used for decision making by the Commission and its Stakeholders are reliable and accurate.

This was the first formal PeopleOne M&E and it was undertaken in June/July 2016 and January 2017 (two M&E visits to all ministries). There were 8 criteria chosen to assess the integrity of information. The graph below compares the inconsistency percentages of small ministries (less than 100 employees) and large ministries (greater than 100 staff).

The following are few of the main key findings of the PeopleOne M & E:

- The overall accuracy of information captured in PeopleOne is **74%**.
- **Skills** and **Qualification (Criteria 4, 5 and 6)** are the most poorly maintained information on PeopleOne. Skills in specific is the least updated critical field. More than 50% of Public Service Employees on the system do not have any recorded skills.
- **12 out 18** Ministries have over **20%** inconsistencies overall in their information on PeopleOne.
- **Large ministries** appear to have more reliable and accurate information than **Small Ministries**

The benchmark for the next PeopleOne M&E 2017/2018 is aiming to achieve 85% data accuracy overall.
4. RECRUITMENT & SELECTION

GENERAL EMPLOYEES:

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>POSITIONS #</th>
<th>FY 15/16</th>
<th>FY 16/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Number of Positions Advertised</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Permanent &amp; Project</td>
<td></td>
<td>658</td>
<td>587</td>
</tr>
<tr>
<td>Total Number of Positions Advertised During Financial Year</td>
<td></td>
<td>469</td>
<td>485</td>
</tr>
<tr>
<td>Carried Forward from last FY</td>
<td></td>
<td>189</td>
<td>102</td>
</tr>
<tr>
<td>Total Number of Positions Confirmed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>During Financial Year</td>
<td></td>
<td>339</td>
<td>319</td>
</tr>
<tr>
<td>Carried Forward from last FY</td>
<td></td>
<td>179</td>
<td>98</td>
</tr>
<tr>
<td>Total Number of Positions Re-advertised</td>
<td></td>
<td>153</td>
<td>139</td>
</tr>
</tbody>
</table>

The management and administration of the Recruitment & Selection Process for permanent, and term position vacancies are done by Ministries under the direction of the relevant Chief Executive Officer. The Office of the Public Service Commission continuously provided advice and assistance to Ministries on recruitment practises to ensure merit-based appointments. The operationalization of the Recruitment & Selection System by Ministries is monitored by the Commission through certain stages of the process such as job analysis that must be undertaken for any position prior to advertisement and the formulation of competencies that are job-focused to attract suitable candidates and facilitative of merit selection.

The following table summarises the R&S transactions based on positions advertised in the Public Service Official Circular and is managed by the Office of the Public Service Commission.

<table>
<thead>
<tr>
<th>MINISTRIES</th>
<th># of Positions Advertised FY16-17 (Perm &amp; Project)</th>
<th># of Positions Carried Forward from FY15-16</th>
<th>TOTAL Number of Positions through the R&amp;S</th>
<th># Positions Complet ed FY16-17</th>
<th># Positions Complet ed CF from FY15-16</th>
<th>TOTAL # Positions Complet ed</th>
<th># Positions Re-advertised</th>
<th># of Appeals</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAF</td>
<td>58</td>
<td>8</td>
<td>66</td>
<td>32</td>
<td>7</td>
<td>39</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>MCIL</td>
<td>21</td>
<td>4</td>
<td>25</td>
<td>16</td>
<td>4</td>
<td>20</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>MCIT</td>
<td>3</td>
<td>3</td>
<td>6</td>
<td>0</td>
<td>3</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>MESC</td>
<td>64</td>
<td>4</td>
<td>68</td>
<td>39</td>
<td>4</td>
<td>43</td>
<td>20</td>
<td>1</td>
</tr>
</tbody>
</table>
- The timeframe to conduct and complete the whole R&S process for a permanent/temporary position vacancy is averaged at 3 months across line agencies. The minimum period recorded is 1.5 months especially when there were no experienced delays encountered due to re/advertisement. Some positions took about 7 months or more as a result of appeals, shifting priorities and other inevitable factors.

- There are obvious delays based on the significant amount of position vacancies which were initially advertised in FY 2015/2016 and carried forward to FY 2016/2017. This is noted from the total of position vacancies advertised at 589 (including those position vacancies carried forward from FY 2015/2016) with only 419 completed as of June 2017. The figures are an indication that delays are continuously experienced in completing the R&S process implemented by Ministries and resulting in underspent personnel budget allocations.
Senior Executives Profile | 2016/2017

382 Senior Executives under the auspices of the Public Service Commission

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>EMPLOYEE #</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 15/16</td>
</tr>
<tr>
<td>CONTRACT EMPLOYMENT</td>
<td></td>
</tr>
<tr>
<td>HOD/Chief Executive Officers</td>
<td>18</td>
</tr>
<tr>
<td>Assistant CEOs/Consultants/Managers</td>
<td>143</td>
</tr>
<tr>
<td>Positions of Responsibilities</td>
<td>204</td>
</tr>
<tr>
<td>TOTAL</td>
<td>365</td>
</tr>
</tbody>
</table>

Age Profile
CEO, ACEO and Consultant / Managers

- 39 and under: 36%
- 40 - 59: 57%
- 60 and over: 7%

Position of Responsibilities (PORs)

- 39 and under: 3%
- 40 - 59: 87%
- 60 and over: 10%

Cessation of Employment

- Resignation: 32%
- Promotion/Reappointed: 47%
- End of Contract: 21%

Gender Profile

- Male: 42%
- Female: 58%

Working Classification by Gender
Senior Executives Profile FY 2016/2017:

As of June 2017, there were 382 Senior Executives under the auspices of the Public Service Commission. The composition is heavy towards Positions of Responsibilities (PORs) which includes Secondary and Primary level School Principals and Vice Principals with a total of 215. The ACEO level makes up 39% of the Senior Executives at a total of 148. The remaining 5% is made of the CEO level which is at 19. The overall number of SE is reflective of incumbents excluding positions that are vacant at the end of the FY. The recorded profile reflects position that are occupied at the end of the FY.

In comparison to the previous FY, there is a slight increase of Executives for the FY 2016/2017. The increase is recorded at 4.5% compared to the last report of FY 2015/2016.

The current profile is influenced by the following:

- Additional 18 contract positions approved by the Commission (7 ACEO level and 11 School Inspectors / School Review Officers)
- 1 Position re-classified within the FY from Other\(^1\) to ACEO level
- Occupants / incumbents transitions due to promotion, cessation and end of contract
- All CEO positions were occupied within the FY 2016/2017 compared to previous FY

Senior Executives by Gender:

Overall, females represent majority of Samoa’s Senior Executives with 58.4% versus 41.6% of males. Interestingly, at the highest level of SE (CEO) positions, there are 12 males (63.15%) male CEOs versus 7 (36.84%) females. The gender representation are as follows:

- CEO positions continue to be male dominant even though recruitment policies embrace more equal competition.
- Representation of females is prominent at all levels except CEO level
- The number of female representation are higher within the Second Level range (ACEO and Manager / Consultant)

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\(^1\) Below ACEO Level (Legal Consultant MAF to ACEO Legal Services)
More females in the Position of Responsibility than male. This is attributed to the number of female within the teaching profession.

The chart mentioned earlier clearly illustrates the gender distribution across the Senior Executive Level.

**Senior Executives by Age:**

The Age composition of the SE level has significantly revolutionised over Financial Years since 2014 due to the contracting of Position of Responsibilities. As reported in previous FY, this area of professionals (Teachers) is comprised of employees who have served for many years reaching the age group of 50-59.

For the age profile of Senior Executives, the analysis is demarcated by CEO, ACEO and Consultants / Manager, while positions of PORs being separated on its own given their age group is considerably older. This separation provides a clearer structural link of the demographic profile of gender and age.

**a) CEO, ACEO and Consultant / Managers**

The age profile for this level of employee is 67% below the 50 age group signalling a moderately middle aged Senior Executive. The data collected reflects that a total of 56 SE fall within the 30 – 39 age bracket validating the progressive influx of younger SE. The data further reflects the progressive policies for recruitment and selection allowing promotion based on Merit. For the other levels, there are 52 Senior Executives within the 40-49 age bracket, followed with other age groups with 44 within the 50-59 age group and only 11 within the 60-69 age bracket.

**b) Position of Responsibilities**

Data for PORs represent the largest number of SE and further reflects the proportionate number of older employees when compared to other levels. This is evident with 58% (126) of PORs are above the age of 50. This is a significant variation from the age

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2 Skills and Abilities, Personal Attributes, Experience and Qualification
allocation of CEO, ACEO and Consultant Manager, which leans towards the opposite end of the age group(s).

The data also reflects a fact that since contracting PORs, there has been a steady increase of younger teachers competing for POR positions. The age group profile shows 41.4% of PORs fall within the below 50 age group.

**Recruitment and Selection Average Timeframe FY 2016/2017:**

The Commission carried out a total of 113 R & S processes for Senior Executive level positions which are Chief Executive Officers, Assistant CEOs, Managers / Consultants and Positions of responsibility.

For FY 2016/2017, the Recruitment and Selection process timeframe for Chief Executive Officers fall within the expected timeline of six (6) months. On average, PSC processed recruitment for CEO positions within 3.8 month.

For contract employees at the ACEO level, the average time frame in recruitment and selection process was within 3.3 months. Consultants and Managers below the ACEO level were carried out within 2.9 months. The School Principals and Vice principals average time frame in recruitment and selection is 3 months and 1 week. The figure below combines the positions and average timeframe in which the process was carried out.

Towards the half of the financial year on 2nd November 2016, Cabinet approved the Recruitment and Selection Handbook 2016. This led to the introduction of additional processes / steps to the already existing R&S Manual.
These key changes to the Recruitment and Selection impacted the timeframe of the current process such as:

- Application of the Independent Panel Member Guideline whereby members of NGOs or the Private Sector were mandatory members of the Selection Panel. As such, the securing of interested panel members' based on relevancy and availability, caused some undue delay to the process;

- The Managing of **Conflicts of Interest Guidelines** meant that strict conditions were adhered towards so to avoid any apparent or potential conflict of interest between the panel and applicants, resulting in delays;

- Re-advertisement of positions due to limited number of applications received and CEO requesting to attract a wider pool of applicants;

- During the financial year – the role of the Chairperson of the Selection Panel was officially mandatory for PSC, meaning additional administrative duties to the Commission, particularly as the preparation of interview reports were the sole responsibility of the Chairperson. Consequently, this caused a further delay in the processes, in light of the high number of ongoing R & S processes despite there only being two Commission Members alternating as Chairperson;

- The availability of the panel members is one of the most challenging aspects in scheduling an interview, as there are numerous factors that can cause a panel members' unavailability which in turn delay the process. For instance, the CEO of the Ministry or the Independent Panel member may be unavailable due to duty travel or the Commission may struggle to schedule an available date due to other competing priorities such as other confirmed interviews;

- Lastly, the re-commencing of the process due to the Commission declining the selection panel’s decision or the recommended applicant declining the offer of employment.
Cessation of employment

Cessation of employment recorded for this Financial Year has been decreased by approximately 43% compared to the FY2015/2016. This is a steep decline from 132 in FY2015/2016 to 57 in this FY2016/2017. The drop is attributed to the decrease in the numbers of School Principals and Vice Principal (POR) ceasing employment in this financial year. This FY was recorded to be the highest level of cessation in the previous FY due to the end of their contract terms\(^3\).

The highest number of cessation were recorded for Re-appointments. Promotions is another factor affecting cessation trends whereby contract employees apply to higher positions that are similarly contract status.

Resignations is the second highest reason for cessation of employment, which make up 31.6% of Cessations. A total of 12 SE contracts ceased from the Service within the financial year.

### CESSIONS REASONS

<table>
<thead>
<tr>
<th>Reason</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resignation</td>
<td>18</td>
</tr>
<tr>
<td>Promotion/Re-appointment</td>
<td>27</td>
</tr>
<tr>
<td>End of Contract</td>
<td>12</td>
</tr>
</tbody>
</table>

5. HUMAN RESOURCE AND DEVELOPMENT

Several strategies are in-place and have been instigated to support the capacity development of our Human Resources. These include overseas trainings, In-country Trainings, Professional Forums and other interventions discussed in this section of the report.

COORDINATION AND OPERATIONAL PROCESSES

Staff Training Scholarship Committee (STSC) Reports

Due to changes in the reporting channels to Cabinet, PSC is no longer required to submit Cabinet Reports for duty travel of permanent staff members. All reports are

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\(^3\) POR contracting was carried by phases and 77 employees ceased in FY 2015/2016 as per the transition plan
submitted in the STSC report format for the approval by the Committee. Over the reporting period, 310 STSC reports were received and processed. It is mandatory for staff to submit training reports upon return to Samoa within 14 days. Over the financial year, 127 reports were received by PSC. The reports are compiled and assessed to see whether training needs were met from programs attended by staff.

**Overseas Trainings:**

**Trainings administered by PSC**

Training opportunities continue to grow for Samoa from overseas and numbers grow annually for nations such as China and Thailand. The length of programs offered may vary from 2 weeks to 6 months. As shown in the above table, 78 overseas training opportunities were disseminated and processed by PSC for onward transmission to MFAT.

<table>
<thead>
<tr>
<th>HOST COUNTRY</th>
<th>Participants #</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 15/16</td>
</tr>
<tr>
<td>Japan</td>
<td>20</td>
</tr>
<tr>
<td>China</td>
<td>0</td>
</tr>
<tr>
<td>Thailand</td>
<td>0</td>
</tr>
<tr>
<td>India</td>
<td>3</td>
</tr>
<tr>
<td>Israel</td>
<td>0</td>
</tr>
<tr>
<td>Malaysia</td>
<td>0</td>
</tr>
<tr>
<td>Brunei</td>
<td>0</td>
</tr>
<tr>
<td>Singapore</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>24</strong></td>
</tr>
</tbody>
</table>

**Scholarships by Countries**

In conjunction with the Ministry of Foreign Affairs and Trade, PSC is the focal point where students are required to sign their Scholarship Bonds. The legal document binds the recipient of the scholarship award, their sureties and the Government of Samoa to ensure recipients return to Samoa to serve their bond after studies. Non-compliance with the conditions of the Bond will mean the sureties will be liable to pay off amount owing to the Government of Samoa.

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>Students #</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY 15/16</td>
</tr>
<tr>
<td>Overseas</td>
<td></td>
</tr>
<tr>
<td>Japan</td>
<td>1</td>
</tr>
<tr>
<td>China</td>
<td>14</td>
</tr>
<tr>
<td>Sewad</td>
<td>0</td>
</tr>
<tr>
<td>Australia</td>
<td>12</td>
</tr>
<tr>
<td>New Zealand</td>
<td>43</td>
</tr>
<tr>
<td>Fiji</td>
<td>28</td>
</tr>
<tr>
<td><strong>In-Country</strong></td>
<td></td>
</tr>
<tr>
<td>Samoa</td>
<td>31</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>129</strong></td>
</tr>
</tbody>
</table>
PROFESSIONAL DEVELOPMENT FORUM:

Chief Executive Officers’ Forum
The CEO Forum has been the primary vehicle utilized by OPSC for leadership development. The main aim of the forum is to enhance the professional capabilities of all Public Sector CEOs as well as improve collaboration and networking opportunities across the sector.

Human Resource Coordinators Forum:
PSC also convenes a forum for Human Resource Coordinators. This forum allows the opportunity for HRCs to discuss pertinent HR issues as well as share best practices across the board. There were four (4) fora were conducted within the financial year.

TRAINING AND PROFESSIONAL DEVELOPMENT

SAMOA IN COUNTRY TRAINING PROGRAM (SICTP)
PSC in partnership with Oloamanu and overseas government donors Australia and New Zealand continue to fund In-Country Training Programmes to build capacity of employees for Ministries and Corporations. There were eight (8) SICTP courses delivered from September 2016 up to April 2017 as outlined in the following Table. Five of these trainings targeted the Public-Sector while three targeted SOE’s staff.

<table>
<thead>
<tr>
<th>SICTP TRAININGS</th>
<th>Participants #</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Trainings Conducted</strong></td>
<td><strong>Date</strong></td>
</tr>
<tr>
<td>Customer Service</td>
<td>12-16 September 2016</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>14-18 November 2016</td>
</tr>
<tr>
<td>Project Management</td>
<td>6-10 February 2017</td>
</tr>
<tr>
<td>Skills to be an Effective Team Leader</td>
<td>1-5 May 2017</td>
</tr>
<tr>
<td>HR Trainers</td>
<td>12-16 June 2017</td>
</tr>
<tr>
<td>Monitoring &amp; Evaluation</td>
<td>19-23 June 2017</td>
</tr>
<tr>
<td>Take the Lead</td>
<td>17-21 October 2016</td>
</tr>
</tbody>
</table>
OFFICE OF THE PUBLIC SERVICE COMMISSION TRAININGS

The Office of the Public Service Commission is a registered Non-Formal Education Provider (NFEP) under the Samoa Qualifications Authority (SQA), conducted eighteen trainings from July 2016 up to June 2017. This continuous professional development is to enhance knowledge and skills of our employees encompassing all forms of professional education starting from the day an employee enters a workplace to commence employment. These short-term training courses are all recognised by SQA as outlined in the following table. The duration for each training vary depending on the content of each course, thus some trainings are conducted for three half days while most of the trainings are held for five half days.

<table>
<thead>
<tr>
<th>Trainings Conducted</th>
<th>Date</th>
<th>Male</th>
<th>Female</th>
<th>Overall</th>
<th>Public Sector/SOEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisational Review &amp; Recruitment and Selection</td>
<td>25-28 July 2016</td>
<td>6</td>
<td>9</td>
<td>15</td>
<td>SOEs</td>
</tr>
<tr>
<td>Performance Management System</td>
<td>1-3 August 2016</td>
<td>7</td>
<td>12</td>
<td>19</td>
<td>SOEs</td>
</tr>
<tr>
<td>Customer Service</td>
<td>8-12 August 2016</td>
<td>5</td>
<td>13</td>
<td>18</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Effective Communication</td>
<td>22-25 August 2016</td>
<td>7</td>
<td>11</td>
<td>18</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Job Hunting Orientation</td>
<td>5 October 2016</td>
<td>10</td>
<td>15</td>
<td>25</td>
<td>Graduates/Stu dents</td>
</tr>
<tr>
<td>Data Collection and Analysis Training</td>
<td>24-28 October 2016</td>
<td>9</td>
<td>7</td>
<td>16</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Monitoring &amp; Evaluation</td>
<td>7-11 November 2016</td>
<td>5</td>
<td>6</td>
<td>11</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Workforce Plan Training</td>
<td>22-25 November 2016</td>
<td>3</td>
<td>8</td>
<td>11</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Effective Team Building</td>
<td>31 Jan – 3 February 2017</td>
<td>12</td>
<td>4</td>
<td>16</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Stress Management</td>
<td>13-17 February 2017</td>
<td>3</td>
<td>5</td>
<td>8</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Office Administration</td>
<td>20-23 February 2017</td>
<td>2</td>
<td>8</td>
<td>10</td>
<td>SOEs</td>
</tr>
<tr>
<td>Time Management</td>
<td>6-9 March 2017</td>
<td>6</td>
<td>14</td>
<td>20</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Project Management</td>
<td>3-7 April 2017</td>
<td>9</td>
<td>10</td>
<td>19</td>
<td>SOEs</td>
</tr>
<tr>
<td>Strategic Planning</td>
<td>10-13 April 2017</td>
<td>3</td>
<td>5</td>
<td>8</td>
<td>SOEs</td>
</tr>
<tr>
<td>Coaching and Mentoring</td>
<td>8-12 May 2017</td>
<td>6</td>
<td>7</td>
<td>13</td>
<td>Public Sector</td>
</tr>
<tr>
<td>Effective Leadership</td>
<td>16-19 May 2017</td>
<td>7</td>
<td>5</td>
<td>12</td>
<td>SOEs</td>
</tr>
<tr>
<td>Report Writing</td>
<td>26-29 June 2017</td>
<td>6</td>
<td>7</td>
<td>13</td>
<td>SOEs</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>37</strong></td>
<td><strong>83</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Office of the Samoa Public Service Commission
Annual Report 2016 / 2017
REQUEST FOR IN-HOUSE TRAININGS

Even though Ministries and Corporations employees participated in PSC and SICTP trainings, not everyone had a chance to attend due to office commitment. Thus, some Ministries and Corporations have requested PSC to conduct in-house training for all their staff to participate. These in-house trainings are conducted within two or three days as per duration requests from a Ministry or Corporation.

TRAINING REQUESTS

<table>
<thead>
<tr>
<th>Ministry/Corporation</th>
<th>Training Course</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Bank of Samoa</td>
<td>Customer Service</td>
<td>23 January 2017</td>
</tr>
<tr>
<td>Ministry of Justice, Courts &amp; Administration</td>
<td>Customer Service</td>
<td>30-31 March 2017</td>
</tr>
</tbody>
</table>

HRMIS Trainings carried out:

<table>
<thead>
<tr>
<th>Training Topics</th>
<th>Ministries</th>
<th># Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual PeopleOne Refresher Training - Employee Maintenance</td>
<td>All PSC Ministries (under PS Act 2004) accept for OOTR</td>
<td>50+</td>
</tr>
</tbody>
</table>

The aim of the Annual refresher trainings for PeopleOne System is to upskill and build the capacity of Ministry Key users in the update and maintenance of personnel data. This is to ensure that the data entry from Ministries side is done correctly and timely. All users from each Ministry attend these trainings to refresh their skills and also to learn new features and processes introduced as a result of system changes and upgrades for improvement.

FUNDING FOR TRAINING COMPONENT

To cater for the budget constraints, PSC was able to co-partner with MNRE to provide funding to cater for venue hire and catering costs for its training programs. This allowed for more participants to partake in the programs across the sector. The funding was made available through Globally Environment Facility (GEF) under the Economy Wide Adaptation to Climate Change (EWACC) project. In going forward PSC recognizes the importance of working in synergies and pooling together resources for a more defragmented approach in the pursuit of national development goals and objectives.
STRAIGHTIC PLANNING

WORKFORCE PLANNING

Having the “right people, with the right skills, at the right time doing the right job”, is the main aim of workforce planning across the service. Of all the Ministries under the PSC jurisdiction only two Ministries did not submit a workforce plan document. In going forward this tool has assisted PSC with addressing skills gaps and training needs for staff and organisations.

NATIONAL HUMAN RESOURCE DEVELOPMENT PLAN (renamed Clever Country Policy)

To try and address HRD needs at the national level, a plan to align national priorities to national goals was derived. The purpose of the policy is to ensure that Samoa has the necessary national human resource base. The policy advocates for Samoa’s priorities to shift from production of primary resources but more on economic growth based on knowledge and innovation. Moreover, having the nation to share available resources and creating new information that could translate into niche products and services in the future.

6. EMPLOYEE AND HRM STATISTICS

The statistics provided in this section gives a summary of all the Ministry Quarterly Reports submitted by Ministries, as well as information available on the HRMIS/PeopleOne System for the Financial Year 2016/2017. The accuracy of the data provided by the Ministries is verified through the HRMIS/PeopleOne System as well as other available data within PSC.

SPS CEO AND EMPLOYEE STATISTICS

This Section provides a summary of CEO and employee statistics with the Number of Employees per Category, Age and Gender Distribution, Levels of Qualifications, Salary Distribution as well as the Years of Service for Officers for the FY 2016/2017.
Evolution of employees numbers in SPS during Q2 & Q4

<table>
<thead>
<tr>
<th>Ministries</th>
<th>Q2</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>HOD (Chief Executive Officers)</td>
<td>0.40%</td>
<td></td>
</tr>
<tr>
<td>Contract Employees</td>
<td>8.51%</td>
<td></td>
</tr>
<tr>
<td>Officers</td>
<td>85.16%</td>
<td></td>
</tr>
<tr>
<td>Wage Workers</td>
<td>4.16%</td>
<td></td>
</tr>
<tr>
<td>Term Employees</td>
<td>1.76%</td>
<td></td>
</tr>
</tbody>
</table>

Workforce Gender Ratio
- Male 44%
- Female 56%

Distribution of employees by Category for Q4
- HOD (Chief Executive Officers) 0.40%
- Contract Employees 8.51%
- Officers 85.16%
- Wage Workers 4.16%
- Term Employees 1.76%

SPS Age Distribution
- 24 and under
- 25 - 34
- 35 - 44
- 45 - 54
- 55 - 64
- 65 and over
- NS
Distribution of SPS employees by Gender for Q4

- HOD (Chief Executive Officers) 0.43%
- Contract Employees 8.56%
- Officers 84.31%
- Wage Workers 4.94%
- Term Employees 1.76%
APPENDIX A: LIST OF GOVERNMENT OFFICES AND MINISTRIES UNDER THE OFFICE OF THE PUBLIC SERVICE COMMISSION

<table>
<thead>
<tr>
<th></th>
<th>Code</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>AU/AO</td>
<td>Audit Office</td>
</tr>
<tr>
<td>2</td>
<td>MAF</td>
<td>Ministry of Agriculture</td>
</tr>
<tr>
<td>3</td>
<td>MCIL</td>
<td>Ministry of Commerce, Industry &amp; Labour</td>
</tr>
<tr>
<td>4</td>
<td>MCIT</td>
<td>Ministry of Communication &amp; Information Technology</td>
</tr>
<tr>
<td>5</td>
<td>MESC</td>
<td>Ministry of Education, Sports &amp; Culture</td>
</tr>
<tr>
<td>6</td>
<td>MFAT</td>
<td>Ministry of Foreign Affairs and Trade</td>
</tr>
<tr>
<td>7</td>
<td>MFR</td>
<td>Ministry for Revenue</td>
</tr>
<tr>
<td>8</td>
<td>MJCA</td>
<td>Ministry of Justice &amp; Court Administration</td>
</tr>
<tr>
<td>9</td>
<td>MNRE</td>
<td>Ministry of Natural Resources &amp; Environment</td>
</tr>
<tr>
<td>10</td>
<td>MOF</td>
<td>Ministry for Revenue</td>
</tr>
<tr>
<td>11</td>
<td>MOH</td>
<td>Ministry of Health</td>
</tr>
<tr>
<td>12</td>
<td>MPE</td>
<td>Ministry of Public Enterprises</td>
</tr>
<tr>
<td>13</td>
<td>MPMC</td>
<td>Ministry of Prime Minister &amp; Cabinet</td>
</tr>
<tr>
<td>14</td>
<td>MWCS</td>
<td>Ministry of Women, Community &amp; Social Development</td>
</tr>
<tr>
<td>15</td>
<td>MWTI</td>
<td>Ministry of Works, Transport &amp; Infrastructure</td>
</tr>
<tr>
<td>16</td>
<td>OEC</td>
<td>Office of the Electoral Commission</td>
</tr>
<tr>
<td>17</td>
<td>OOTR</td>
<td>Office of the Regulator</td>
</tr>
<tr>
<td>18</td>
<td>OPSC</td>
<td>Office of the Public Service Commission</td>
</tr>
<tr>
<td>19</td>
<td>SBS</td>
<td>Samoa Bureau of Statistics</td>
</tr>
</tbody>
</table>
APPENDIX B

POLICY REVIEWS:

<table>
<thead>
<tr>
<th>Type</th>
<th>Legislation/Policy Paper</th>
<th>Ministry Office</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Report</td>
<td>Draft DTISU Report</td>
<td>MCIL</td>
<td>2016 July</td>
</tr>
<tr>
<td>Report</td>
<td>CRPD LCR</td>
<td>MWCSD</td>
<td>2016 July</td>
</tr>
<tr>
<td>Bill</td>
<td>Village Fono Amendment Bill 2016</td>
<td>MJCA</td>
<td>2016 August</td>
</tr>
<tr>
<td>Contract</td>
<td>Electoral Contract</td>
<td>Commission OEC</td>
<td>2016 September</td>
</tr>
<tr>
<td>Policy</td>
<td>National Safe Schools Policy</td>
<td>MESC</td>
<td>2016 October</td>
</tr>
<tr>
<td>Policy</td>
<td>FEEP Policy Framework</td>
<td>MCIL</td>
<td>2016 October</td>
</tr>
<tr>
<td>Policy</td>
<td>NOSH Policy Framework</td>
<td>MCIL</td>
<td>2016 October</td>
</tr>
<tr>
<td>Policy</td>
<td>Managing Attendance</td>
<td>MFR</td>
<td>2016 October</td>
</tr>
<tr>
<td>Policy</td>
<td>NOSH Policy Framework</td>
<td>MCIL</td>
<td>2016 November</td>
</tr>
<tr>
<td>Policy</td>
<td>NOSH TOR</td>
<td>MCIL</td>
<td>2016 November</td>
</tr>
<tr>
<td>Plan</td>
<td>NMRF Draft Implementation Plan</td>
<td>MFAT</td>
<td>2017 February</td>
</tr>
<tr>
<td>Report</td>
<td>Draft DRM Public Service Strategy</td>
<td>MNRE</td>
<td>2017 March</td>
</tr>
</tbody>
</table>

Consultations / Meetings Attended:

<table>
<thead>
<tr>
<th>Ministry</th>
<th>Title</th>
<th>Date</th>
<th>Type</th>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOH</td>
<td>Human Resource Health Policy Review</td>
<td>July 2016</td>
<td>Consultation</td>
<td>- To assess and evaluate the Health sector’s performance in the implementation of the HRH Policy and to identify current health sector HR priorities and issues that need to be addressed and resolved.</td>
</tr>
<tr>
<td>MWCSD</td>
<td>Convention on the Rights for People with Disabilities Legislative Compliance Review</td>
<td>July 2016</td>
<td>Consultation</td>
<td>- The MWCSD pursuant to Cabinet Directive 12 (21) was directed to initiate a LCR on the CRPD and Samoa’s Legal Framework as well as consultations with other Government Ministries, including the OAG, SLRC and MFAT to identify measures and strategies to protect</td>
</tr>
</tbody>
</table>
government upon its signing of the CRPD.

- Earlier in 2016, Samoa indicated through its Universal Periodic Review (UPR) and the National Human Rights Reports agreed that we will ratify the CRPD by December 2016.

- Samoa signed on to the CRPD on the 25th of September 2014 on the progressive level in terms of ratifying the Convention. This basically means that all the Articles of the Convention do not necessarily need to be fulfilled at once. There will be conditions for other Articles of the Convention for Samoa to progressively work towards improving and achieving to fully ratify the CRPD.

- The OAG completed a draft CRPD LCR based on its findings on Samoa’s current laws in relation to the Indicators of compliance to the Convention.

<table>
<thead>
<tr>
<th>MOH</th>
<th>Health Sector Policy Review</th>
<th>July 2016</th>
<th>Consultation</th>
<th>To review, assess and evaluate the health sector’s performance in the implementation of the Health Sector Plan 2008 – 2018 work program in the last Financial Year 2015-16 and to identify health sector priorities and issues that need to be addressed and resolved.</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSC</td>
<td>Complaints Management Policy with PASC</td>
<td>August 2016</td>
<td>Meeting</td>
<td>Discussion around developing of a Complaints Management Policy with the PASC as one of the PASP activities and for the inclusion of this into the development of future Service Charters.</td>
</tr>
<tr>
<td>UN</td>
<td>Ending Violence in Samoa</td>
<td>August 2016</td>
<td>Roundtable</td>
<td>Celebrating the fight against ending violence in Samoa will contribute to a growth in our young</td>
</tr>
<tr>
<td>Roundtable (EVIS)</td>
<td>MWCS&amp;D</td>
<td>Gender Statistics</td>
<td>Sep 2016</td>
<td>Workshop/Training</td>
</tr>
<tr>
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</tr>
<tr>
<td><strong>PSC</strong></td>
<td>PASP</td>
<td>PASP Stocktake</td>
<td>Sep 2016</td>
<td>Meeting</td>
</tr>
<tr>
<td><strong>MESC</strong></td>
<td>Safe</td>
<td>Safe Schools Taskforce</td>
<td>October 2016</td>
<td>Meeting</td>
</tr>
<tr>
<td><strong>MESC</strong></td>
<td>National Safe School Policy</td>
<td>17- 20 Oct 2016</td>
<td>Comments and Feedback</td>
<td></td>
</tr>
<tr>
<td><strong>PSC</strong></td>
<td>PASP</td>
<td>PASP Annual Review</td>
<td>October 2016</td>
<td>Review Consultation</td>
</tr>
<tr>
<td><strong>MESC</strong></td>
<td>Education Sector Mid Term Review (Education Sector Plan 2013 – 2018)</td>
<td>October 2016</td>
<td>Consultation</td>
<td></td>
</tr>
<tr>
<td><strong>PSC</strong></td>
<td>Validation Workshop - UNCAC/UNPR AC by PASC</td>
<td>Nov 2016</td>
<td>Workshop</td>
<td></td>
</tr>
<tr>
<td><strong>PSC</strong></td>
<td>FA Team meeting with MOF</td>
<td>November 2016</td>
<td>Meeting</td>
<td></td>
</tr>
<tr>
<td><strong>PSC</strong></td>
<td>Orange Day CM</td>
<td>18-Nov-16</td>
<td>Circular Memorandum</td>
<td></td>
</tr>
<tr>
<td><strong>MESC</strong></td>
<td>Safe Schools Taskforce</td>
<td>December 2016</td>
<td>Meeting</td>
<td></td>
</tr>
<tr>
<td><strong>MOF</strong></td>
<td>Launch of the SDS</td>
<td>December 2016</td>
<td>1 Hour Launch</td>
<td></td>
</tr>
<tr>
<td><strong>MESC</strong></td>
<td>Sponsorship Committee NUS Education Programs No. 4</td>
<td>January 2017</td>
<td>Meeting</td>
<td></td>
</tr>
<tr>
<td><strong>MWCS&amp;D</strong></td>
<td>Consultation with MWCS&amp;D Stakeholders on Samoa’s 6th Periodic Progress Report on Implementation of the CEDAW</td>
<td>January 2017</td>
<td>Consultation</td>
<td></td>
</tr>
<tr>
<td>MTWI</td>
<td>Transport Sector Annual Review</td>
<td>March 2017</td>
<td>Meeting</td>
<td></td>
</tr>
<tr>
<td>------</td>
<td>-------------------------------</td>
<td>------------</td>
<td>---------</td>
<td></td>
</tr>
<tr>
<td>MNRE</td>
<td>Data Knowledge Information Facility System 4th Meeting</td>
<td>March 2017</td>
<td>Meeting</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• The DKIF System is a database housed under MNRE. The DKIF consists of all the MNRE related documents that are useful for research and any information required from end users. It is a system that centralizes all the MNRE IT Systems for disclosure of information to the public and for keeping the public informed on MNRE Projects.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• The meeting was to gather opinions, suggestions from end users on what they foresee the DKIF System to provide for them. It was also to give an update on where the DKIF System was at in terms of finalizing it for proper use by end users.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>STA</td>
<td>Tourism Sector Review</td>
<td>21-Apr-17</td>
<td>Forum/Review</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• The review is to inform the TSM stakeholders of its achievements and challenges and way forward to address the key issues that hinders the Tourism sector.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSC</td>
<td>Public Administration Steering Committee</td>
<td>3-May-17</td>
<td>Presentation on OPAIT</td>
<td></td>
</tr>
<tr>
<td>PSC</td>
<td>MPMC – Policy Division</td>
<td>26-May-17</td>
<td>Presentation on OPAIT</td>
<td></td>
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<tr>
<td>CAC</td>
<td>Central Agency Committee Meeting</td>
<td>13-June-17</td>
<td>Presentation on OPAIT</td>
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<tr>
<td>HRC</td>
<td>Human Resource Coordination Forum</td>
<td>30-June-17</td>
<td>Presentation on OPAIT</td>
<td></td>
</tr>
</tbody>
</table>
### Meetings/Workshops/Trainings Attended: FY 2016 – 2017

<table>
<thead>
<tr>
<th>Date &amp; Time</th>
<th>Venue</th>
<th>Ministry</th>
<th>Name</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>22/08/2016 10am</td>
<td>MOH Conference Room</td>
<td>Samoa Prisons and Corrections Services (SPCS)</td>
<td>Consultation Practicum for the Development of the SPCS Corporate Plan 2016 – 2018</td>
<td>Stakeholder consultation for 1st phase towards developing SPCS first Corporate Plan</td>
</tr>
</tbody>
</table>
| 29 30/08/2016 8am – 2pm | Tanoa Tusitala Hotel Conference Room | Ministry of Natural Resources and Environment (MNRE) | 2 Day Disaster Risk Management Workshop for the Finance and Public Administration Sectors | To support the development of sector-specific DRM strategies, taking into account strategic priorities outlined in the revised National Disaster Management Plan and the Strategy for the Development of Samoa  
- to build capacity for monitoring, evaluating and learning with respect to the implementation of the NDMP and its focus on mainstreaming DRM  
- to conduct a table-top exercise to inform the development of sector emergency procedures |
| 22 30/10/2016        | Brunei Darussalam Civil Service Institute – Prime Minister’s Office, Brunei | Commonwealth 3rd Country Training Programme 2016 : “Policy Research and Analysis” | Policy and Governance  
- Research methods and ethics for policy analysis  
- Model and tools for policy analysis  
- Evidence-based policy formulation  
- Policy development and analysis  
- Policy implementation  
- Action plan |
| 22/11/2016 2pm       | PSC Conference Room            | Public Service Commission (PSC)                | Consultation with Ministry for Revenue (MFR) on the Implementation Phase of the Samoa Public Service Functional Analysis Project | Consult, discuss and gauge feedback on:  
- Recommendations stipulated in SPS FA Report  
- Confirmation and verification of Functions  
- FA Implementation Phase |
<p>| 23/11/2016 2pm       |                                 | Ministry of Natural Resources and Environment (MNRE) |                                                                      |                                                                          |
| 24/11/2016 2pm       |                                 | Ministry of Education, Sports and Culture (MESC) |                                                                      |                                                                          |</p>
<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Department</th>
<th>Office/Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>29/11/2016</td>
<td>10am</td>
<td>Ministry of Commerce, Industry</td>
<td>Ministry of Commerce,</td>
</tr>
<tr>
<td></td>
<td></td>
<td>and Labour (MCIL)</td>
<td>Industry and Labour (MCIL)</td>
</tr>
<tr>
<td>30/11/2016</td>
<td>10am</td>
<td>Ministry of Foreign Affairs and</td>
<td>Ministry of Foreign Affairs</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Trade (MFAT)</td>
<td>and Trade (MFAT)</td>
</tr>
<tr>
<td>30/11/2016</td>
<td>2pm</td>
<td>Ministry of Justice and Courts</td>
<td>Ministry of Justice and</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Administration (MJCA)</td>
<td>Courts Administration (MJCA)</td>
</tr>
<tr>
<td>1/12/2016</td>
<td>10am</td>
<td>Ministry of Agriculture and</td>
<td>Ministry of Agriculture</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fisheries (MAF)</td>
<td>and Fisheries (MAF)</td>
</tr>
<tr>
<td>1/12/2016</td>
<td>2pm</td>
<td>Ministry of Finance (MOF)</td>
<td>Ministry of Finance (MOF)</td>
</tr>
<tr>
<td>02/12/2016</td>
<td>10am</td>
<td>Ministry of Prime Minister and</td>
<td>Ministry of Prime Minister</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Cabinet (MPMC)</td>
<td>and Cabinet (MPMC)</td>
</tr>
<tr>
<td>02/12/2016</td>
<td>2pm</td>
<td>Ministry of Communications and</td>
<td>Ministry of Communications</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Information Technology (MCIT)</td>
<td>and Information Technology (MCIT)</td>
</tr>
<tr>
<td>05/12/2016</td>
<td>2pm</td>
<td>Samoa Bureau of Statistics</td>
<td>Samoa Bureau of Statistics</td>
</tr>
<tr>
<td>06/12/2016</td>
<td>10am</td>
<td>Ministry of Works, Transport</td>
<td>Ministry of Works, Transport</td>
</tr>
<tr>
<td></td>
<td></td>
<td>and Infrastructure (MWTI)</td>
<td>and Infrastructure (MWTI)</td>
</tr>
<tr>
<td>06/12/2016</td>
<td>2pm</td>
<td>Office of the Regulator (OOTR)</td>
<td>Office of the Regulator</td>
</tr>
<tr>
<td>07/12/2016</td>
<td>9.30am</td>
<td>Ministry of Health (MOH)</td>
<td>Ministry of Health (MOH)</td>
</tr>
<tr>
<td>07/12/2016</td>
<td>2pm</td>
<td>Office of the Electoral Commission (OEC)</td>
<td>Office of the Electoral Commission (OEC)</td>
</tr>
<tr>
<td>08/12/2016</td>
<td>10am</td>
<td>Samoa Law Reform Commission (SLRC)</td>
<td>Samoa Law Reform Commission (SLRC)</td>
</tr>
<tr>
<td>08/12/2016</td>
<td>2pm</td>
<td>Ministry of Women, Community and</td>
<td>Ministry of Women, Community</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Social Development (MWCSD)</td>
<td>and Social Development (MWCSD)</td>
</tr>
<tr>
<td>11/01/2017</td>
<td>3pm</td>
<td>Department of DFAT Foreign Affairs</td>
<td>Department of DFAT Foreign</td>
</tr>
<tr>
<td></td>
<td></td>
<td>and Trade, Samoa HQ</td>
<td>and Trade, Samoa HQ</td>
</tr>
</tbody>
</table>

2017

Teleconference with APSC to plan and discuss Samoa Roundtable and Work hack (with APSC)
- SDS
- DFAT Post involvement
- Status of APSC proposal for other work with the PSC in 2017
- Functional review recommendations
<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
<th>Participants/Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>7/02/2017</td>
<td>10am</td>
<td>SWA CEO Room</td>
<td>Samoa Water Authority (SWA) Functional Analysis Meeting with SWA CEO Seuqamaali’i Jamie Saena</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Discuss FA functions pertaining to MWCS and the Independent Water Scheme Association (IWSA)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Options to devolve IWSA functions and services currently under MWCS to SWA</td>
</tr>
<tr>
<td>1/03/2017</td>
<td>9am</td>
<td>TATTE Convention Centre</td>
<td>Ministry of Works, Transport and Infrastructure (MWTI) Transport Sector Mid-Term Review</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>▪ Transport Sector reporting on the overall performance of the Sector</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>▪ Presentations of progress and status of sub sectors (Sea, Air and Land)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>▪ Mid-term review assisting key stakeholders in identifying any gaps and gauge feedback and recommendations in order to strengthen the Transport Sector</td>
</tr>
<tr>
<td>13 – 17/03/2017</td>
<td>9am – 2pm</td>
<td>Millennia Conference Room</td>
<td>Public Service Commission in collaboration with Australian Public Service Commission PSC &amp; APSC Work hack 5 day Workshop</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Planning implementation of FA recommendations as per SPS FA Report 2016</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>▪ Machinery of Government changes</td>
</tr>
<tr>
<td>22/03/2017</td>
<td>9.30am – 12.30pm</td>
<td>MCIL Conference Room</td>
<td>International Labour Organization (ILO) Drafting of Samoa Decent Work Country Programme (DWCP) Priorities</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>Drafting and formulating the next Samoa Decent Work Country Programme (DWCP) 2017 – 2020</td>
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<td></td>
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<td>▪ To introduce &amp; strengthen the capacity of members on what DWCP is</td>
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<td></td>
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<td>▪ To understand the structure of the DWCP (DWCP guide)</td>
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<td>▪ To improve the correlations amongst each members of constituents under outlined priorities</td>
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<td>▪ To understand more of the organizations mandates and linkages to SDS and SDG as well as to the DWCP Agenda in order to develop their activities under the priorities</td>
</tr>
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<td></td>
<td>▪ Group to identify the risk(s) of their activities</td>
</tr>
<tr>
<td>Date</td>
<td>Time</td>
<td>Location</td>
<td>Event Description</td>
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<tr>
<td>27/03/2017</td>
<td>10am</td>
<td>MCIL Conference Room</td>
<td>- To provide short advocacy and communication strategies in achieving them with a realistic timeframe</td>
</tr>
<tr>
<td></td>
<td>11.30am</td>
<td>Ministry of Commerce, Industry and Labour (MCIL)</td>
<td>Trade Commerce and Manufacturing Sector Steering Committee Meeting</td>
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<tr>
<td></td>
<td></td>
<td>TCM Sector Steering Committee’s monthly meeting provides key stakeholders and sector coordinators with progress reports/updates on TCM sector performance</td>
<td></td>
</tr>
<tr>
<td>7/04/2017</td>
<td>10am</td>
<td>TATTE Convention Centre</td>
<td>- To increase awareness of stakeholders on the importance of Infrastructure Asset Management for Government</td>
</tr>
<tr>
<td></td>
<td>-1pm</td>
<td>Ministry of Works, Transport and Infrastructure (MWIT)</td>
<td>Samoa Infrastructure Asset Management (SIAM) Policy Consultation</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>Solicit approval and/or feedback from stakeholders on the Draft Infrastructure Asset Management Policy</td>
</tr>
<tr>
<td>27/04/2017</td>
<td>9.30am</td>
<td>FAO Conference Room</td>
<td>- To validate the semi draft of the Samoa DWCP 2017 – 2020</td>
</tr>
<tr>
<td></td>
<td>-1pm</td>
<td>International Labour Organization (ILO)</td>
<td>Samoa DWCP 2017 – 2020 Final National Consultation</td>
</tr>
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<td>To finalize the final comments submitted by stakeholders on the targets and activities</td>
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<td>ILO to lead stakeholders on the structures as in the Guide of the DWCP</td>
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<td>Stakeholders to endorse the final draft before submitting for Quality Assurance</td>
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<td>Propose date for signing of the MoU for Samoa DWCP</td>
</tr>
<tr>
<td>12/05/2017</td>
<td>10am</td>
<td>MCIL Conference Room</td>
<td>- To finalize the final comments submitted by stakeholders with progress reports/updates on the STNF performance and ongoing projects</td>
</tr>
<tr>
<td></td>
<td>11.30am</td>
<td>Ministry of Commerce, Industry and Labour (MCIL)</td>
<td>Samoa National Tripartite Forum (SNTF) Meeting</td>
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<td>SNTF monthly meeting provides key stakeholders with progress reports/updates on the STNF performance and ongoing projects</td>
</tr>
<tr>
<td>26/05/2017</td>
<td>10am</td>
<td>PSC Conference Room</td>
<td>- Roundtable discussion with Policy Division of MPMC regarding OPAIT Implementation Phase</td>
</tr>
<tr>
<td></td>
<td>12pm</td>
<td>PSPP, PSC Division of MPMC</td>
<td>Special OPAIT Meeting with PIMU Division of MPMC</td>
</tr>
<tr>
<td>13/06/2017</td>
<td>10am</td>
<td>MPMC Conference Room</td>
<td>- CAC monthly meeting. CAC members presenting to committee on the following papers:</td>
</tr>
<tr>
<td></td>
<td>11.30am</td>
<td>Central Agencies Committee</td>
<td>DSA Paper (MPMC)</td>
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<td>Central Agencies Committee Meeting</td>
<td>Medical Checks for CEO, GM &amp; Head of Constitutional Bodies (MPMC)</td>
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<td>National Security Policy (MPMC)</td>
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<td>OPAIT (PSC)</td>
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<tr>
<td>Date</td>
<td>Time</td>
<td>Location</td>
<td>Event Description</td>
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| 26/06/2017 | 8.30am – 11pm | Aute Conference Room - MESC | Ministry of Education, Sports and Culture (MESC) Official Launch of Policy Documents and Awareness Raising Workshop MESC's official launch of the following policy documents:  
- Early Childhood Education Policy in Samoa 2017  
- National Safe Schools Policy 2017  
- Inclusive Education Policy 2015  
- Minimum Service Standards for Primary and Secondary Schools in Samoa 2016 |
<p>| 29/06/2017 | 9.30am – 1pm  | To’oa Salamasina Hall – MWCS | Ministry of Women, Community and Social Development Family Safety Study Stakeholder Consultation Stakeholder consultation presenting the findings of the draft family safety study report on domestic and gender-based violence in Samoa |</p>
<table>
<thead>
<tr>
<th>APPENDIX C</th>
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<tbody>
<tr>
<td><strong>List of Figures</strong></td>
<td><strong>Page</strong></td>
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<tr>
<td>Figure 1: PSC Structure as at 30 June 2016.</td>
<td>14</td>
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<thead>
<tr>
<th>APPENDIX D</th>
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<tbody>
<tr>
<td><strong>List of Tables</strong></td>
<td><strong>Page</strong></td>
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<tr>
<td>Table 1: Events Attended by staffs – Overseas &amp; local conference/trainings</td>
<td>15</td>
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<tr>
<td>Table 2: Statement of Ministry Expenditure by Output appropriation Account as at 30 June 2016</td>
<td>17</td>
</tr>
<tr>
<td>Table 3: Reports and Publications</td>
<td>18</td>
</tr>
</tbody>
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