PUBLIC SERVICE COMMISSION
KOMISI O GALUEGA A LE MALO

CORPORATE PLAN
2020 - 2025

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Foreword

The Office of the Public Service Commission presents its new Corporate Plan, which coincides with the PASP (Public Administration Sector Plan) period of 2020/2021-2024/25.

The strategic priorities and activities presented in this Corporate plan shall contribute in the implementation of the Sector plan (PASP) and is supported by its detailed annual Management plans over the planning period, with regular monitoring in order to achieve its Mission and Vision.

Whilst striving to accomplish the planned projection, I anticipate that we will encounter challenges beyond our control that may cause delay or prevent progress of perceived outcomes. Nevertheless, we shall continue with determination and in confidence as a team to accomplish its following goals:

- Improve quality of Public Service delivery;
- Improve public Policy development;
- Strengthen Public Servants Capabilities.

I acknowledge and congratulate the efforts and commitments of those involved in the development of this new Corporate plan as well as partners and ministries for their continuous support.

But most importantly, we also extend gratitude for the leadership and guidance of the Prime Minister and Minister for the Public Service Commission, the Hon. Tuilaepa Dr Sailele Malielegaoi.

Ma le fa'aaloalo.

Aiono Mose Pouvi Sua
Chairman
Office of the Public Service Commission

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Acronyms

CAC	Central Agencies Committee
CE	Contractual Employees
CEO	Chief Executive Officer
CHRAS	Corporate and Human Resources Advisory Services Division
COTE	Calendar of Training Events
FK	Faaiuga Kapeneta (Cabinet Directive)
HR	Human Resource
HRD	Human Resource Development
HRM	Human Resource Management
HRMIS	Human Resource Management Information System
LIS	Legal and Investigation Services
M & E	Monitoring and Evaluation
PASC	Public Administration Sector Coordination
PASP	Public Administration Sector Plan
PS	Public Service
PSC	Public Service Commission
PSPP	Public Service Performance and Policy
SES	Senior Executive Services
SPS	Samoa Public Service
SQA	Samoa Qualification Authority
WFP	Workforce Plan
WOG	Whole of Government

The Office of the Public Service Commission

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

The responsibilities of the PSC under Article 87 of the Constitution and the Public Service Act 2004 are as follows;

- *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 carrying out its mandate, the PSC endeavors as per the objectives of the Public Service Act 2004, to lead, manage, develop and support a Public Service:

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

PSC Stakeholders is not exclusive to:

- *Governments through our direct services to cabinet and parliament as the advisor of Human Resource issues/matters;*
- *We serve the country publicly through our commitment to all government agencies and Ministries under PSC portfolio promoting a high performing public service;*
- *Provide the needed advice to government authorities but to also assist its non-government organizations and private sector; and*
- *Secure advancement with international partners or authorities but also regional government for HR opportunities.*

Vision

To empower and nurture an innovative Public Service that delivers quality services for Samoa.

Mission

To strengthen Inclusive and Transformational Leadership, Skills Development, and Integrity towards realizing an innovative public service.

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.

Mandate

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

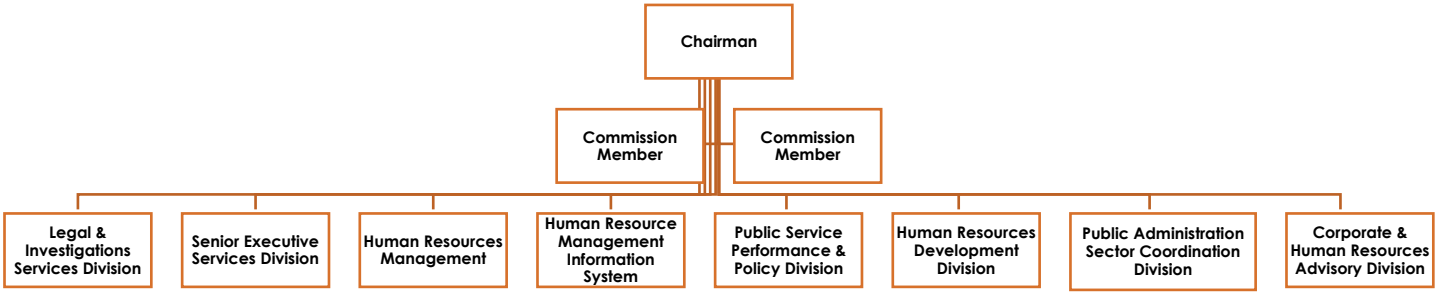
PSC Organization Structural arrangements:

The following structural establishments will be responsible in ensuring this plan is implemented as scheduled. The structural arrangement comprises of 9 Divisions. The Policy Advice Division is the central decision-making authority, which is supported by 6 technical divisions and 2 support services divisions, namely the HRMIS and CHRAS under the supervision of the Commissioner.

As legislated in the Constitution of the Independent state of Samoa, the Chairman and members of the Commission for the Office of the Public Service Commission are appointed by the Head of State upon advice of the Prime Minister.

Further to current establishment, one of the Division's underwent a name change to reflect its revised roles and functions, from Human Resource Planning and Development **(HRPD)** to just Human Resource Development **(HRD)**, with the integration of the Scholarships coordination and administration given decisions with functional arrangement of services.

Current PSC STRUCTURE:



The Office of PSC
Output 1. Policy Advice: Provision of policy advice to the Minister and Ministries on human resource management and public administration matters.
Output 2. Division of Legal and Investigations (LI) Services : Provision of accurate and reliable Legal Advice to the CEO, Public Service Commission and Cabinet.
Output 3. Division of Senior Executive Services (SES): To advice the CEO, Ministries and other stakeholders on Senior Executive Service and contractual employment matters and manage the people management functions for the SES and CE group.
Output 4. Division of Human Resource Management (HRM) Services: To advise the CEO, Ministries and other stakeholders on HRM policies, monitor and evaluate their effective implementation in Ministries and institute a values-based Samoa Public Service.
Output 5. Division of Human Resource Management Information System (HRMIS) Services: To provide information technology and communication services in support of the PSC's work.
Output 6. Division of Public Service Performance and Policy (PSPP)-Services: Provision of effective monitoring, evaluation, reporting and policy advice on public service performance and provision of effective and efficient support services.
Output 7. Division of Human Resource and Development (HRD) Services : Provision of policy advice to the CEO, Commission, Ministries and other Stakeholders on all Human Resources Development and Monitoring and Evaluation of Human Resource Development and Capability activities in Ministries.
Output 8. Division of Public Administration Sector Coordination (PASC) Services Provision of Secretariat Services to ensure effective coordination and implementation of the Public Administration Sector Plan.
Corporate & Human Resource Advisory Services (CHRAS) Provision of support role to ensure effective and efficient services to Technical Branches in areas of; Capability Development, Procurement and Payment, Budget Compilation & Monitoring, Records Services, Administrations Services and Transportation Services.

SWOT Analysis

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

HELPFUL – to achieving corporate objectives	**HARMFUL - to achieving corporate objectives**
STRENGTHS	***WEAKNESSES***
❖ Taking the lead in promoting good governance ❖ Encourage ownership in HR matters ❖ Embraces diversity and inclusivity ❖ Operates in an enabling and open environment; ❖ Strong policy and legal framework. ❖ Qualified professional and dedicated staff. ❖ Ease of inter-agency communication. ❖ Commitment of government and development partners to invest in human capital development	❖ Growing workforce requires suitable office environment; ❖ Limited resources ❖ Cooperation from ministries ❖ Inability to attract, retain and motivate talent ❖ Foundation to nurture institutional knowledge and learning. ❖ Adherence to OSH policy ❖ Absence of up-to-date baseline data for capacity needs
OPPORTUNITIES	***THREATS***
❖ Whole of Government exposure to centralized HR matters ❖ Open to Change Management ❖ Upskill staff to be more adaptable to change ❖ Adoption of modern ICT tools and resources	❖ Managing political, cultural, social, legislative and economic influences; ❖ Setbacks due to resource constraints; ❖ Risks of occupational health and safety; ❖ Risk of staff turnover and institutional knowledge ❖ Limited pool of applicants with relevant technical skills/competencies

	❖ Contested role of the PSC in human resource management ❖ Cross cutting issues climate change, vulnerable groups and epidemic/pandemic ❖ To forecast future workforce skills gap

Goals, Outcomes and Strategies

	GOALS	OUTCOMES	STRATEGIES
1.	Improve Quality of Public Service Delivery	• Customer Focused service delivery • A Transparent and an Accountable service delivery. • Improved Client Satisfaction • Improved communication and awareness.	1. Strengthen development of citizen focused service delivery. 2. Adopt service delivery models and technologies to access and enhance services. 3. Strengthen legal and policy framework for Anti-corruption 4. Strengthen complaints and redress mechanism 5. Improve Communication and information dissemination to stakeholders and partners 6. Improve public awareness of government function and roles
2.	Improve Public Policy Development	Improved policy co'ordination and public administration reforms Better public policies.	Strengthening 'Whole of government policy research, development and coordination Provide timely Policy advice
3.	Strengthen Public Servants' Capabilities	• Capable Workforce • Improved Service Delivery • Improved Client and Government Employee Satisfaction	1. Strengthen tools and resources to employ the right people with the right skills. 2. Strengthen performance management in government ministries. 3. Strengthen performance development in government ministries 4. Strengthen working conditions and environment for senior managers in the PS.

			5. Strengthen planning, monitoring and reporting of the Office of the PSC plans and activities

Corporate Implementation Plan

Goal 1	Improve quality of Public Service Delivery		
STRATEGIES	**ACTIVITIES**	**INDICATORS**	**RESPONSIBLE DIVISION**
1.1 Strengthen development of citizen focused service delivery	**1.1.1** Identify baseline standards for service delivery that will guide the development of service charters across the public sector	Baseline standards for service delivery identified and developed.	**PASC, HRMIS, PSPP & ALL**
		Data sources used to develop baseline standards (surveys, reports etc.)	
	1.1.2 Implement a government wide Complaints Management Policy and complaints register.	Complaints Management Policy developed;	
		Complaints register developed.	
		% of government ministries complaints reduced.	
	1.1.3 Monitor the publication of, and compliance with, service charters on an annual basis	% of government ministries comply with their service charters requirements annually.	
		Effective implementation of the PSC Service charter to increase staff and customers awareness and reviewed annually	
	1.1.4 Develop a beneficiary assessment and impact tool.	Beneficiary assessment and impact tool for the Public Sector developed.	
1.2 Adopting service delivery models to access and increase the use of technologies to enhance services.	**1.2.1** Develop a list of services that can be streamlined and provided online through a single government portal.	# of PSC services available online.	**HRMIS**
		Developed a PSC central portal for online services.	
	1.2.2 Conduct a government-wide assessment of the state of technology in terms of skills and human resource needs.	Assessment of skills of PSC ICT human resource needs report approved.	**HRMIS, HRD**
	1.2.3 Implement government records digitization	% of PSC records and processes digitized annually	**CHRAS, HRMIS**

	management system to eliminate reliance on paper records	Developed and implemented Electronic Documents & Records Management Guideline (EDRMG)	
		Procurement of a dedicated service hardware and storage for the EDRM system	
	1.2.4 Establish common visual criteria for quality of content and structure of web-pages across the PS.	Visual criteria standards established for PSC website	**HRMIS**
	1.2.5 Develop and operationalize an Innovation Strategy for the PS.	Innovation strategy for PS developed and implemented	**PASC**
	1.2.6 Manage and maintain internal ICT systems and services	PSC ICT Strategy reviewed, approved and implemented • ICT Strategy • ICT Policies • Disaster Recovery Plan • PSC LAN Security	**HRMIS**
		# of regular maintenance conducted or upgrades conducted of ICT infrastructure, internal systems and equipment annually	
		# of reviewed In-house database and web applications for PSC	
1.3 Strengthen legal and policy framework for Anti-corruption	**1.3.1** Develop a standardized ethics / integrity framework for senior managers across the PS.	Standardized ethics / integrity framework developed.	**SES ALL**
		Types of ethics frameworks reviewed (jurisdictions).	
	1.3.2 Develop and secure Cabinet approval of an anti-corruption strategy.	Cabinet approves Anti-corruption strategy.	**PASC**
	1.3.3 Development and enactment of a right to information law.	Rights to information law developed.	**LIS PASC**
		Evidence of enactment of law.	**LIS**

1.4 Strengthen complaints and redress mechanisms	**1.4.1** Develop and disseminate guidelines across the PS on reporting abuse of office or failure to comply with service.	Guidelines developed and disseminated across the PS.	**LIS**
	1.4.2 Develop guidelines for parallel investigations within the PS.	Guidelines for parallel investigation developed	
	1.4.3 Develop and deliver appropriate training for PS personnel responsible for grievance redress mechanisms.	# of trainings conducted for PS personnel responsible for grievance redress mechanisms.	**LIS**
		Increase knowledge and skills of personnel responsible for grievance process.	
	1.4.4 Conduct election for Public Servant representative in the Board of Appeal	Bi-annual elections conducted in accordance with the PS Act 2004	**LIS HRM, HRMIS**
1.5 Improve Communication and information dissemination to stakeholders and partners	**1.5.1** Update public administration sector communication strategy.	Communication Strategy updated.	**PASC & HRMIS**
	1.5.2 Develop reporting tools to help implementing agencies report effectively on PASP implementation	# of tools developed for reporting.	
		Timely reporting on PASP implementation progress.	
	1.5.3 Produce and publish PASP Newsletter every quarter	Timely production and dissemination of quarterly Newsletter.	
	1.5.4 Develop and improve electronic tools for public awareness and information dissemination and capturing information feedback from the public	Increased in public awareness and users accessing online information tools; - PSC Website - Social Media - Email	
		Increased public feedback and users participating on online tools; - Online Tests - eSurveys - eForums	
	1.5.5 Adopt new methods of conducting virtual meetings or collaborations online using ICT	Procure and maintain resources for online video conferences for virtual meetings	**HRMIS**
		# of conferences/meetings /workshops/interviews conducted online	

	1.5.6 Strengthen management and timely access to confidential and public information or records held and maintained by the Office of the PSC	PSC Records Management Policy and Procedures endorsed, implemented and reviewed annually	**CHRAS HRMIS**
		Records physical storage improved	
1.6 Improve public awareness of government function and roles	**1.6.1** Develop effective public awareness programs and mechanisms	Ensure Public Awareness of government functions through the implementation of the following: • SPS day; • SPS Symposium; • Career Day; • Social Media Campaign;	**PSPP** **HRMIS, CHRAS & ALL**
		Annual review of PSC Information Centre/Portal and Front Desk Awareness using ICT tools	
	1.6.2 Compile and publish the weekly Public Service Official Circular (PSOC) to advertise vacancies and job opportunities across the Public Sector and their services.	Timely compilation and online dissemination of weekly PSOC.	**HRMIS & All**
		Developed a policy guideline to determine preliminary vacancy advertisement requirements before publishing on PSOC.	
	1.6.3 Develop custom graphic design, videography design, photography capture and web design for PSC publications, events and application tools to enhance online awareness.	# of informational and awareness graphics, videography and photography developed and produced for effective PSC publications, event capture and online tools.	**HRMIS**

Goal 2	**Improve Public Policy Development**		
STRATEGIES	**ACTIVITIES & INITIATIVES**	**INDICATORS**	**RESPONSIBLE DIVISION**
2.1 Strengthening 'Whole of government policy research, development and coordination	**2.1.1** To implement 'One policy' for the PS.	One policy implemented.	**PASC**
		FK on policy issued.	
	2.1.2 Conduct a periodic review of the State of the Public Sector to inform Parliament and Cabinet.	Review of the State of the Public Sector completed.	**PASC**

(i.e. Policy, legal, structural, functional).	**2.1.3** Conduct a review of the legal framework for the public administration (Public service Act, PFM Act and other agency specific legislations)	Legal framework review completed.	**LIS**
	2.1.4 Develop a Guide on Machinery of government changes (MOG).	Machinery of government guide developed.	**PSPP & PASC**
	2.1.5 Develop, promote and review policies/systems for efficient/effective management of people under PS Act 2004	Resourcing, HRM and HRD policies are reviewed, developed and implemented accordingly	**All**
2.2 Provide timely Policy advice.	**2.2.1** Effective and Reliable Policy Advice is given to Ministries, Cabinet and Parliament.	Advice to Ministries, Cabinet and Parliament are given on a timely manner.	**All**
	2.2.2 PSC participation in Central Agencies/Steering Committees meetings/initiatives in strengthening policy coordination across the Public sector	Percentage of PSC participation with recommendations considered and approved in discussions	
	2.2.3 Provision of secretariat support to the Remuneration Tribunal Committee	Secretariat and administration support provided annually	**HRM**
	2.2.4 PSC participation in periodic regional and international Public Service Forums and other organisations in which Samoa is a member	Percentage of PSC participation with Samoa recommendations considered in discussions.	**All**
		Membership fees and subscriptions paid annually	

Goal 3	**Strengthen Public Service Capabilities**		
STRATEGIES	**ACTIVITIES & INITIATIVES**	**INDICATORS**	**RESPONSIBLE DIVISION**
3.1 Strengthen tools and resources to employ the right people with the right skills.	**3.1.1.** Complete review of HRM Framework in the public sector from a results-based perspective.	HRM framework review completed	**HRM PSPP, PASC**
	3.1.2 Review the government guide on workforce planning in the PS to inform organizational structural changes.	Review of government guide on workforce planning completed.	**HRD, SES, PSPP & HRM**
		Human Resource Development Framework	

		reviewed to complement workforce planning	
	3.1.3 Develop and implement a succession planning strategy for the PS.	Succession planning strategy implemented.	**HRM, HRD, SES & PSPP**
		Evidence of implementation (**e.g;** Compliance reports by Ministries and agencies implementing succession planning measures)	
	3.1.4 Develop a uniform job evaluation method to be applied across the public sector.	Uniform job evaluation method developed.	**HRM SES, PSPP, PASC & HRMIS**
	3.1.5 Conduct a review of competencies frameworks across PS.	Review of competencies framework conducted.	**SES, HRM & HRMIS**
	3.1.6 Manage and maintain the centralised PeopleOne System	# of Annual refresher trainings conducted for key users	**HRMIS** **HRM, HRD**
		Independent review of the People One functions and its suitability to meet the current needs of the PS conducted	
3.2 Strengthen performance management in government ministries	**3.2.1** Develop a standard organizational performance assessment framework for the PS.	OPAIF developed	**PSPP All**
	3.2.2 Review to streamline Employee Performance Management Manuals to streamline	Employee Performance Management Manuals reviewed and streamlined.	**HRM, SES** **ALL**
	3.2.3 Finalize and implement the performance rewards and recognition policy	Performance rewards and recognition policy developed, approved and implemented.	**HRM**
	3.2.4 Identify and adopt uniform standards for grievances management across the PS.	Uniform standards identified for grievances management and adopted	**LIS SES & HRM**
	3.2.5 Review the Induction Handbook for the Public Service.	Induction Handbook reviewed and implemented.	**CHRAS, SES PSPP, HRD, HRM**
	3.2.6 Identify standard high-level values that will be recognised and applied across the Public Service.	High level values recognised and applied across.	**HRM, LIS, SES, PSPP & CHRAS**

	3.2.7 Monitor and evaluate HRM Practices devolved to Ministries	Improved ministries HR operations as per policies and guidelines	**HRM, PSPP**
		Improved compliance by general staff in the observation of HRM policies and guidelines	
		Improved compliance by SE officials in the observation of HRM policies and guidelines	**SES**
		Annual M&E report completed and submitted on HRD practices and implementation across ministries	**HRD**
		Monitoring and evaluation of People One System (% of data accuracy)	**HRMIS**
		Annual HRM M&E report completed and submitted to Cabinet	**PSPP All**
3.3 Strengthen performance development in government ministries	**3.3.1** Develop and implement a 5 years Human resource Development Action Plan for the PS.	HRD Action plan developed and implemented.	**HRD, HRM & PASC**
	3.3.2 Develop and operate a central database of skill gaps to inform workforce planning and human resource development.	Central database developed.	**HRD HRM, PASC & HRMIS**
	3.3.3 Conduct skills and training needs audit every 2 years to assess workforce needs and skills gaps (Public sector).	Skills and training need audit completed every 2 years.	**HRD HRM & HRMIS**
		National HRD priority list updated.	
	3.3.4 Design and deliver training and other staff development activities to support Public sector.	# of training designed and delivered.	**HRD**
		# of other staff development programs carried out.	**All**
	3.3.5 Conduct a feasibility study on the establishment of a 'future leaders' program in the PS.	Feasibility study completed.	**PASC HRD**
	3.3.6 Develop a list of specialized professions in the PS and identify measures to strengthen technical career.	Establish a list of specialised technical professions.	**HRD, HRM All**
		Measures to strengthen career pathway identified.	

	3.3.7 Establish an operationalise strategic partnership with Universities, tertiary education providers, a regional public service training institution / PSC to support government's HRD initiatives.	# of partnerships formalized. # of training of HR programs delivered through partnerships.	**HRD**
	3.3.8 Administer and maintain feasible timeline for Scholarships, in collaboration with the Scholarship providers.	Timely administration of scholarship requirements and processes, for each scholarship offer and cohort Timely coordination of bond signing for all awards and approvals for Scholarships and Trainings. Adequate records are kept for future reference.	**HRD** **LIS**
	3.3.9 Develop and maintain a database of new, continuing and graduated scholars for the Skills database.	Database can monitor the new, continuing and graduating scholars each year. And non-compliance cases.	**HRD** **LIS**
	3.3.10 Increase use of e-Learning and other online development tools.	# of e-learning tools and trainings conducted online	**HRD & HRMIS**
3.4 Strengthen working conditions and environment for senior managers in the PS.	**3.4.1** Identify standards for competency frameworks for senior managers	Standards identified for competency frameworks; % level of compliance.	**SES, HRM HRD**
	3.4.2 Develop and implement a compulsory Executive development Program (mixed approach) for all senior managers across the PS.	Improved Management capacity of Senior Managers across the PS.	**SES, HRD**
	3.4.3 Review contract template, terms and conditions of service (including entitlements) of senior managers across the PS.	Contract template, terms and conditions of service for senior manager reviewed.	**SES & LIS**
	3.4.4 Review contractual mode of employment (term), and feasibility of other types of employment (permanent vs contract) across PS.	Review completed.	**SES**
	3.4.5 Develop standard responsibilities for senior managers on cross cutting issues such as climate change, gender, disaster risk	Developed standard responsibilities in senior management JDs.	**SES**

	management, to be included in performance obligations.		
3.5 Strengthen planning, monitoring and reporting of the Office of the PSC plans and activities	**3.5.1** Develop and implement the Ministry; - Corporate Plan 2020-2025 - Annual Management Plan - Workforce Plan 2020-2025 - Staff Performance Plan - Annual Reports In accordance with the Ministry integrated planning and reporting framework	Corporate Plan 2020-2025 approved and implemented and reviewed annually	**All**
		Annual Management Plan approved and implemented	
		Workforce Plan approved and implemented and reviewed annually	
		Staff Performance Plans developed, endorsed and implemented	
		Annual report approved by Commission and submitted to Cabinet three months after each Financial Year, and endorsed by Parliament	
	3.5.2 Sound financial performance and management	Ensure timely preparation and submission of the Ministry Main Budget Estimates and Supplementary is sufficient and approved by MOF and Parliament to deliver the strategies within the plan annually	**All**
		Budget Mid-Year and Full year performance review completed and submitted to Ministry of Finance	
		PSC Management Responses/comments with accurate and relevant documents completed annually to meet Audit Reporting Requirements and Public Accounts.	
	3.5.3 Implement and manage the Procurement and Asset Management System	Procurement of goods and services in accordance and full compliance with B4 Schedule, Treasury Instructions 2013 and Payment Policy	**All**
		Asset Register updated on the Finance One system and physically marked	
		Stock take conducted annually	
		Transport services provided to meet demand in	

		accordance with PFM Vehicle Regulations 2015.	
		Investigations conducted and completed Irregularity Reports for all reported vehicles incidents and others which involves ministry assets.	
	3.5.4 Strengthen the core technical functions, operational support system and procedures of the Office of the PSC	PSC Procedural Guideline developed, approved and implemented and to be reviewed annually	**All**

Workforce Plan

PSC's Strategic Workforce Plan 2020-2025 is an aspirational roadmap that directly links to the PSC Corporate Plan 2020-2025, ensuring that we have the necessary human capital to achieve its strategic goals and objectives. To achieve this our workforce guiding vision is to "*have skilled and qualified people to provide high performing, innovative and professional services to our clients and stakeholders*".

Our Workforce Priorities:

1. Improved Job Factors, Workgroup factors and Bullying and Harassment factors based on the Staff Engagement Survey results;
2. Improved lateral movements and promotion rates, so that at least 10% of the workforce engages in mobility
3. Improved Supervision & Leadership, Workplace & Organisational factors and Work-Life factors based on the Staff Engagement Survey results:
4. Maintain high level of executive roles held by women
5. Succession and resource planning are completed to support business continuity and achieve future workforce goals
6. Improved Agency engagement and Job Engagement and Satisfaction factors based on the Staff Engagement Survey results;
7. Positive agency and stakeholder feedback on PSC value, as evidenced by repeat business and stakeholder evaluation
8. Evidence that agencies are engaging early with PSC, as a strategic partner and advisor

Operating Environment:

In the next 5 years it is expected to be very challenging not only for the PSC but also for the Public service as whole. Given the global financial crisis caused by the COVID pandemic is expected to impact nations of the world including Samoa. Thus, would mean a significant reduction in assistance received from development partners for capacity and project related activities. Local resources will also continue to be limited and Ministries are challenged to do more with less, or work within our means.

The assessment of the labour market and workforce trends will not have a significant impact on our ability to achieve our desired workforce profile.

Factors that influence this include:	To mitigate this Potential Risk, that we are unable to attract or retain the right people will;	Key to our Success:
❖ Continuing strong interest in PSC roles, with vacancies attracting high calibre candidates from all sectors ❖ Evidence of a considerable existing labour market for general workforce strategists, additionally human resource and organisational management experts, meaning there is not a 'supply' issue ❖ Evidence that we are an attractive employer to the market given the Government's progressive vision, focus on organisational design and environment of innovation ❖ Minimal evidence of business being impacted by general occupational skills shortages or competing private labour markets ❖ Low risk of business being impacted by a loss of individuals performing critical roles, due to a small number of specialist roles.	❖ Formalise exchange arrangements with other sectors and industries ❖ Consider alternative innovative models to deliver services and 'do things differently' ❖ Recruitment processes that identify and attract people from a range of backgrounds, professions and experiences to strengthen the pipeline of talent into our more senior roles, and ensure we have the skills and capability to deliver national priorities. ❖ Expand our focus on succession planning, knowledge sharing & transfer, staff development, talent management and inclusion and diversity to mitigate the risk associated with the loss of critical people.	❖ Promote good work health and working habits, and maintain a clear sense of culture, purpose and vision. ❖ Ensure the PSC has a strong employee value proposition that reinforces our brand and value. ❖ Conduct efficient and effective recruitment and induction to improve the experience for new staff upon commencement of their career to maximize and enable productive engagements, increase retention of talented people. ❖ Collaboration across the PSC and with other central agencies, to encourage unified (WOG) and ongoing community-focussed service delivery. ❖ Enable employees to develop their skills and knowledge to achieve mobility and flexibility through supportive work practices to reduce risks connected to people/roles.

Current Workforce Profile vs Future Workforce Profile:

Current Workforce Profile	Future Workforce Profile
❖ **72** Total Employees ❖ **71%** Are Women ❖ **36.7** Average Age; Young workforce (compared to service average of **6.2** years) ❖ **95.8%** Full time, **4.2%** Part Time workers ❖ Mix roles: ▪ **4%** Commission; ▪ **11%** Senior Executives, ▪ **27%** A17-A11, ▪ **28%** A10-A3 ❖ **54.5%** of executive roles held by women (inclusive of the Commission) ❖ **6%** are aged 50 years and over and **50%** are 29 year and under ❖ Mix of Engagements types to support flexibility: ▪ **81%** permanent employees, ▪ **4%** temporary employees ▪ **15%** contract (inclusive of the Commission) ❖ **Educational Profile:** Majority of employees have at least a first level degree or Bachelor level in areas of public administration & management, social sciences, commerce, information technology and law	**PSC workforce vision:** *To have skilled and qualified people to provide a high performing, innovative and professional services to clients and stakeholders.* ❖ Flexible, highly skilled, diverse workforce that is agile, with people participating in short term engagements at PSC to grow strategic HR capability, gain central agency experience and further develop leadership and broader development skills. Staff return to the public service/sector to share knowledge, skills, workplace culture and practices with other agencies (or sectors). ❖ Improved identification of suitable candidates through talent management. **Additional expertise** ➢ Identify, interpret and communicate data and metrics to influence business decisions and measure the impact of workforce investments on organizational priorities and business performance ➢ Anticipate and respond to external and internal business drivers by engaging in high level business analysis to formulate effective, long term workforce responses to critical business priorities ➢ Partner with the public service/sector leaders to attract, develop and retain a capable and high performing workforce which meets organizational workforce requirements and respond to future business needs ➢ Improve risk management maturity and capability by identifying and advising on opportunities and risks that potentially impact on the workforce and all parts of the organisation ➢ Foster and empower a productive and constructive organisational culture that leads change with tenacity and humility ➢ Drive strategic HR in the public service/sector by proactively seeking out new experiences and knowledge across the business disciplines and functions, with an openness for candid feedback, learning and change

Workforce Competencies for PSC as a Human Resource Professional/Specialist

As the central agency for human resource management and human resource professional development in the Public Service, the following standards of knowledge and competencies (adopted from the Singapore experience: Skills Framework for HR) holistically reflects how HR professionals would need to think and behave as they approach their HR functions in the operations of the work of the Office of the Public Service Commission. It is anticipated to incorporate the Samoa Human Resource Institute Level of Certification, once confirmed to ensure that staff acquire deeper skills and competencies in line with the different stages of the Skills Framework.

TECHNICAL SKILLS AND COMPETENCIES:

CATEGORY	TITLE	DESCRIPTION
HR Planning	**Business Acumen**	Integrate business priorities, perspectives and desired outcomes with HR decisions, operations and activities to drive HR initiatives from a business angle
	Financial Acumen	Exercise financial insight to establish budgets for HR activities and monitor HR operations and outcomes against financial plans
	Human Resource Policies and Legislation Framework Management	Develop and review HR policies and procedures against organizational needs, and in compliance to legislative, ethical and regulatory standards
	Human Resource Practices Implementation	Implement of HR practices by integrating local and international requirements, guidelines and best practices
	Human Resource Strategy Formulation	Establish HR strategies and priorities that are aligned with current and future business needs
	Operational Excellence	Analyse the effectiveness of HR operations, programmes and initiatives, and recommend improvement actions
	Organisational Change Management	Establish change management strategies and policies to plan and facilitate the transition of employees, resources, business processes and operations to a desired end state in a manner that is seamless, sustainable and aligned with business objectives
	Organisational Culture Development	Facilitate the development of the desired organisational culture in alignment with the organisation's brand and business imperatives
	Organisational Design	Develop and facilitate the implementation of organisational design to ensure its effectiveness and alignment with stakeholders' priorities
	Organisational Diagnosis	Analyse organisational state and climate to diagnose issues and identify ways to optimise organisation effectiveness
	Organisational Strategy Development	Influence the organisation's business strategies from the perspective of HR and workforce capability
	Risk Management	Develop and implement risk management plans to support the continuity of business operations and services

	Strategic Workforce Planning	Develop workforce strategies and plans to determine the manpower and capabilities needed for the future
	Workplace Optimisation	Plan and manage the work spaces to encourage collaboration and build organisation culture
Employee Attraction	**Digital Marketing and Communication**	Develop digital outreach plans and marketing collaterals to communicate and enhance the organisation's employer brand
	Employer Branding	Develop employer brand proposition and strategies in alignment with the organisation's long-term strategic objectives and desired culture
	Industry Networking	Establish broad external networks to enhance the organisation's value proposition and access to a community of professionals and potential candidates
	Job Analysis and Evaluation	Define and evaluate job requirements and expectations against specific metrics, structures or systems
	Induction	Facilitate induction programmes to enable the integration and engagement of new hires into the organisation
	Recruitment Channel Management	Evaluate recruitment methods to establish the most effective channels in sourcing, selecting and securing candidates
	Selection Management	Facilitate the development and implementation of selection strategies and processes to recruit suitable candidates for the organisation
Workforce Development	**Coaching**	Provide career coaching programmes to develop talent
	Career Framework Design	Establish career frameworks to provide pathways to facilitate employees' career development and progression within the organisation
	Competency Framework Development	Design and develop competency frameworks within organisation, ensuring that HR programmes are aligned to support their application across organisation levels and functions
	Contingent Workforce Management	Develop and implement organisational strategies and plans to manage contingent workforce effectively
	Employee Mobility Management	Establish policies to facilitate employee movements according to legal, organisational and professional requirements and guidelines
	Leadership Development	Build a culture of strong leadership and drive initiatives to facilitate the development of leadership capabilities in the organisation
	Learning and Development Programme Management	Establish and implement learning and development programmes and channels to facilitate employees' growth and capability building
	Learning and Development Strategy	Drive a learning and development culture with strategies to build the organisation's workforce capability
	Learning Needs Analysis	Analyse capability and performance gaps within an organisation to identify learning needs
	Performance Management	Establish organisation-wide performance management strategies to facilitate performance management, including identification of key performance indicators and employee performance assessment
	Succession Planning	Develop succession strategies for critical roles in alignment with organisation's strategic direction and priorities
	Talent Capability Assessment	Develop talent assessment processes with assessment tools to evaluate employees' capabilities

	Talent Management	Drive talent management strategies and programmes to identify, develop, review and retain talent to meet the current and future organisational needs
Workforce Engagement	**Benefits Management**	Manage the implementation, review and administration of benefits to employees
	Compensation Management	Manage the implementation, review and administration of compensation to employees
	Conduct and Behaviour Management	Manage the conduct and behaviour of the employees according to the organisation's code of conduct, values, ethics and disciplinary procedures
	Diversity and Inclusion Management	Develop strategies and programmes to create a diverse and inclusive workplace where individual differences are accepted and respected
	Employee Communication Management	Formulate overall employee communication strategies and facilitate conversations to ensure effective and timely dissemination of pertinent information to employees
	Employee Engagement Management	Drive employee engagement programmes to facilitate commitment from employees to organisational values, vision and objectives
	Employee Relationship Management	Strengthen employee relationships and facilitate resolutions to conflicts and disputes
	Executive Remuneration Management	Manage the design and implementation of executive remuneration for executives of the organisation
	Health and Wellness Programme Management	Develop and implement employee health and wellness programmes to promote a healthy and productive workforce
	Labour Relations Management	Manage labour relations to support, enhance and strengthen the relationships amongst trade unions, work councils and employee forums
	Organisational Event Management	Plan and manage the execution of organisation-wide and external events, including pre- and post-event activities
	Total Rewards Philosophy Development	Establish organisation-wide total rewards philosophy, strategies and mechanisms for various employee groups to incentivise the desired behaviours
Employee Separation	**Involuntary Exit Management**	Establish and implement frameworks, guidelines, policies and processes to manage involuntary exits
	Retirement and Re-employment Management	Manage departures, retention and re-employment of employees at retirement age
	Voluntary Exit Management	Manage departures, retention and re-employment of employees at retirement age
General HR Management	**Data Collection and Preparation**	Collect HR data from employees for the purpose of generating business and HR insights
	Data Governance	Establish standards and practices on data governing and review level of compliance with them
	Data Management	Prepare, structure and manage HR data and information to assist in the analyses of business and HR issues
	Human Resource Advisory	Deliver HR advisory and consultancy services to internal and external clients to meet their requirements
	Human Resource Analytics and Insights	Deploy statistical and analytical techniques and tools to generate HR-related insights and projections to support the business

Human Resource Digitalisation	Innovate HR processes and practices through digitalisation by evaluating its impact on the delivery of HR services
Human Resource Service Quality Management	Develop and implement HR service management frameworks, incorporating service quality standards, agreements and metrics
Human Resource Systems Management	Establish and manage effective and efficient HR management systems
Project Management	Plan and manage all aspects of a project, including allocation of people resources, budget and time management, stakeholder engagement and problem resolution
Skills Framework Adoption	Drive the adoption, integration and implementation of Skills Frameworks and their components in business and HR activities throughout the organisation
Stakeholder Engagement and Management	Manage stakeholder expectations and relationships through effective communication, negotiation and alignment of their needs with the organisation's or HR's objectives
Technology Integration	Integrate new and emerging technology products, services and developments to enhance HR operations and service delivery

ICT COMPETENCIES FOR OUR HRMIS STAFF:	
BUSINESS AND PROJECT MANAGEMENT	**GOVERNANCE AND COMPLIANCE**
Agile Coaching	Audit and Compliance
Business Continuity	Cyber Risk Management
Business Innovation	Data Ethics
Business Needs Analysis	Data Governance
Business Process Re-engineering	Data Sharing
Business Requirements Mapping	IT Governance
Change Management	IT Standards
Disaster Recovery Management	**OPERATIONS AND USER SUPPORT**
Process Improvement and Optimisation	Cyber and Data Breach Incident Management
Project Management	Data Migration
Strategy Planning	Database Administration
Sustainability Management	IT Asset Management
BUSINESS DEVELOPMENT	Network Administration and Maintenance
Business Negotiation	Security Administration

Data Analytics	Security Education and Awareness
Networking	Operations and User Support
BUSINESS FINANCE	**STAKEHOLDER AND CONTRACT MANAGEMENT**
Data Design	Contract Management
Design Thinking Practice	Partnership Management
Infrastructure Design	Procurement
Solution Architecture	Service Level Management
Systems Design	Stakeholder Management
User Experience Design	**STRATEGY PLANNING AND IMPLEMENTATION**
User Interface Design	Data Strategy
DESIGN AND ARCHITECTURE	Infrastructure Strategy
Agile Software Development	IT Strategy
Applications Development	Security Strategy
Applications Integration	Strategy Implementation
Cloud Computing	**MEDIA**
Data Visualisation	Videography
Infrastructure Deployment	Photography
Network Configuration	Video Editing
Network Security	Graphics Design
Systems Administration & Configuration	Web application management
Process Validation	Web programming
Quality Assurance	Multimedia skills
Security Assessment and Testing	**MARKETING COMMUNICATION**
Software Configuration	Social Media Marketing
Software Testing	Digital Marketing
System Integration	Website Design
GENERAL MANAGEMENT	Public Relations Management
Vendor Management	Productivity Improvement
	Innovation Management

GENERIC SKILLS AND COMPENTENCIES:

Communication	Global Mindset	Resource Management
Computational Thinking	Interpersonal Skills	Service Orientation
Creative Thinking	Leadership	Teamwork
Decision Making	Lifelong Learning	Transdisciplinary Thinking
Developing People	Managing Diversity	Virtual Collaboration
Digital Literacy	Problem Solving	

Workforce Strategies & Implementation Plan

Outcome	Strategies to Achieve Success	What Success Looks Like
1. **Improved Job, Workgroup and Bullying & Harassment factors based on the Staff Engagement Survey results;** ▪ Job empowerment > 80% positive ▪ Workload and Health > 70% positive ▪ My Workgroup > 95% ▪ Collaboration > 90% ▪ Intolerance of bullying > 85% 2. **Improved lateral movements and promotion rates, so that at least 10% of the workforce engages in mobility**	▪ Encourage employee agility by promoting the benefits of movement through secondments, job rotation and enrichment etc ▪ Commit to improved end-to-end engagements, through induction, performance management and development and exit processes ▪ Support staff to take charge of their own professional development, providing tools and information to seek out opportunities for growth and advancement through quality circle and continuous learning sessions programs ▪ Recognise and reward engaged, high-performing staff	**Our Staff are:** ✓ Engaged and motivated to deliver positive outcomes for Samoa ✓ Expert strategic advisors to the service/sector with contemporary skills that add value for clients ✓ Effective relationship managers and communicators ✓ Critical, creative thinkers, problem-solvers, agile and resilient.

Activities:

- **100% of recruitment and selection processes incorporate people 'success' qualities into decision-making criteria**
- **100% of new staff are provided with induction outlining the PSC vision and ways of working, and all leavers are provided with the opportunity through Exit Interviews to contribute to improving the PSC Experience and incorporate any relevant findings into workforce plan.**
- **100% of employees have current performance agreements in place, including learning and developmental needs.**
- **100% implementation of job rotation & enrichment programs/secondments for staff development**
- **At least 80% of employees have attended sponsored professional development opportunities both local and overseas**
- **100% implementation of the Continuous Learning session program, quality circle and job shadowing for knowledge sharing of PSC business and operations**

3. Improved Supervision & Leadership, Workplace & Organizational and Work-Life balance factors based on the Staff Engagement Survey results; ▪ My Manager > 85% positive ▪ My Senior Manager > 80% positive ▪ Leadership > 75% positive ▪ Workplace Change > 75% positive ▪ Organisational Trust > 75% positive ▪ Innovation > 75% positive ▪ Satisfaction with Work Life Balance > 80% **4. Maintain high level of executive roles held by women** **5. Succession and resource planning are completed to support business continuity and achieve future workforce goals**	▪ Actively support leaders in their professional development aspirations, as identified through Executive Performance Competencies and Individual Development plan and performance agreements ▪ Build sector-wide credibility of executives through increased exposure to the broader public service leadership group (e.g. through participation in CEO Forums, NPCC, CAC) ▪ Energise staff and create an environment that supports high performance, where people are empowered to perform their roles, engage with risk and innovate to achieve outcomes (regular divisional meetings) ▪ Commit to succession planning for key roles and talent management of high performers and high potentials ▪ Promote and support the development of emerging leaders, with particular emphasis on ensuring strong and ongoing representation of women in executive roles ▪ Model flexible, healthy ways of working and support people to work differently	**Our leaders:** ✓ Promote the Office of the PSC by demonstrating and proving our value to the service/sector ✓ Collaborate with the service/sector and sustain proactive partnerships and engagement ✓ Lead and inspire an energised, high performance culture and get the best out of people ✓ Create a supportive working environment, promoting worker health and wellbeing ✓ Commit to the professional development of themselves and their staff, including identifying and supporting emerging leaders

Activity:

- **100% of executives have current performance agreements in place**

▪ **100% of senior executives have completed Executive Performance Competencies and Individual Development plan and consolidated professional development outcomes into performance agreements** ▪ **100% of executives have participated in CEO-level or equivalent leadership forums** ▪ **At least 80% of executives have received invitations to lead or present at executive forums, seminars or workshops locally and overseas** ▪ **100% of divisional meetings conducted monthly/quarterly basis depending on the size and work proximity of the division with regular Coaching and mentoring of staff.**		
6. Improved Agency Engagement, Job Engagement and Satisfaction factors based on the Staff Engagement Survey results; ▪ Agency Engagement Factors > 75% positive ▪ Job Engagement and Satisfaction Factors > 85% positive **7. Positive agency and stakeholder feedback on PSC value, as evidenced by repeat business and stakeholder evaluation** **8. Evidence that agencies are engaging early with PSC, as a strategic partner and advisor**	▪ Entrench our values and organisational attributes into all corporate processes, including recruitment, performance discussions and project plans ▪ Actively entrench PSC's central agency role at all levels, and demonstrate our value as a strategic human resource partner and advisor ▪ Act on feedback from the Staff Engagement Survey ▪ Identify opportunities to partner with the public service/sector to address strategic human resources issues, and build capacity across the service/sector ▪ Acknowledge and reward employees who actively contribute to building the PSC reputation and embody the values of the organisation, and celebrate our successes as an organisation ▪ Implement organisation-wide customer focussed practices and routines to assist with sharpening and focussing employee behaviour to our customers	**As an organisation, we are:** ✓ Strong and positive representatives for the Samoa public service, who live and breathe the public service values and principles ✓ Responsible for leading and connecting the public service/sector as a strategic-thinking central agency ✓ Focused on stewardship and helping people, as trusted advisors of the sector ✓ Partnering and collaborating with the public service/sector to achieve best practice and promote forward thinking ✓ Committed to conducting ourselves in a professional manner ✓ Building a strong and positive reputation for the Office of the PSC
Activities: ▪ **Increased opportunities to acknowledge employees living the values and building PSC's reputation (e.g. through annual awards, Public Service Days & staff social activities)** ▪ **100% of PSC work divisions have implemented customer focussed practices (e.g. Telephone/counter/email response standards as set out in the PSC Service Charter)** ▪ **100% provision of proper healthy and hygienic working conditions, cohesive environment to boost staff motivation and morale**		

Implementation and review:

- Implementation of the workforce strategies is the responsibility of the Executive Management team, and will be a standing item at Management meetings to ensure attention is maintained on strategic workforce issues.
- The workforce strategies are to be reviewed on an annual basis, in line with the strategic planning cycle, and revised to take into consideration changing priorities, achieved goals etc.

Monitoring and Evaluation Framework

Indicators	Baseline	Y1	Y2	Y3	Y4	Y5	Means of Verifications	Responsible division
Strategy 1.1: Strengthen development of citizen focused service delivery **End of Corporate Plan Outcome: Customer Focused service Delivery**							**End of Sector Plan Outcome 1: Better Public Services**	
Baseline standards for service delivery identified and made available for office use and enforced across the public sector	N/A	Baseline standards endorsed by Commission.					**Progress Reports** **Cabinet endorsement of Baseline Standards**	**PASC**
Data sources used to develop baseline standards (surveys, reports etc.)	N/A						**Service Charters identified for review**	**PASC**
Complaints Management Policy developed, endorsed by Cabinet and implemented	N/A	Policy endorsed by Cabinet	Implementation	Implementation	Implementation	Implementation	• **Progress Reports** • **Cabinet endorsement (Fk) of Complaints Management Policy**	**PASC**
Complaints register developed	N/A	Register endorsed by Commission	Implementation	Implementation	Implementation	Implementation	• **Progress Reports** • **Complaints register**	**PASC**
% of govt' ministries complaints reduced	N/A	Baseline established	Reduced baseline by 5%.	Reduced baseline by 10%	Reduced baseline by 15%	Reduced baseline by 20%	**M&E Reports**	**PASC**
% of government ministries complied with their service charters	M&E Reports 2017 and 2018	Increase compliance of Ministries by 5%.	Increase compliance of	Increase compliance of Ministries by 15%	Increase compliance of Ministries by 20%	Increase compliance of Ministries by 25%	**Annual M&E Reports from: 2019/20 2023/24**	**PASC**

requirements annually.			Ministries by 10%				**M & E reports 2017 & 2018.**	
Effective implementation of the PSC Service Charter to increase staff and customers awareness and reviewed annually	PSC Service Charter 2019	100% Implementation & annual review	100% Implementation & annual review	100% Implementation & annual review	100% Implementation & annual review	100% Implementation & annual review	**Management Reports Annual Reports M&**	**CHRAS, ALL**
Beneficiary assessment and impact tool for the Public Sector completed.	N/A		Complete beneficiary assessment and impact tool				**Beneficiary and Impact Assessment tool reports.**	**PASC**
Strategy 1.2: Adopt service delivery models and technologies t access and enhance services **End of Corporate Plan Outcome: Customer Focused service Delivery** **End of Sector Plan Outcome 1: Better Public Services**								
# of PSC services available online	N/A	Identify a list of all PSC services	Implement 1-2 service(s) online	Implement 1-2 service(s) online	Implement 1-2 service(s) online	Implement 1-2 service(s) online	**Management Reports, Organisational Review Reports**	**HRMIS & HRD**
Developed a PSC central portal for online services	N/A	Requirements assessment for portal	Trial and test	Establish a PSC Portal	Review PSC Portal		**PSC Org Review report**	**HRMIS & HRD**
Assessment of skills of PSC ICT human resource needs report approved.	N/A	Stocktake of PSC ICT skills	Draft Assessment of PSC skills and HR needs in ICT.	Finalise and implement			**Assessment Final Report**	**HRMIS, HRD & CHRAS**
# of PSC records and processes digitized annually	5,302 total files created in as	Digitised records	Digitised records	Digitised records	Digitised records	Digitised records	**Monthly Management Meeting report**	

	at 30 June 2020	increased by 20%	increased by 20%	increased by 20%	increased by 20%	increased by 20%		
Developed and Implemented the Electronic Document Management System Guideline for the Office of the PSC (EDRMG)	N/A	Draft and finalise EDRMG	Implementation of EDRMG	Review EDRMG	Implementation of EDRMG	Review EDRMG	**Implementation status and review in Annual Reports**	**CHRAS, HRMIS**
Procurement of a dedicated server hardware and storage for the EDRM system	N/A	Identify requirements for Budget proposal	Secure funding	Server Procurement	Server Deployment & maintenance	Server Deployment & maintenance	**Management report**	
Visual criteria standardized for PSC Website	N/A	Develop PSC Website Visual criteria guideline	Implementation of Guideline	Implementation of Guideline	Review guideline	Implementation of Guideline	**Management report**	**HRMIS**
Innovation strategy for Public Sector developed and implemented	N/A			Innovation Strategy endorsed.	Implementation	Implementation	**Cabinet endorsement** **M&E Reports**	**PASC**
PSC ICT Strategy reviewed, approved and implemented	Current PSC ICT Strategy 2011	PSC ICT Strategy review completed and Implemented	Implementation	Review strategy	Implementation	Review	**Management report**	**HRMIS**
# of Regular Maintenance or upgrades conducted of ICT Infrastructure,	100% Maintained FY19/20	ongoing # of maintenance & upgrades conducted per FY	ongoing # of maintenance & upgrades conducted per FY	ongoing # of maintenance & upgrades conducted per FY	ongoing # of maintenance & upgrades conducted per FY	ongoing # of maintenance & upgrades conducted per FY	**Management report Organization Review report**	**HRMIS**

internal systems and equipment annually								
# of reviewed In-House database and web applications for PSC	N/A	# of applications developed/ reviewed per FY	# of applications developed/ reviewed per FY	# of applications developed/ reviewed per FY	# of applications developed/ reviewed per FY	# of applications developed/ reviewed per FY	**Management report**	**HRMIS**
Strategy 1.3: Strengthen legal and policy framework for Anti-corruption **End of Corporate Plan Outcome: Transparent and an accountable service delivery** **End of Sector Plan Outcome 1: Better Public Services**								
Standardized ethics / integrity framework for Senior Managers across the PS completed and implemented	N/A	Framework endorsed by Cabinet	Implementation	Implementation	Implementation	Implementation	**Cabinet approval** **Standardized ethics/integrity framework**	**LIS, HRM, SES PASC & PSPP**
Types of ethics framework reviewed.	N/A	Identify types of ethics framework available.					**Progress Report**	**LIS, SES**
Cabinet approves Anti-corruption strategy.	N/A			Strategy approved by Cabinet	Implementation	Implementation	**Cabinet approval** **Anti-corruption Strategy**	**PASC**
Rights to information law developed.	N/A	Consultations and drafting of law	Law passed by Parliament	Enforcement of law	Enforcement of law	**Enforcement of law**	**Progress Reports**	**LIS**
Evidence of enactment of law.	N/A						**Commission approval** **FK**	**LIS**
Strategy 1.4: Strengthen complaints and redress mechanisms **End of Corporate Plan Outcome: Improved Client Satisfaction.** **End of Sector Plan Outcome 1: Better Public Services**								

Guidelines on reporting abuse of office/failure to comply with developed and disseminated across the PS	N/A	Consultations with stakeholders	Guidelines completed and disseminated	Implementation	Implementation	Implementation	**Final Guidelines** **Progress Reports**	**LIS, HRM, SES, PSPP**
Guidelines for parallel investigation within PS completed and implemented.	N/A		Guidelines endorsed by Commission	Implementation	Implementation	Implementation	**Final Guidelines** **M&E Reports**	**LIS, HRM, SES**
# of training conducted for PS personnel responsible for grievance redress mechanisms.	N/A		Trainings conducted annually	Monitoring	Monitoring	Monitoring	**Training Reports** **M&E Reports** **Tracer Study Report**	**LIS**
Increased knowledge and skills of personnel responsible for grievance process.	N/A						**Progress Reports**	**LIS**
Bi-annual elections for Public Servant representative in the Board of Appeal conducted	N/A		Elections FY2021/22			Elections FY2024/25	**CM and FK**	**LIS, HRM, HRMIS**
Strategy 1.5: Improved Communication and Information dissemination to stakeholders and partners **End of Corporate Plan Outcome: Improved communication and awareness . End of Sector Plan Outcome 1: Better Public Services**								
PAS Communication Strategy Updated.	Communication Strategy 2018			Update of Strategy completed	Implementation	Implementation	- **Progress reports.** - **Evidence endorsement of Strategy** - **Newsletters.**	**PASC, CHRAS**

# of tools developed for reporting and implemented.	N/A	Reporting tools completed	Implementation	Implementation	Implementation	Implementation	**Progress Reports**	**PASC, HRMIS, CHRAS**
Timely reporting on PASP implementation progress	Annual Progress Reports	Progress Report FY20/21	Progress Report FY21/22	Progress Report FY22/23	Progress Report FY23/24	Progress Report FY24/25	**Annual Progress Report**	**PASC**
Timely production and dissemination of quarterly newsletter.	2019 quarterly Newsletters	Quarterly newsletters completed and uploaded to Website	Quarterly newsletters completed and uploaded to Website	Quarterly newsletters completed and uploaded to Website	Quarterly newsletters completed and uploaded to Website	Quarterly newsletters completed and uploaded to Website	**Published Newsletters**	**PASC**
Increased in public awareness and users accessing online information tools	N/A	Analytics & insight report on PSC website and social media	Analytics & insight report on PSC website and social media	Analytics & insight report on PSC website and social media	Analytics & insight report on PSC website and social media	Analytics & insight report on PSC website and social media	**Management report**	**HRMIS**
Increased public feedback and users participating on online tools	N/A	Analytics & insight report on PSC website and social media	Analytics & insight report on PSC website and social media	Analytics & insight report on PSC website and social media	Analytics & insight report on PSC website and social media	Analytics & insight report on PSC website and social media	**Management report**	**HRMIS**
Procured and maintained resources for online video conferences or virtual meetings	19/20 Procurement for CEO forum	Procure and maintain webcams, mics and TV	Ongoing maintenance	Ongoing maintenance	Ongoing maintenance	Ongoing maintenance	**Management report**	**HRMIS**
# of conferences/meetings/workshops/interv ein conducted online	N/A	# of virtual meetings / workshops participation	# of virtual meetings / workshops participation	# of virtual meetings / workshops participation	# of virtual meetings / workshops participation	# of virtual meetings / workshops participation	**Management report**	

PSC Records Management Policy and Procedures endorsed, implemented and reviewed annually **Records physical storage improved**	Records Policy and Procedures 2020	Records Policy approved and implemented	Implementation and Reviewed	Implementation and Reviewed	Implementation and Reviewed	Implementation and Reviewed	**Endorsed by the Commission Updated policy available on the WALL**	**CHRAS, HRMIS** **All**
Strategy 1.6: Improved public awareness of government functions and roles **End of Corporate Plan Outcome: Improved communication and awareness**						**End of Sector Plan Outcome 1: Better Public Services.**		
Ensure Public Awareness of government functions through the implementation of the following; - **SPS Day** - **SPS Symposium** - **Career Day** - **Social Media Campaign**	SPS Day 2019	SPS Day - September 2020	SPS Day - September 2021	SPS Day - September 2022	SPS Day - September 2023	SPS Day - September 2024	**FK approval Annual reports**	**PSPP, HRMIS, CHRAS, All**
Annual review of the PSC Information Centre/Portal services and Front Desk Awareness using ICT tools	N/A	Review of front desk Information centre tools	Implementation	Review of front desk Information centre tools	Implementation	Review of front desk Information centre tools	**Reports endorsed by Chairman and Management**	**CHRAS, HRMIS**
# of PSOC issues published annually	2019/20 PSOC	Publish 50 PSOC issues	Publish 50 PSOC issues	Publish 50 PSOC issues	Publish 50 PSOC issues	Publish 50 PSOC issues	**Available on the PSC Website**	**HRMIS, All**
Developed a policy guideline to determine	N/A	Policy guideline developed	Implementation	Implementation & Review	Implementation	Implementation & Review	**Management report**	**HRMIS, All**

preliminary vacancy advertisement requirements before publishing on PSOC		and endorsed by Commission						
# of informational and awareness graphics, videography and photography developed and produced for PSC publications, events and online tools	N/A	# of awareness and informational graphics & video developed per FY	# of awareness and informational graphics & video developed per FY	# of awareness and informational graphics & video developed per FY	# of awareness and informational graphics & video developed per FY	# of awareness and informational graphics & video developed per FY	**Available on the PSC Website, social media and intranet**	**HRMIS**
Strategy 2.1: Strengthen whole of government policy research, development and coordination (policy, legal, structural, functional) **End of Corporate Plan Outcome: Improved policy coordination and public administration reforms** **End of Sector Plan Outcome 2: Better Public Policies**								
One Policy implemented. **FK on policy issued**	PK submitted to Cabinet for approval of the One policy	Consultation and development meetings conducted	Policy endorsed by Cabinet	Implementation	Implementation	Implementation	**Cabinet endorsement** **Progress Reports**	**PASC**
Review of the State of the Public Sector completed	Need baseline	Consultations and review meetings	Review Completed				**Progress Reports**	**PASC**
Legal framework review completed.	N/A	Consultations and review meetings	Consultations and review meetings	Consultations and review meetings	Review completed		**Progress Reports** **Final Review Report**	**LIS**
Machinery of government guide completed and implemented	Manual for Realignment & Restructuring Workplaces 2002	Research and Ground Work for the Development of the MOG	Consultations and development meetings	Machinery guide endorsed by Cabinet	Implementation	Implementation	**Cabinet approval** **Progress Reports**	**PSPP, PASC**

Resourcing, HRM and HRD policies are reviewed, developed and implemented accordingly	All HRM & HRD manuals of PSC that is outdated						**ID & Commission approval Cabinet Approval CM Updated Manuals loaded on the PSC Website**	**All**
Strategy 2.2: Provide timely policy advice End of Corporate Plan Outcome: Improved policy coordination and public administration reforms End of Sector Plan Outcome 2: Better Public Policies								
Advice to Ministries, Cabinet and Parliament are given on a timely manner	Annual Report 2019/20 Commission minutes	90%	90%	90%	90%	90%	**Annual Reports & Budget performance Framework**	**All**
% PSC Participation with recommendations considered and approved in discussions	Annual Report 2019/20	90%	90%	90%	90%	90%	**Annual reports & Budget performance framework Meetings Progress reports**	**All**
Secretariat and administration support provided annually to the RT	Remuneration Tribunal 2013	Weekly meetings	Weekly meetings	Weekly meetings	Weekly meetings	Weekly meetings	**RT weekly meetings Annual Report Annual Budget Report**	**HRM**
Percentage of PSC participation in periodic regional and international Public Service	90% Upon receipt of invitation to attend regional/inter	90%	90%	90%	90%	90%	**Commission approval FK**	**All**

Forums and other organisations with Samoa recommendations considered in discussions.	national PSC forums/meetings							
Membership fees and subscriptions paid annually	EROPA 2019 Harvard Business Review, The Economist 2019	**E = $1,336 H = $1,890**	**E = $1,336 H= $1,890**	**E = $1,336 H= $1,890**	**E = $1,336 H= $1,890**	**E = $1,336 H= $1,890**	**Annual reports & Budget Performance Framework (fees may change dependent on exchange rates)**	**All**
Strategy 3.1: Strengthen tools and resources to employ the right people with the right skills **End of Corporate Plan Outcome: Capable Workforce**						**End of Sector Plan Outcome 3: Skilled Workforce**		
Human resource management framework review completed.	Phase 1 Report: Review of HRDM Frameworks in the Public Sector.	Review completed	Implementation	Implementation	Implementation	Implementation	**Review Progress Reports** **Final Review Report**	**HRM, PSPP, PASC**
Review of government guide on workforce planning completed.	WFP Guide for the Public Service 2012, PSC	Consultations and development meetings	Government Guide Completed	Implementation	Implementation	Implementation	**Progress Reports** **Final Government Guide on Workforce Planning**	**HRD, SES, PSPP & HRM**
Human Resource Development Framework reviewed to complement workforce planning	HRDF						**Commission Approval CM for implementation**	

Succession planning strategy implemented.	N/A	Consultations and development meetings	Succession Planning Strategy completed	Implementation	Implementation	Implementation	**Progress Reports** **Final Strategy**	**HRM, HRD, SES & PSPP**
Evidence of implementation (e.g; Compliance reports by Ministries and agencies implementing succession planning measures)	N/A			Establish Baseline	Increase baseline by 5%	Increase baseline by 10%	**M&E Reports**	
Uniform job evaluation method developed	N/A	Uniform job evaluation method completed	Implementation – awareness programs	Implementation	Implementation	Implementation	**Progress Reports** **Final Report**	**HRM, SES, PSPP, PASC & HRMIS**
Review of competencies framework conducted.	N/A	Consultations and Review meetings	Review completed	Implementation	Implementation	Implementation	**Progress Reports** **Final Review Report**	**SES, HRM, HRMIS**
# of Annual Refresher trainings conducted for key users	28 refresher trainings in FY2018/19	# of refresher trainings conducted per FY	# of refresher trainings conducted per FY	# of refresher trainings conducted per FY	# of refresher trainings conducted per FY	# of refresher trainings conducted per FY	**Management report**	**HRMIS, HRM, HRD**
Independent review of the People One functions and its suitability to meet the current needs of the PS conducted	N/A	Draft TOR for review	Tender for consultant to conduct review	Conduct consultation for review of PeopleOne	Draft report completed	Implementation	**Final Report on the Reviewed PeopleOne System**	
Strategy 3.2: Strengthen performance management in government ministries **End of Corporate Plan Outcome: Improved Service Delivery** **End of Sector Plan Outcome 3: Skilled Workforce**								

OPAIF developed	Draft framework developed	Consultations and development meetings	Consultations and development meetings	OPAIF completed	Conduct Pilot Phase	Implementation	**Final Report on OPAIF**	**PSPP All**
Employee Performance Management Manuals reviewed and streamlined.	PSC Performance management Manual 2012 PMG for SE 2014	Consultations and review meetings conducted	Performance Management Manuals completed	Implementation	Implementation	Implementation	**Progress Reports** **M&E Reports**	**HRM, SES All**
Performance rewards and recognition policy developed, approved and implemented.	N/A	Policy endorsed by Cabinet	Implementation	Implementation	Implementation	Implementation	**Cabinet approval** **Progress Reports**	**HRM**
Uniform standards identified for grievances management and adopted	N/A	Consultations and meetings	Consultations and meetings	Consultations and meetings	implementation	Implementation	**Progress Reports** **M&E Reports**	**LIS, SES, HRM**
Induction Handbook reviewed and implemented.	Induction Handbook 2001	Consultations and development meetings	Consultations and development meetings	Induction Program completed	Implementation	Implementation	**Progress Reports** **Final Report**	**CHRAS, SES, PSPP, HRD, HRM**
High level values recognised and applied across.	Existing values and codes used by public sector agencies. Values of the Public Service – PS Act 2004						**Commission approval FK**	**HRM, LIS, SES, PSPP & CHRAS**

Improved ministries HR operations as per policies and guidelines.	M&E report 2018/19	M&E report 19/20	M&E Report 20/21	M&E Report 21/22	M&E report 22/23	M&E Report 23/24	**M&E reports Commission approval**	**HRM, PSPP**
Improved compliance by general staff in the observation of HRM policies and guidelines.	M&E report 2018/19	M&E report 19/20	M&E Report 20/21	M&E Report 21/22	M&E report 22/23	M&E Report 23/24	**M&E reports Commission approval**	
Improved compliance by SE officials in the observations of HRM policies and guidelines	M&E Report 2018/19	SES M&E Report 19/20	SES M&E Report 20/21	SES M&E report 21/22	SES M&E Report 22/23	SES M&E Report 23/24	**Progress Reports Commission approval**	**SES**
Annual M&E report completed and submitted on HRD practices and implementation across ministries	HRD M&E Report 18/19	HRD M&E report 19/20	HRD M&E Report 20/21	HRD M&E Report 21/22	HR M&E Report 22/23	HRD M&E Report 23/24	**M&E Reports Commission approval**	**HRD**
Monitoring and evaluation of People One System (% of data accuracy)	HRMIS- People One M&E report 18/19	HRMIS M&E Report 19/20	HRMIS M&E Report 20/21	HRMIS M&E Report 21/22	HRMIS M&E Report 22/23	HRMIS M&E Report 23/24	**People One, HRMIS M&E report Commission approval**	**HRMIS**
Annual HRM M&E report completed and submitted to Cabinet	HRM M&E 2012	HRM M&E report 18/19, 19/20	HRM M&E Report 20/21	HRM M&E Report 21/22	HRM M&E Report 22/23	HRM M&E Report 23/24	**CM FK Approval**	**PSPP, All**
Strategy 3.3: Strengthen performance development in government ministries **End of Corporate Plan Outcome: Capable Workforce**							**End of Sector Plan Outcome 3: Skilled Workforce**	
Five Year HRD action plan completed and implemented.	- Draft NHRD Plan	Consultations and development meetings	Consultations and development meetings	Consultations and development meetings	Five Year HRD Action Plan completed	Implementation	**Progress Reports** **Final HRD Action Plan**	**HRD, HRM & PASC**

	- Draft Clever country Policy.							
Central database developed and operationalized.	N/A		Consultations and development meetings	Consultations and development meetings	Central Database completed	Implementation	**Progress Reports**	**HRD HRM, PASC & HRMIS**
Skills and training needs audit completed every 2 years.	HRD priority List 2012		Audit completed		Audit completed		**Progress Reports**	**HRD HRM, HRMIS**
National HRD priority list updated			List updated		List updated		**ID and Commission Approval FK**	
# of training designed and delivered.	Training data available PSC (Digest).	At least 5 training programs	At least 5 training programs	At least 5 training programs	At least 5 training programs	At least 5 training programs	**Progress Reports to the Commission**	**HRD, All**
# of other staff development programs designed and delivered.	Training data available PSC (Digest).	At least 3 development programs	At least 3 development programs	At least 3 development programs	At least 3 development programs	At least 3 development programs		**HRD, All**
Feasibility study on establishment of 'future leaders progs' completed.	N/A				Feasibility study completed		**Progress Reports**	**PASC, HRD**
Established a list of specialised technical professions.	Current practice with meteorologist , doctors, lawyers, teachers and other professions.	List of specialized professions completed					**Progress Reports**	**HRD & HRM All**

Measures to strengthen career pathways identified.	Current practice with meteorologist , doctors, lawyers, teachers and other professions.	Measures for career pathways in place					**Progress Reports**	**HRM, HRD**
# of partnerships formalized.	N/A					At least 1 partnership formalized	**Progress Reports**	**HRD**
# of trainings or HR programs delivered through partnerships.	N/A					At least 3 programs through partnership	**Progress Reports**	**HRD, CHRAS**
Timely administration of scholarship requirements and processes, for each scholarship offer and cohort	Scholarship Administration					Reviewed scholarship policies	**STSC reports**	**HRD**
Timely coordination of bond signing for all awards and approvals for Scholarships and Trainings	Bond administration					Reviewed scholarship bond arrangements	**Bonds signed and STSC reports**	**HRD, LIS**
Adequate records are kept for future reference.						Updated records		**HRD, LIS**
Database can monitor the new, continuing and	2019/20 Database	Update database 20/21	Update database 21/22	Update database 22/23	Update database 23/24	Update database 24/25	**STSC reports Progress Reports to the Commission**	**HRD, LIS**

graduating scholars each year. And non-compliance cases.								
Database can ensure a supply of the right people to the right job	2019/20 Database	Update database 20/21	Update database 21/22	Update database 22/23	Update database 23/24	Update database 24/25	**Progress Reports**	**HRD, LIS**
# of e-learning tools and trainings conducted online	N/A	10% **of e-learning tools and trainings conducted online**	25% **of e-learning tools and trainings conducted online**	50% **of e-learning tools and trainings conducted online**	75% **of e-learning tools and trainings conducted online**	**100% of e-learning tools and trainings conducted online**	**M&E Reports**	**HRD, HRMIS**
Strategy 3.4: Strengthen working conditions and entitlements and environment for senior managers in the PS **End of Corporate Plan Outcome: Improved Client and Government employee Satisfaction** **End of Sector Plan Outcome 3: Skilled Workforce**								
Standards identified for competency frameworks.	Integrated Competency Framework for SE	Research and Development	Identification of standards completed	Implementation	Implementation and Review	Implementation and review	**Progress Reports**	**SES, HRM, HRD**
% level of compliance.			25%	50%	75%	**100%**	**M&E Reports**	**HRM, SES & HRMIS**
Improved management capacity of Snr Managers across the PS.	Executive development Program. /Take the Lead 2018.		Review Executive Development Strategy & Program design	Implementation and Review	Implementation and Review	Implementation and Review	**Commission approval Progress Report**	**SES, HRD**
Contract template, terms and conditions of service for snr managers reviewed.	Pro Forma contract templates	Ongoing Reviews of templates	Ongoing Reviews of templates	Ongoing Reviews of templates	Ongoing Reviews of templates	Ongoing Reviews of templates	**Progress Reports**	**SES, LIS**
Review of Contractual Mode of employment completed	Draft contract mode report Mobility Paper for POR	Review completed	Review completed	Review completed	Review completed	Review completed	**Progress Reports**	**SES**

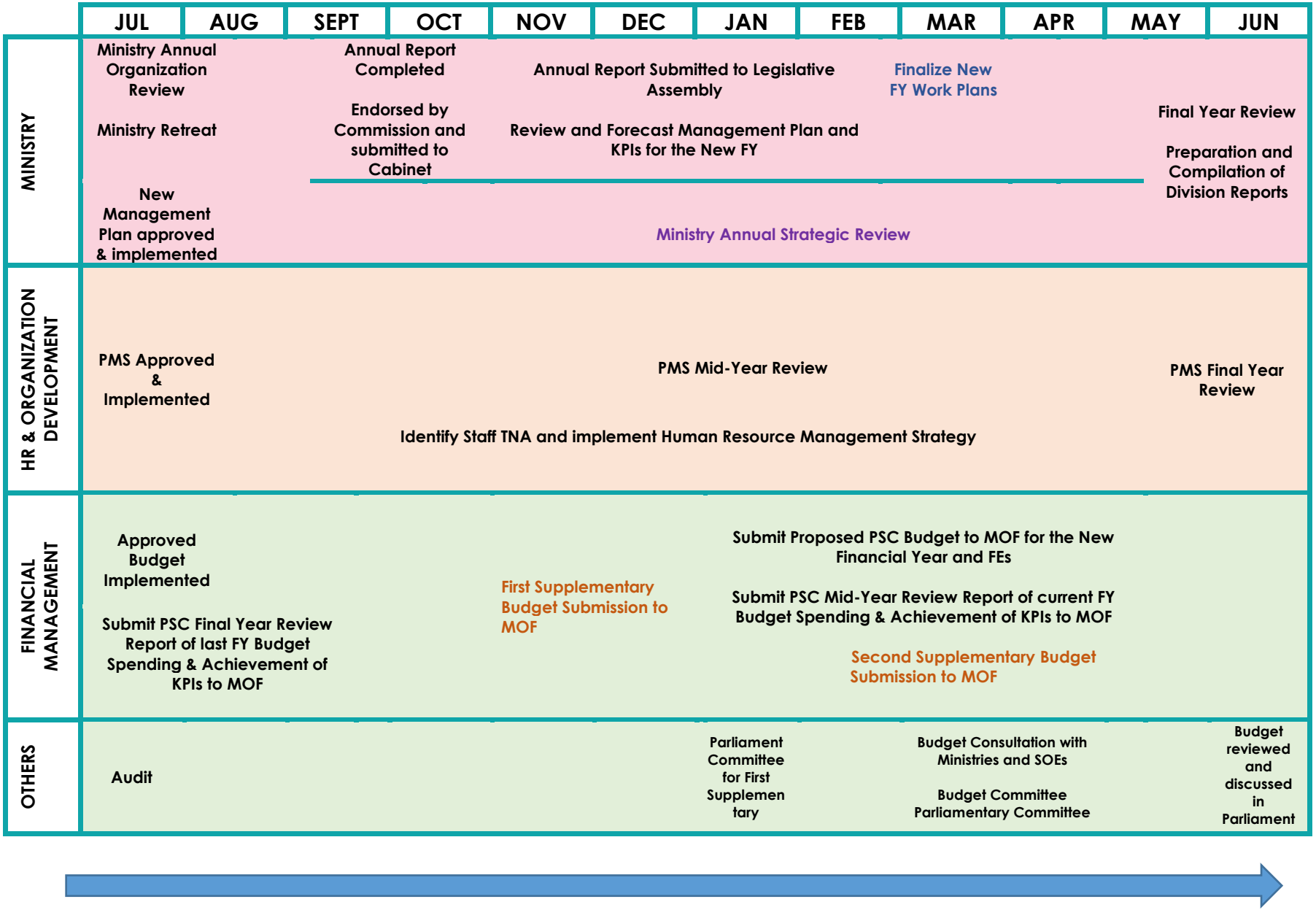
	Term Policy							
Developed standard responsibilities in senior management JDs.	N/A	Consultations and development meetings	Consultations and development meetings	Standards completed	Implementation and Review	Implementation and Review	**Progress Reports**	**SES**
Strategy 3.5: Strengthen planning, monitoring and reporting of the Office of the PSC plans and activities **End of Corporate Plan Outcome: Capable Workforce and Improved Service Delivery** **End of Sector Plan Outcome 3: Skilled Workforce**								
Corporate Plan 2020-2025 approved, implemented and reviewed annually	CP 2015-2019	Organisational Review/Annual Report 19/20	Organisational Review/Annual Report 20/21	Organisational Review/Annual Report 21/22	Organisational Review/Annual Report 22/23	Organisational Review/Annual Report 23/24	**FK Approval Corporate Plan available on Ministry Website for information. Review Reports endorsed by Management and Commission.**	**CHRAS, All**
Annual Management Plan approved and implemented	AR 2019/2020	PSC Management Plan 20/21	PSC Management Plan 21/22	PSC Management Plan 22/23	PSC Management Plan 23/24	PSC Management Plan 24/25	**Management Plans endorsed by Management and Commission for implementation. Available on Ministry website**	**CHRAS, All**
Workforce Plan 2020-2025 approved, implemented and reviewed annually	Workforce Plan 2012-2016	Organisational Review/Annual Report 19/20	Organisational Review/Annual Report 20/21	Organisational Review/Annual Report 21/22	Organisational Review/Annual Report 22/23	Organisational Review/Annual Report 23/24	**Workforce Plan available on Website for information. Review Reports endorsed by Management and Commission.**	**CHRAS, All**

Staff Performance plans developed, endorsed and implemented annually	PMS 2012/2013	PMS Status of Implementation Report 19/20	PMS Status of Implementation Report 20/21	PMS Status of Implementation Report 21/22	PMS Status of Implementation Report 22/23	PMS Status of Implementation Report 23/24	**PMS Reports endorsed by Management and Commission. HRM M&E Reports**	**CHRAS, All**
Annual Report approved by Commission, submitted to Cabinet three months after each Financial Year, and endorsed by Parliament	Annual Report 19/20	Annual Report 19/20	Annual Report 20/21	Annual Report 21/22	Annual Report 22/23	Annual Report 23/24	**FK Approval Annual Report available on website upon endorsement by Parliament**	**CHRAS, All**
Ensure timely preparation and submission of the Ministry Main Budget Estimates and Supplementary is sufficient and approved by MOF and Parliament to deliver the strategies within the plan annually	Budget FY19/20	PSC Main Budget Estimates & Supplementary 21/22	PSC Main Budget Estimates & Supplementary 22/23	PSC Main Budget Estimates & Supplementary 23/24	PSC Main Budget Estimates & Supplementary 24/25	PSC Main Budget Estimates & Supplementary 25/26	**Approved Estimates of Receipts and Payments of the Government of Samoa for each Financial Year as approved under the Appropriation Act FK approval**	**CHRAS, All**
Budget Mid-Year and Full Year performance review completed and submitted to Ministry of Finance	FY2019/20	PSC Budget Mid-Year 20/21 and Final Year Review Reports 19/20	PSC Budget Mid-Year 21/22 and Final Year Review Reports 20/21	PSC Budget Mid-Year 22/23 and Final Year Review Reports 21/22	PSC Budget Mid-Year 23/24 and Final Year Review Reports 22/23	PSC Budget Mid-Year 24/25 and Final Year Review Reports 23/24	**MOF CM FK Approval**	**CHRAS, All**
PSC Management responses/comments with accurate and relevant documents	PA2018/2019	Audit Reporting Requirements and Public	Audit Reporting Requirements and Public	Audit Reporting Requirements and Public Accounts 21/22	Audit Reporting Requirement and Public Accounts 22/23	Audit Reporting Requirements and Public Accounts 23/24	**Audit Management Reports per Financial Year**	**CHRAS, All**

completed annually to meet Audit Reporting Requirements and Public Accounts		Accounts 19/20	Accounts 20/21				**Public Accounts endorsed by Parliament**	
Procurement of goods and services in accordance and full compliance with B4 Schedule, Treasury Instructions 2013 and payment policy	Procurement Report FY2019/20	Procurement Report 20/21	Procurement Report 21/22	Procurement Report 22/23	Procurement Report 23/24	Procurement Report 24/25	**MOF Quarterly & Annual Accounts and Payment Reports** **Audit Reports**	**CHRAS, All**
Asset Register updated on the Finance One system and physically marked	Asset Register FY2019/20	Updated Annual Asset Register 20/21	Updated Annual Asset Register 21/22	Updated Annual Asset Register 22/23	Updated Annual Asset Register 23/24	Updated Annual Asset Register 24/25	**MOF and Audit Spot Checks Reports** **Finance One System – Asset Module updated**	**CHRAS, All**
Stock take conducted twice a year	Stock Take 2019/20	Stock take Report 20/21	Stock take Report 21/22	Stock take Report 22/23	Stock take Report 23/24	Stock take Report 24/25	**Reports endorsed by Chairman and Management**	**CHRAS, All**
Transport services provided to meet demand in accordance with the PFM Vehicle Regulations 2015	Vehicle Regulations 2015	Transportation services report 20/21	Transportation services report 21/22	Transportation services report 22/23	Transportation services report 23/24	Transportation services report 24/25	**Reports endorsed by Chairman and Management**	**CHRAS**
Investigations conducted and completed Irregularity reports for all reported vehicles incidents and others which	IR 2019/2020	IR Reports 20/21	IR Reports 21/22	IR Reports 22/23	IR Reports 23/24	IR Reports 24/25	**Audit and MOF Reports** **M&E reports**	**CHRAS**

involves ministry assets								
PSC Procedural Guideline developed, approved and implemented and to be reviewed annually	Procedural guideline 2014	Annual Implementation and Review 20/21	Annual Implementation and Review 21/22	Annual Implementation and Review 22/23	Annual Implementation and Review 23/24	Annual Implementation and Review 24/25	**Revised PSC Procedural Guideline available on the PSC WALL**	**CHRAS, All**

INTEGRATED PLANNING & REPORTING FRAMEWORK



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