



FIJI PUBLIC SERVICE
EXAMINATION "E"; PAPER B
6th DECEMBER 2007
THE FIJI PUBLIC SERVICE

Time: 2.5 Hours {2pm-4.40pm}
(10 min. reading time)

Total Marks: 100

Instructions to Candidates

1. Ensure that your **Index Number is written on** the top right hand corner of every sheet of paper you use. Your name **Must Not** appear anywhere on the answer script.
2. You may use blue or black ink or ballpoint pen. You **Must Not** use a red pen or pencil and answers written in either of this, the answer script will not be marked.
3. Access to reference material during the exam is forbidden.
4. Read each question & instruction very carefully. Note the allocation of marks to each question and distribute your time accordingly.
5. **Ten (10) minutes** is allocated to read the questions. **Do not** start writing until you are told to do so.
6. Use of Mobile phone in the class/ hall is not permitted. It should be switched off before the commencement of the exam.
7. Please note that a candidate will be disqualified from sitting or to continue with the examination if one does not comply with the above and other instructions announced by the invigilator.

SECTION A: PUBLIC SERVICE PROCEDURES AND REGULATIONS, 1999

Answer only four (4) of the six (6) questions given. Each question is worth **10 marks each.**

Question 1:

(10 marks)

Priya is a straight "A" graduate who was recently promoted to an Administrative Officer position in the same Ministry where her friend Francis is working as an Administrative Officer. Prior to joining the Ministry, she had worked as a project officer in an international organization where she gained experience and exposure to human resource and administrative skills. Prior to resuming her duties at her new ministry, she requested her employer if she could be paid equivalent to her friend Francis who is sitting on SS03/06 because of her qualification, experience and exposure. The Ministry agreed and pegged her on the same salary as her friend Francis. Francis found out about Priya's salary on appointment and complained about her ministry to the Public Service Commission for breaching Section 4(b) of Legal Notice 92 of 2002 in regards to the delegation of powers. The Commission sought an explanation from the Permanent Secretary for breaching Section 4(b) of Legal Notice 92 of 2002.

If you were the Personnel Officer, what would you advise your Permanent Secretary to do under the above circumstances and describe in detail the process you would take?

Question 2:

(10 marks)

Grace is a recently appointed Administrative Officer who has been working continuously after hours on a task allocated to her by her Director. At the conclusion of her task she submitted her overtime claim to the Permanent Secretary for request of payment. The Permanent Secretary approved the payment but their Senior Accounts Officer refused to disburse the payment as per GO467. The Senior Accounts Officer was summoned to the Permanent Secretary to explain his action.

Explain in detail whether the Senior Accounts Officer was right in his decision.

Question 3:

(10 marks)

The Commission having failed to reach an agreement with the Public Service Union on their 2006 cost of living adjustment claim and merit payment, the Union filed their trade dispute with the Permanent Secretary for Labour, Industrial Relations, Tourism & Environment on Government's refusal to pay them their 2006 cost of living adjustment and merit increase.

Explain in detail what type of dispute the above case falls under and the process/procedures taken by the Ministry of Labour, Industrial Relations, Tourism & Environment to settle the dispute.

Question 4:

(10 marks)

Seci a substantive Senior Administrative officer, who is acting as Principal Administrative Officer was offered a one month's training in Singapore. Prior to his accepting the offer, Seci was fully informed that his acting would cease for the duration of his absence and that another officer would act in his place. However, if Seci chooses to forfeit the course so as not to break his acting, than another officer would be selected to go in his place. Seci weighing the importance of this course to his career opted to go to Singapore, thus his acting ceased. Upon his return to the office, he appealed Management's decision to terminate his acting stating that the course was relevant to his line of work and was beneficial to the Department.

- (i) explain whether the cessation of his acting appointment was justified;
- (ii) quote the clause from the General Orders that Management had applied; and
- (iii) from which date should his acting cease and why.

Question 5:

(10 marks)

Sai is an Executive Officer who requested to utilize her 3 days bereavement leave during the sad loss of her father. She failed to resume work at the conclusion of her 3 days bereavement leave and her message via her brother failed to reach the office. She resumed work after being absent for nine (9) days from the end of her 3 days of bereavement leave and found her termination letter on her desk when she returned. She was allowed to appeal her termination but her Permanent Secretary and the Commission was adamant that she be terminated.

Explain whether Sai's termination was right and if the Commission and her Ministry followed proper procedures and protocol as per Section 20(3) of the Public Service Regulation (1999) during the termination process.

Question 6:

(10 marks)

Sushil is a messenger/cleaner, a habitual late comer and has a poor work attendance record. He has been cautioned by his supervisor more than four (4) times, counseled seven times by his immediate Supervisor and Director and was given a final warning just three weeks before his suspension for breaching Section 6(1)(2)(3)(4) & (14) of the Code of Conduct.

Name and explain five penalties under Section 22-(1) of the Public Service Regulation (1999) that could be applied to Sushil.

SECTION B: FINANCIAL MANAGEMENT REFORM & FINANCIAL ADMINISTRATION

PART I. MULTIPLE CHOICE QUESTIONS:

(20 marks)

This section is compulsory. It carries 20 marks (1 marks each). Answer all 20 questions.

Question 1:

The statement that best defines the role and functions of the Minister of Finance, National Planning & Sugar Industries in terms of the management and control of Public Finance is

- A Maintain, manage and update emergency funds
- B Manage, supervise, direct and control the expenditure and finance of Government
- C Direct and control accountable advances
- D Collect scholarship loan and institute legal action on defaulters
- E Arrange and disburse leave allowances to qualifying officers

Question 2:

An amount appropriated by an Appropriation Act is called

- A Appropriated money
- B Trust money
- C Minister's Entertainment Fund
- D Government returns
- E Ministries savings

Question 3:

One of the following is not a principle of responsible financial management

- A To adhere to the secrecy code with relevant accounting standards.
- B To manage revenues and expenditure in such a way as to achieve prudent level of debt;
- C To ensure value for money in the use of money and resources;
- D To manage contingent liabilities in a prudent manner;
- E To manage finances over the medium term on a responsible and transparent basis;

Question 4:

Identify which of the listed statements reflects a budget statement.

- A The estimated budget result for the budget year (as budget surplus or budget deficit)
- B A summary of the outcomes the Government is seeking to achieve in the budget year
- C A summary of any new policy actions to be undertaken and the outcome they are directed at achieving
- D Economic and financial forecasts
- E All of the above

Question 5:

Taxes, fees, fines, penalties, revenue from a sale, insurance recoveries, revenues received or receivable are all called:

- A Source Funds
- B State revenue
- C Charity Funds
- D Organization Imprest
- E All of the above.

Question 6:

Corporate Plans are prepared

- A Monthly basis
- B Once a year

- C Bi-yearly basis
- D Quarterly basis
- E Once every three years

Question 7:

Money collected as revenues by Departments are called:

- A Revolving fund
- B Trust money
- C Minister's Revenue Account
- D Accountable advance
- E Departmental Revenue

Question 8:

Revenue realized when service is performed defines:

- A Accounting performed by Chartered Accountants after satisfying laid down rules highlighted by funding institutions
- B Revenue collected from scholarship fund
- C Monthly financial collection
- D Accrual accounting
- E Monthly summary of accounts

Question 9:

State entity means:

- A parliamentary body
- B government company
- C Department
- D statutory authority
- E All of the above

Question 10:

One of the statements highlighted below is not true for the issuance of an accountable advance to an EO in the District.

- A The account must be cleared within 1 year of the officer's return
- B On approval, the advance stands charged to personal advance account of the officer

- C The Chief Accounting Officer must ensure that this advance is recorded in total under the relevant revolving account in the month end return
- D An Officer in an outstation may put in his request to the Chief Accounting Officer by phone and to be followed up in writing
- E A statement of expense must be submitted to the Chief Accounting Officer

Question 11:

The Financial Management Reform is best described as:

- A A policy framework adopted by the Commission to improve performance and accountability for Permanent Secretaries.
- B A paradigm shift to generate much needed revenue for the Public Sector
- C A new policy framework formulated and implemented by Government to improve accountability and performance in financial management
- D A policy initiative to improve service to the marginalized sector of society
- E A reform framework adopted to improve standards.

Question 12:

Why do we need a Financial Management Reform?

- A To curb the demand from public pressure on Government
- B To address inefficiencies and wastage in Government and to be more accountable on how Government spends its money
- C To address malpractice and abuse in Government
- D To follow through the alarming increase of cases cited in the Attorney General's report
- E All of the above.

Question 13:

Identify the factor that warranted the Ministry of Finance, National Planning & Sugar Industries to implement FMR in Government.

- A The central control system works better
- B Inadequate links between government revenue and budget
- C Government agencies were more concerned on how they perform rather than the resources allocated
- D It is too project driven
- E Poor financial management and spending control.

Question 14:

What changes have the Financial Management Reform introduced?

- A Adopt a performance focus
- B Provide a more effective control over public spending
- C Strengthen accountability and transparency on financial management
- D Better alignment of Government policy priorities with budget resources
- E All of the above

Question 15:

How will the Financial Management Reform bring about the desired changes?

- A Allocate reduced budget
- B Constant policing and surveillance of Departmental spending
- C Through the Financial Management Act (2004), the Financial Management Information System; Performance Budgeting and training/institutional strengthening
- D Through the performance management system
- E Through the harmonization of the Public Service Act.

Question 16:

Which of the following are not classed as "Agency Revenue"?

- A Commercial, professional or other fees charged by the agency
- B Cost recovery charges imposed by the agency
- C State revenue
- D Gifts or bequests to the agency
- E Insurance recoveries relating to agency assets.

Question 17:

"Raising a Loan" means

- A Borrowing
- B Entering into hire purchase agreements
- C Entering into finance lease arrangements
- D Accepting a debt on assignment from other persons
- E All of the above

Question 18:

One of the following does not constitute "state revenue".

- A Taxes and regulatory fees in the nature of taxes
- B Revenue that a state entity is authorized to retain under the Financial Management Act (2004)
- C Grants-in-Aid
- D Revenue received or receivable by a budget sector agency
- E Insurance recoveries relating to state assets.

Question 19:

Which of the following is part of 'Credit Policy' ?

- A Types of Revenue it applies to
- B Limits of the value of credit per transactions and per person or entity
- C Security Offered
- D All of the above
- E None of the above.

Question 20:

Treasury bills mean

- A Pending regulatory fees for a calendar year
- B State utility bills for a named period
- C Debt obligations of the Government that have a maturity period not exceeding one year and that are issued as a discount to their face value
- D Revenue received or receivable by the agency
- E Long term debt obligations of the Government that has a depreciating value of up to 20 years.

PART II: FINANCIAL MANAGEMENT – A GUIDE TO GOOD PRACTICE

SHORT ANSWER QUESTIONS

(10 marks)

This section is compulsory and is worth 10 marks (2 marks each). Candidates are required to **answer all the five (5) questions**.

Question 1:

(2 marks)

The Financial Management Reform or FMR as commonly known is a new policy framework that has been adopted by the Government to help improve performance and accountability in financial management.

Briefly explain, what are some of the changes the FMR will bring about?

Question 2:

(2 marks)

The FMR program seeks to put in place better financial management practices that adopts performance focus and strengthens accountability brought about through public concern over Government's inefficiencies and wastages as reflected in numerous Auditor-General's Reports as well as reports by international agencies on public expenditure practices in Fiji.

Can you explain how does the FMR hope to bring about these changes?

Question 3:

(2 marks)

In 2003, the Government approved a broad strategy for Financial Management Reform that has four broad components. One of these components is 'Performance Budgeting'.

Briefly explain your understanding of "Performance Based Budgeting".

Question 4:

(2 marks)

The Auditor General's role is critical in providing timely and independent assurance to Parliament on the financial performance of government. The Constitutional Officers Commission appoints the Auditor General after consultation with the relevant sector standing committee of the House of Representatives.

Briefly explain two of the duties of the Auditor General.

Question 5:

(2 marks)

There are five core principles of responsible financial management as defined in Section 5 of the Financial Management Act (2004). These principles are applicable to varying degrees at both the whole-of-government level and individual agency level.

Name two (2) core principles of responsible financial management.

SECTION C: GOVERNMENT DEPARTMENTS & STATUTORY BODIES AND PRINCIPLES OF SUPERVISION AND MANAGEMENT

PART I.

TRUE OR FALSE ANSWERS

(10 marks)

This section is compulsory. It carries 10 marks (1 mark each). Candidates are required to **answer all 10 questions.**

Question 1:

Each Government Agency is required to develop in conjunction with the Ministry of Finance & National Planning a Monthly Corporate Plan which provides detailed information on how they will go about producing their outputs and performance targets identified in the Performance Portfolio Statement. (True/False)

Question 2:

Section 25(1) of the Public Service Regulation (1999) requires that Corporate Plans must include details of human resources and employee relations strategies. (True/False)

Question 3:

Government's specified outcomes for the next three (3) to five (5) years are listed in the National Strategic Development Plan. These are translated down to Corporate Plans, to Business Plans then to individual Position Descriptions. (True/False)

Question 4:

The initial Civil Service Reform objectives were to improve efficiency, productivity and accountability in the Public Service. (True/False)

Question 5:

Section 26(1) of the Public Service Regulation (1999) requires the Permanent Secretaries for each Ministries and Departments to establish a performance improvement program for their Ministries and Departments. (True/False)

Question 6:

The Commission at all times must comply with the principles of natural justice in deciding whether an employee has breached the Public Service Code of Conduct or not. (True/False)

Question 7:

Section 28(1) of the Public Service Regulation (1999) requires Permanent Secretaries to put in place, in their ministries/departments, appropriate procedures for employees to seek review of action that they consider adversely affects their employment. (True/False)

Question 8:

The processes for managing poor performance as mentioned in Public Service Regulation (1999) 26(4)(a) to (e) requires that the employer must be fair, streamlined and efficient; ensure that an employee is given a reasonable opportunity to improve; balance the needs of the ministry or department and the employee; be consistent with any applicable laws about discrimination, record keeping and privacy and that the employee is given full information about the job requirements, performance expectations, deficiencies in his/her performances and consequences. (True/False)

Question 9:

Permanent Secretaries should maintain workplaces that encourage productive and harmonious working environments and that are able to deal with employees' concerns quickly and fairly. (True/False)

Question 10:

Permanent Secretaries are delegates of the Commission and have been delegated the functions to make appointments at all levels in their ministries and departments. (True/False)

PART II. SHORT ANSWERS

(10 marks)

**This section is compulsory. It carries 10 marks (5 marks each).
Candidates are required to answer both questions asked.**

Question 1: 4Es of Management

(5 marks)

A core challenge of the public service is to be responsive to the needs of the public and to deliver the services they require. Permanent Secretaries overarching responsibilities as defined in both the Financial Management Act and the Public Service Act is to oversee that programs are in place to bring about these changes. In so doing, a term called the "4Es of Management" are the key ingredients to a successful public service delivery, as outlined in the FMR booklet titled "A Guide to Good Practice Financial Management, Sept. 2005".

Name the "4Es" and briefly explain two of these.

Question 2:

(5 marks)

The Chief Executive Officer-Ministry of Finance and National Planning is responsible to the Minister of Finance for the preparation of the Strategic Policy Statement. Explain the term "Strategic Policy Statement" and its linkages to the whole budget cycle.

PART III.

ESSAY TYPE ANSWERS

(10 marks)

This section is compulsory. It carries 10 marks. Candidates are required to answer only one (1) of the two (2) questions asked.

Question 1:

(10 marks)

The Auditor General's Report over the years states the widespread and deep seated problems of malpractice and abuse of public office. To address the problems identified in the Report, the Public Service Commission has formulated a "Public Service Whistle-Blowing Policy", disseminated vide PSC Circular No: 35/2005 dated 30th August 2005.

Explain in detail the term and processes of the "Public Service Whistle-Blowing Policy" in reference to PSC Circular No: 35/2005 dated 30th August 2005.

Question 2:

Public Sector Reform

(10 marks)

Define the following terms and give one or two examples of each:

- (a) Corporatization -
 - (b) Privatization
 - (c) Devolution
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