



PUBLIC SERVICE COMMISSION



TO BE THE ICON OF INTEGRITY & EXCELLENCE IN THE PUBLIC SERVICE



ANNUAL CORPORATE PLAN 2011

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1. Minister's Foreword



We are in an exciting phase of the development of our country, with the introduction of a range of policies that will lay the foundations for long term and sustained economic growth of Fiji.

The 2011 Public Service Commission Corporate Plan recognizes Government's vision and key national development priorities.

It provides the framework that will guide the Commission to implement improved and quality delivery of service from the Civil Service. While outlining the key initiatives for bringing about improvements in service delivery, it also provides the platform for PSC's own capacity enhancement.

This document clearly outlines strategies and the specified timeframes to accomplish the set targets. Its success will rely heavily on honest commitment and integrity of staff, taking into account the principles and virtues of good governance and transparency.

I am confident the PSC as an institution and the civil service as a whole will rise to effectively meet these as well as many other challenges in our common goal to building a better Fiji for all.

A handwritten signature in black ink, which appears to read 'Bainimarama'. The signature is fluid and cursive.

.....
Commodore Josaia Voreqe Bainimarama

Prime Minister and Minister for Public Service; Peoples' Charter for Change; Information, National Archives & Library Service; Finance; Strategic Planning, National Development & Statistics; iTaukei Affairs; Provincial Development & Sugar.

1st January, 2011.



The Public Service Commission (PSC) achieved commendable success in 2010 in bringing about improvements in service delivery through changes and reforms. The most notable of which was the launching of the Civil Service Public Exhibition week as well as the Civil Service Awards Programme at the beginning of the year. This move augured well with Government's initiative to improve the visibility of the work of the civil service as well as encourage greater engagement by members of the public in reshaping and bringing about the much needed improvements in the standard and quality of public service delivery.

Guided by the State Services Decree 2009 and the third and fourth pillars of the Peoples Charter for Change, Peace and Progress, the other notable achievements of the Commission in 2010 were the regularisation exercise, the right sizing of the Department of Water & Sewerage and redundancy and redeployment of staff of the disbanded Government Supplies Department, heightened visibility and publicity of Government's services through the Government Information and Referral Centre, adoption of an outsourcing policy, commercialisation of Government quarters, harnessing effective leadership training for senior officials and supporting training and career development opportunities within the civil service.

The 2011 Corporate Plan builds upon the abovementioned achievements and delves deeper into reforms for right sizing and achievement of higher levels of efficiencies. Amongst the notable activities to be pursued in 2011 would be the implementation of findings and recommendations arising out of the Functional/Organisational Review Study.

As we journey into 2011, I encourage all Commission staff and all our stakeholders to support and commit to this Annual Corporate Plan. Given the calibre of staff the agency has and the response shown in meeting challenges, I am confident that 2011 will also be a results-oriented and productive year.

Vinaka vakalevu.

A handwritten signature in black ink, appearing to read 'Parmesh Chand'. The signature is written in a cursive, flowing style.

.....
Parmesh Chand
Permanent Secretary for the Public Service

1st January, 2011.

Table 1: ACRONYMS

<u>Acronym</u>	<u>Description</u>
ACP	Annual Corporate Plan
BP	Business Plan
IWP	Individual Work Plan
PD	Position Description
CC	Clerk to the Commission
DER	Director Employee Relations Division
DHRM	Director Human Resource Management Division
DMI	Director Management Improvement Division
DOA	Director Office Accommodation
DT	Director Training
ERD	Employee Relations Division
ERP	Employee Relations Promulgations
HRMD	Human Resource Management Division
HSC	Higher Salaries Commission
MID	Management Improvement Division
CSD	Corporate Service Division
ESCU	Executive Support & Communication Unit
PSC	Public Service Commission
SES	Senior Executive Services
MIS	Management Information System
RDSSSED	Roadmap for Democracy and Sustainable Socio-Economic Development
MHSC	Manager, Higher Salaries Commission
VoIP	Voice over Internet Protocol
GIRC	Government Information Referral Centre
SFCCO	Strategic Framework for Change and Coordination Office
FRT	Functional Review Team

4. Overview

4.1

Vision

TO BE THE ICON OF INTEGRITY & EXCELLENCE IN THE PUBLIC SERVICE

4.2

Mission

TO CHAMPION SERVICE EXCELLENCE AND INCULCATE A CULTURE OF INNOVATION THAT PROMOTES PRODUCTIVITY IN THE PUBLIC SERVICE

4.3

Values

Our values are encompassed in the Public Service Act, 1999:-

Traditional administrative values such as:

- Accountability
- Commitment
- Fairness
- Integrity
- Honesty
- Impartiality
- Political Neutrality

Citizenship values such as:

- Courtesy
- Openness
- Partnership
- Equity
- Responsiveness
- Transparency
- Responsibility

Our Customers are:

Internal- Minister for the Public Service
Cabinet
Service Commissions
Ministries and Departments

External- Members of the Public
Private Sector
Statutory Bodies
Non Governmental Organisations
Diplomatic Missions
International Organisations
Unions and Employers

4.4 ROLE OF THE PUBLIC SERVICE COMMISSION

The Public Service Commission (PSC) under the State Services Decree 2009, No. 6 as the Central Agency, is responsible for the effective management and development of human resources; organizational and systems management and the continuous improvement of public services.

4.5 FUNCTIONS

1. In accordance with Decree No. 6 Section 12 (1) subsections 2, 3, 4 and 5 the Public Service Commission has the following functions:
 - (a) to make appointments to public offices;
 - (b) to remove persons from public offices;
 - (c) to take disciplinary action against holders of public offices
2. Appointments to positions in the public service at the rank of Director shall be made by the Public Service Commission upon the agreement of the Prime Minister.
3. Appointments to positions in the public service below the rank of Director shall be made by the Permanent Secretary of the Ministry in which the person is employed, following the agreement of the Minister responsible for that Ministry or Department.
4. Disciplinary action against persons employed in the public service including the rank of Director and above shall be initiated by the Permanent Secretary responsible for the Public Service, and any such disciplinary action shall be heard and determined by the Public Service Commission.
5. Disciplinary action against persons employed in the public service below the rank of Director shall be initiated by the Permanent Secretary of the Ministry in which the person is employed, and any such disciplinary action shall be heard and determined by the Public Service Commission.

4.6 STATUTORY FUNCTIONS

In addition to Decree No. 6, the Public Service Commission has the following statutory functions:

- (a) to consider and report to the Government on public service issues;
- (b) to promote and uphold the Public Service Values and the Public Service Code of Conduct, and to monitor and evaluate:-
 - the extent to which ministries, departments and parliamentary bodies have adopted the Public Service Values;
 - the extent to which the structure of the public service supports the Public Service Values;
 - the adequacy of the systems and procedures in ministries/ departments and parliamentary bodies for ensuring compliance with the Public Service Code of Conduct;
- (c) develop, promote, review and evaluate public service employment policies and practices;
- (d) to facilitate continuous improvement in human resources management in the public service;
- (e) to provide or facilitate training and career development for the public service (including public service examinations) and to coordinate and support service-wide training and career development opportunities in the public service in so far as those functions are not performed by some other body;
- (f) to contribute to, and foster leadership in the public service;
- (g) to review, and advice the Government, on the structure, size and composition of the public service, including the creation, amalgamation and abolition of ministries and departments, the functions of departments, and staffing levels in ministries;

- (h) to perform in relation to employees the functions of an employer including but not limited to the classification of employee:-
- the duties of employees, and the places where they are to be performed;
 - the transfer of employees to and between Ministries & Departments;
 - the setting of remuneration and other terms of employment; unless another written law confers those functions on some other person or body in relation to any employee or class of employee;
- (i) to ensure that adequate office accommodation is provided for the public service;
- (j) to supervise physical working conditions in the public service as required;
- (k) if requested to provide advice and assistance to ministries; departments and other service commissions in relation to public service issues; and
- (l) to perform any other functions given to the Commission by or under the Act of any other written law.

The Public Service Commission is responsible for the employment of civil servants and implementation of disciplinary measures aimed at ensuring the integrity and efficiency of the civil service.

It is accountable to the Government for the promotion of Public Service Values and the Public Service Code of Conduct. It is also responsible for promoting continuous improvement across the Civil Service including the performance management system that encompasses the monitoring of the core deliverables of the Permanent Secretaries.

The Public Service provides secretariat support to the:

- Public Service Commission
- Higher Salaries Commission

Functions of the Higher Salaries Commission (HSC)

The functions of the Commission under Section (11) of the Higher Salaries Commission Act 1983 are:

- (a) to consider and determine the salaries of the Chief Executive Officer of each of the corporations and bodies specified in the first schedule of the HSC Act and the salaries of the holders of such other offices in those corporations and bodies as the Commission may prescribe;
- (b) to consider and determine the salary of the Chief Executive Officer of every such company and the salaries of the holders of such other offices in those companies as the Commission may prescribe;
- (c) to consider and determine the salary of every Permanent Secretary and supervising officer appointed pursuant to section 82 of the Constitution and the salaries of the holders of such other public offices;
- (d) to consider and determine the salaries of the Chief Executive Officer of every city, town and district council constituted under the Local Government Act and the salaries of the holders of such other offices in those councils as the Commission may prescribe; and
- (e) to carry out such other functions as may be conferred or imposed upon it by this Act or any other written law.

In 1998, Higher Salaries Commission was empowered by Law to look after the remuneration of Judges and Independent State Services Commission, which previously came under the prescription of the Salaries Act.

4.7 The PSC is guided in its daily operations by the following legislations and regulations.

Table 2: Decree and Related Legislative Framework

<u>NO.</u>	<u>DESCRIPTION</u>
1	State Services Decree 2009 of the Republic of the Fiji Islands
2	Financial Administration Decree 2009
3	Public Service Act 1999 & Public Service Regulations 1999
4	General Orders [1993 Edition]
5	Conditions and Rules of Employment for Government Wage Earners 2002
6	Financial Management Act 2004
7	Financial Instructions 2005
8	Fiji Procurement Regulations 2010
9	PSC Financial Manual 2005
10	Fiji National Provident Fund Act
11	Employee Relations Promulgation 2007
12	Fiji National Training Act [TPAF Amendment Act] 2002
13	Occupational Health and Safety at Work Act 1996

- 4.8 2011 expenditure for the PSC are driven towards the following outputs as approved by the Ministry of Finance (MOF) as in the Performance Portfolio Statements (PPS)

Table 3: Public Service Commission's 2011 Approved Outputs

<u>NO</u>	<u>PERFORMANCE PORTFOLIO STATEMENTS AND PSC OUTPUTS</u>
1	<p>Portfolio Leadership Policy Advice and Secretariat Support.</p> <ul style="list-style-type: none"> • Policies & advice
2	<p>Land Management Services – State Office, Accommodation Fit-out and Leases (Asset Management)</p> <ul style="list-style-type: none"> • Public Sector Institutional Development and Alignment (WOG) Approach
3	<p>Licensing, Compliance and Monitoring – Civil Service Employment (Organizational Management Control)</p> <p>Public Sector Institutional Development and Alignment (WOG) Approach</p> <ul style="list-style-type: none"> • Public Sector Accountability – Monitoring & Evaluation, Capacity Development and Management; • Promote innovation and best management practices in public service deliveries • Specific area requiring improvement to be incorporated in PS's annually agreement (APA) with incentives to be based on demonstrated achievements • Recognition and rewards system based on productivity and meritorious performance • Public Sector Institutional Development and Alignment (WOG) Approach
4	<p>Education and Training – Public Service Management (Human Resource Development)</p> <ul style="list-style-type: none"> • Human resource capacity development in the public sector • Development of leadership capacity
5	<p>Prescription for terms and conditions of service and dispute resolution- Public Service Management.</p> <ul style="list-style-type: none"> • Public Sector Institutional Development and Alignment (WOG) Approach • Review and Improve Terms and Conditions of Employment
6	<p>Education & Training –Tertiary Assistance Scholarship Scheme</p> <ul style="list-style-type: none"> • Human resource capacity development in the public sector

- 4.9 Amongst others, the PSC's Annual Corporate Plan (ACP) is aligned to relevant outcomes identified in the Roadmap for Democracy and Sustainable Socio-Economic Development 2010-2014 (RDSSSED). These are tabulated in the following table:-

Table 4: Public Service Commission Priority Outcomes

<u>NO.</u>	<u>DESCRIPTION</u>
1	<i>The Accountability Framework</i> - Productive and transparent, democratic and accountable institutions.
2	<i>Public Sector Reform</i> - Improved Public Sector efficiency, effectiveness and service delivery.
3	<i>Leadership</i> - Effective, enlightened and accountable leadership.
4	<i>Employment & The Labour Market</i> - Fullest and most productive utilization of human resources.

5. PSC Organisation Structure, Plans and Planning Process

5.1 Structure

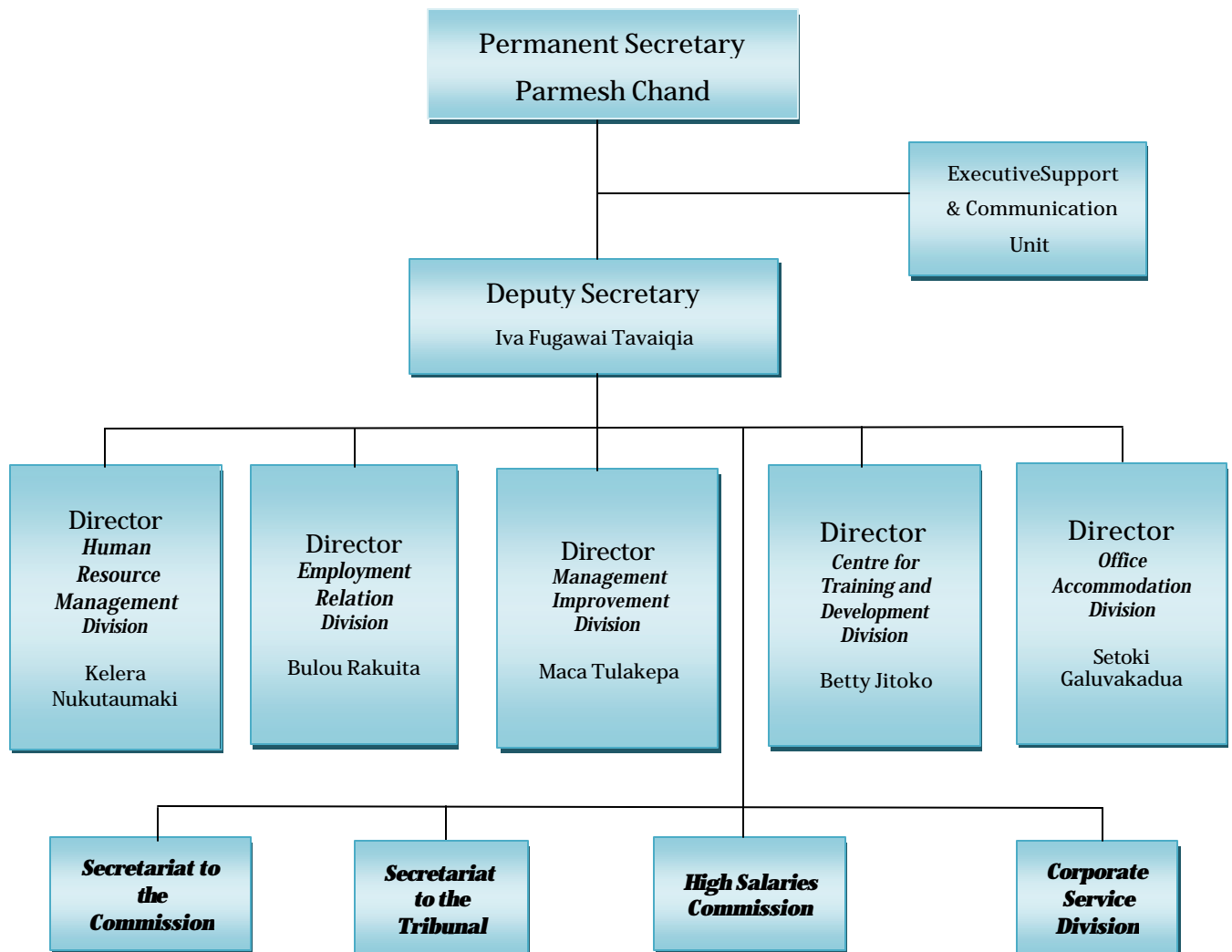
The PSC comprises the office of the Permanent Secretary and five Divisions.

The organisation has an approved establishment of 168 staff who are all stationed in Suva.

A new Unit has recently been established at the PSC referred to as the Executive Support & Communication Unit (ESCU). The responsibilities of the ESCU are threefold; i) the Provision of innovative communication strategies to promote the objectives/policies of the Public Service Commission, ii) Management of all facets of media relationships between PSC and the media and, iii) the Provision of Executive Support Services to the Permanent Secretary.

The Permanent Secretary is responsible to the Minister for the Public Service who is also the Prime Minister of Fiji. In his capacity as Permanent Secretary, he carries the additional role of Secretary to the Commission. Figure 1 shows the reporting relationships of management.

Figure 1: PSC Management Structure and Reporting Relationships



5.2 Public Service Commission Plans and Planning Process

The most important planning documents that are currently in existence at PSC are the four years Strategic Plan, an Annual Corporate Plan and Divisional Business Plans that guides and set the directions for PSC activities during the year.

The plans and planning process have taken into account the needs of our stakeholders, customers and the people of Fiji, Government of Fiji President's Mandate, the Roadmap for Democracy and Sustainable Socio-Economic Development 2010-2014, Ministries of Finance and Strategic Planning and the PSC Corporate Planning Requirements as illustrated in Figure 2 below.

Figure 2: Relationship between PSC plans and related Government of Fiji plans, commitments and requirements.



6. Linkage of the Roadmap for Democracy and Sustainable Socio-Economic Development 2010-2014 and PSC Outputs

6.1 The following table identifies the linkage from Government’s overall Outcome as stated in the RDSSED to the PSC’s annual Outputs.

Table 1: Linkage of Outputs with Government’s Targeted Outcomes

OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATORS
Improve performance and efficiency (cost effectiveness) of the Public Service	<ul style="list-style-type: none"> Public Sector Institutional development and alignment (A whole of government approach) 	<ul style="list-style-type: none"> Functional review of all Ministries to determine the most appropriate and suitable functions and structure in the current economic environment Guideline for the establishment of Ministries/ Departments Cost of the Public Service reduced by 30% by 2011
	<ul style="list-style-type: none"> Develop Public Sector Reform Roadmap and expedite reform process 	<ul style="list-style-type: none"> Roadmap developed for the Public Sector Reform
	<ul style="list-style-type: none"> Public Sector Accountability – Monitoring and evaluation capacity development and management Development of Leadership capacity 	<ul style="list-style-type: none"> Institutional monitoring and evaluation framework (policies and practices) in place Independent survey by external body yearly Development and Management Plan and Program for (Categories of Leaders)
	<ul style="list-style-type: none"> Specific area requiring improvement to be incorporated in PS’s Annual Performance Agreement (APA) with incentives to be based on demonstrated achievements 	<ul style="list-style-type: none"> APA incorporates required areas for improvement
	<ul style="list-style-type: none"> Review and improve Terms and Conditions of Employment 	<ul style="list-style-type: none"> Relevant policies to be reviewed

OBJECTIVES	STRATEGIES	KEY PERFORMANCE INDICATORS
Improving the quality of services	<ul style="list-style-type: none"> • Promote Innovations and Best Management Practices in Public Service deliveries 	<ul style="list-style-type: none"> • Service wide implementation of the Service Excellence Framework • Annual Evaluation of the Implementation of Service Excellence • Service Excellence Evaluation results highlight major improvement in organisational management systems and service delivery • Introduction of Service Charters
Improve Employee Performance	<ul style="list-style-type: none"> • National HRMD Plan developed • Human Resource Management capacity development in the public sector • Recognition and Rewards Systems based on productivity and meritorious performance 	<ul style="list-style-type: none"> • National HRMD Plan developed • Reorganisation of Public Sector training based on Capacity Needs Assessment and addressing specific and position related skills development • Development of a Framework for recognition and rewards
All ethnic groups enjoy an improved quality of life and standard of living	<ul style="list-style-type: none"> • Mid-term review to improve the effectiveness of the social justice and affirmative action program. 	<ul style="list-style-type: none"> • Recovery in student loan scheme increased from 1.5% to 50%
Making Fiji a knowledge based society	<ul style="list-style-type: none"> • Provision of scholarships according to the national HR needs. 	<ul style="list-style-type: none"> • Increased number of graduates from tertiary institutions • Government bond obligations fulfilled

7. PSC's Outputs and Performance Targets

7.1 Table 2 demonstrates the linkages between PSC divisions/section outputs produced and the outcomes that government seeks to achieve.

Table 2: Output Specification and Performance

OUTPUT 1: Portfolio Leadership Policy, Advice and Secretariat Support

OUTPUT	STRATEGIES	2010 ACTUAL	2011 TARGETS	OUTPUT INDICATORS	RESPONSIBLE DIVISION
1.1 Policy Advice	<i>1.1.1 Provide policy advice to:</i>			Strengthened staff establishment control	MID
	<ul style="list-style-type: none"> • Commission • Minister/Cabinet • Government Agencies • Stakeholders 			Criteria for creation of project positions by 31 st December, 2011	
	<i>1.1.2 Review and develop Civil Service Reform policies</i>			2011 Staff Establishment Register by 1 st Quarter 2011	
	Quantity			2010 Civil List published by 1 st Quarter 2011	
	<ul style="list-style-type: none"> • Criteria for Creation of project positions 	0	1		
	<ul style="list-style-type: none"> • Establishment Register 	1	1	Staff Establishment Audit Report quarterly	
	<ul style="list-style-type: none"> • Civil List 	1	1	Re-organised Ministries and Departments by 31 st December 2011	
	<ul style="list-style-type: none"> • Staff Establishment Audit Report 	1	4		
	<ul style="list-style-type: none"> • Report on Reorganised Ministry/ Department 	2	3		
	<ul style="list-style-type: none"> • FPSOC 			Publication of FPSOCs	
	<ul style="list-style-type: none"> • Gazette 	24	24	bi-monthly and Gazettes weekly	
	<ul style="list-style-type: none"> • National Record Management Policy 	52	52		
	Quality			Implementation of National Record Management Policy by 31 st December, 2011	
<ul style="list-style-type: none"> • Acceptance of criteria 	0	80%			
<ul style="list-style-type: none"> • Acceptance of reports by the Commission 	80%	80%			
<ul style="list-style-type: none"> • Accurate and reliable data 	80%	80%			

OUTPUT	STRATEGIES	2010 ACTUAL	2011 TARGETS	OUTPUT INDICATORS	RESPONSIBLE DIVISION
	<p>Timelines Within specified timeline</p> <p>Cost – Financial Budget MID Budget</p> <p><i>1.1.3 Policy Advice pertaining to the Terms and Condition of Employment to:</i></p> <p><i>(i) Commission (ii) Cabinet (iii) Ministries/ Department Employees</i></p> <p>Quantity</p> <ul style="list-style-type: none"> • No. of Cabinet papers 3 • No. of Commission Papers 32 • No. of PSC Circulars 10 • No. of Clarifications 935 • No. of Meetings 15 • No. of Conferences 0 • No. of Workshops 0 <p>Quality Acceptance and compliance of Policy advice</p> <p>Timelines 31st December 2011</p> <p>Cost-Financial Budget ERD Budget</p>			Correct application through better and improved understanding of Terms and Conditions of Employment	ERD

OUTPUT 2: Land Management Services – State Office, Accommodation Fit-Out and Leases (Asset Management)

OUTPUT	STRATEGIES	2010 ACTUAL	2011 TARGETS	OUTPUT INDICATORS	RESPONSIBLE DIVISION
2.1 Public Sector Institutional Development and Alignment (WOG)	<i>2.1.1 Review, adoption, monitoring and evaluation of the Office Space Guideline</i>			75% Compliance to Office Space Guideline	DOA
	<i>2.1.2 Review, adoption. Monitoring and evaluation of the Housing/ Quarters Policy</i>			Commercialisation of Government Housing/ Quarters	
				Upgraded PSC Housing System Database by 31/12/2011	
	Quantity				
	• Number of Office Fit-Outs	8	>5		
	• Number of Government Quarters Upgraded	13	>10		
	• Outsourcing & Maintenance of Quarters	12	>10		
	• Termination of Government rented quarters	40	>10		
	• Number of Government Offices relocated	14	>5		
	• Increase in revenue from rental of quarters	<\$0.5m	\$1m		
Quality					
• OHS and Fire Risk compliance	>80%	>80%			

OUTPUT	STRATEGIES	2010 ACTUAL	2011 TARGETS	OUTPUT INDICATORS	RESPONSIBLE DIVISION
	<p>2.1.3 Office Accommodation</p> <ul style="list-style-type: none"> • <i>Reliable and Up-to-date information</i> • <i>Better Quarters Management</i> <p>Timelines</p> <ul style="list-style-type: none"> • Relocation, accommodation, outsourcing and fit-out completed within agreed timeframe <p>Cost – Financial Budget</p> <ul style="list-style-type: none"> • Maintenance of quarters • Office Fit-Outs • Rental for Quarters • Rental for Office Space 	<p>>80%</p> <p>>80%</p> <p>80%</p> <p><\$1m</p> <p>\$0.5m</p> <p>0</p> <p>0</p>	<p>>80%</p> <p>>80%</p> <p></p> <p>\$1m</p> <p>\$0.5m</p> <p>\$1,923,600</p> <p>\$19m</p>		<p>DOA</p>

**OUTPUT 3: Licensing, Compliance and Monitoring – Civil Service Employment
(Organisational Management Control)**

OUTPUT	STRATEGIES	2010 ACTUAL	2011 TARGETS	OUTPUT INDICATORS	RESPONSIBLE DIVISION
3.1 Public Sector Institutional Development and Alignment (Whole Of Government Approach)	<i>3.1.1 Align and redesign the structure of the machinery of Government</i>			Functional reviews and rightsizing of Ministries completed by 31 st December 2011	Functional Review Project Team/MID
	<i>3.1.2 Review of the Government Machinery System</i>			Reviewed Government Machinery	
	<i>3.1.3 Formulation of a guideline for the establishment of Ministries and Departments</i>			Guideline for the establishment of Ministries and Departments	
				Reduction in the cost of the Public Service by 10% by 31/12/2011	
	Quantity Number of reports submitted	0	4		
	Quality Acceptance of the draft report by the Commission and Cabinet	0	>85%		
	Timelines Review completed within the specified time frame				
Cost – Financial Budget	\$300,000	\$300,000			

OUTPUT	STRATEGIES	2010 ACTUAL	2011 TARGETS	OUTPUT INDICATORS	RESPONSIBLE DIVISION
3.2. Specific area requiring improvement to be incorporated in PS's Annual Performance Agreement with Incentives to be based on demonstrated achievements	<i>3.2.1 Mandatory inclusion of PSC's HR policies as Permanent Secretary's deliveries</i>			Agencies compliant with PSC's HR policies	HRM & All Divisions
	Quantity Number of new and existing policies identified	5	5		
	Quality PS's Acceptance and compliance of the agreements by the Timelines	60%	65%		
	Timelines Review completed within the specified time		May 2011		
3.3 Human Resources Management, Capacity Development in the Public Sector	<i>3.3.1 Adopt a highly pragmatic approach to maximizing the effectiveness of all levels of staff</i>			HRM manuals for all Government Ministries by June 2011	HRM & All Divisions
	<i>3.3.2 Formulation, adoption, monitoring and evaluation of Human Resources Management Policy Framework for the public service</i>				
	Quantity All Ministries	5	5		
	Quality Practicality of HR policies	60%	65%		
	Timelines Manual completed within the specified time frame				
	Cost – Financial Budget				

OUTPUT	STRATEGIES	2010 ACTUAL	2011 TARGETS	OUTPUT INDICATORS	RESPONSIBLE DIVISION
	<p><i>3.3.3 Formulation, adoption, monitoring, and evaluation of the Public Service Strategic Workforce Plan, Succession Plan and Learning and Development Plan</i></p> <p>Quantity No. of plans received from Ministries/Departments</p> <p>Quality Compliance to the guidelines Accuracy of data/information contained in the plans</p> <p>Timelines Plans submitted within the time frame</p> <p>Cost – Financial Budget MID Budget</p>	1	10	Submission of Strategic Workforce Plan, Succession Plan and Learning and Development Plan submitted by 1 st Quarter, 2011	MID
	<p><i>3.3.4 Conduct reach-out program on Terms and Conditions of Employment to all employees of Government Ministries and Departments</i></p> <p>Quantity</p> <ul style="list-style-type: none"> • Number of Ministries and Department • Number of Employees officially informed <p>Quality Compliance to the policies</p> <p>Timelines 31st December 2011</p> <p>Cost – Financial Budget ERD Budget.</p>	7 202	34 5,000	10% reduction in the number of 2010 disciplinary cases	ERD / HRM

OUTPUT	STRATEGIES	2010 ACTUAL	2011 TARGETS	OUTPUT INDICATORS	RESPONSIBLE DIVISION
3.4 Public Sector Accountability – Monitoring and evaluation capacity development and management	3.4.1 <i>Improve HR Policy development co-ordination, monitoring and evaluation</i>			Framework for whole of Government Institutional monitoring and evaluation of policies by Q1 of 2011	DHR/ MID
	Quantity No. of Policy paper	0	3		
	Quality Acceptance by the Commission	0	85%	Strengthened Research, Monitoring and Evaluation Unit by 31 st December 2011	
	Timelines Unit established by 31 st December 2011				
	Cost – Financial Budget				
3.5 Promote innovation and best practices in Public Service Delivery	3.5.1 <i>Service wide implementation of the service excellence framework</i>			Increased participation in the SEA process	MID
	Quantity No. of Agencies participating in the SEA	35	37	Feedback reports submitted to Agencies by 31 st December 2011	
	No. of Feedback reports submitted	34	37		
	Quality Compliance to guidelines of the SEA framework	85%	85%		
	Acceptance of Feedback reports	91%	91%		
	Timelines Within specified timeline				
	Cost – Financial Budget MID				

OUTPUT	STRATEGIES	2010 ACTUAL	2011 TARGETS	OUTPUT INDICATORS	RESPONSIBLE DIVISION
	<p><i>3.5.2 Implementation of PSC residual functions</i></p> <p>Quantity According to cases received.</p> <p>Quality Due processes and procedures adhered to.</p> <p>Timelines Within specified timeline</p> <p>Cost – Financial Budget</p>	180	200	<p>Compliance to legislations and regulations</p> <ul style="list-style-type: none"> • Quality Circles • OHS Committees • Stakeholder Feedback forum • PSC Employee Opinion Surveys 	All Divisions
	<p><i>3.5.3 Conduct research on best practices in Ministries and Departments</i></p> <p>Quantity Report on Best practices</p> <p>Quality Acceptance of Report by the Commission</p> <p>Timelines Within specified timeline</p> <p>Cost – Financial Budget MID</p>	0	1	<p>Report on best practices in the Public Service from Ministries and Departments by 31st December, 2011</p>	MID

OUTPUT	STRATEGIES	2010 ACTUAL	2011 TARGETS	OUTPUT INDICATORS	RESPONSIBLE DIVISION
	<p>3.5.4 Create a culture of commitment to identifying and meeting customer requirements throughout the whole of Government with available resources</p> <p>Quantity</p> <ul style="list-style-type: none"> • Framework for Service Charter • No. of Trainings/ Awareness • No. of Service Charters <p>Quality</p> <ul style="list-style-type: none"> • Acceptance of Framework • Satisfactory evaluation from Training • Compliance to Framework <p>Timelines Within specified timeline</p> <p>Cost – Financial Budget MID</p>	0	1	Service Charter Framework Developed by 1 st Quarter, 2011	MID
		0	4	Training and Awareness completed by the 2 nd Quarter, 2011	
		0	10	Service Charters in Ministries and Departments by 30 th September 2011	
		0	85%		
		0	60 %		
		0	30%		
	<p>3.5.5 Improvement of Systems and processes to enhance productivity</p> <p>Phase I</p> <p>Quantity</p> <ul style="list-style-type: none"> • Phase II HRMIS/EDMS • HR Database • Website <p>Quality</p> <ul style="list-style-type: none"> • Compliance to ITC requirements • Accuracy of Data/Information <p>Timelines Within specified timeline</p> <p>Cost – Financial Budget MID Budget</p>	0	1	Phase II of HRMIS developed by 31 st December , 2011 (EDMS)	MID
		1	1	Updated HR database by 31 st December, 2011	
		1	1	Modernised website by 31 st December, 2011	
		0	80%		
		85%	85%		

OUTPUT	STRATEGIES	2010 ACTUAL	2011 TARGETS	OUTPUT INDICATORS	RESPONSIBLE DIVISION
	<p>3.5.6 Strengthen the role of Government Information and Referral Centre (GIRC)</p> <p>Quantity No. of exhibits at GIRC 8 No. Activity Reports 12 Policy Framework 0</p> <p>Quality Customer satisfaction with exhibits 80% Acceptance of activity reports 80% Acceptance of Policy Framework 80%</p> <p>Timelines Within specified timeline</p> <p>Cost – Financial Budget MID Budget</p>			Government Agency exhibits monthly Submission of monthly activity reports GIRC Guidelines developed by 31 st December, 2011	MID

OUTPUT 4: Education and Training – Public Service Management (Human Resources Development)

OUTPUT	STRATEGIES	2010 ACTUAL	2011 TARGETS	OUTPUT INDICATORS	RESPONSIBLE DIVISION
4.1 Human resource capacity development in the public sector.	<p>4.1.1 Adopt a highly pragmatic approach to maximizing the effectiveness of all levels of staff.</p> <p>4.1.2 Formulation, adoption, monitoring and evaluation of the Training and Learning Plan</p> <p>Quantity Number of Plan formulated for the Public Service. 1</p> <p>Quality Approved by the Commission. 50%</p> <p>Timelines Specified timeline.</p>			Harmonized Training and Learning & Development Plan with the Workforce and Succession Plan by 31 st December 2011. <ul style="list-style-type: none"> • Management courses for middle management, operational and wage earners designed, conducted and evaluated by 31st December 2011. • Facilitate and coordinate local and overseas in - 	Training

OUTPUT	STRATEGIES	2010 ACTUAL	2011 TARGETS	OUTPUT INDICATORS	RESPONSIBLE DIVISION
	Cost – Financial Budget Training Budget			service training <ul style="list-style-type: none"> • Civil servants inducted by 31st December 2011 • Conduct of service examinations by 31st December 2011 	
4.2 Development of Leadership Capacity.	<i>4.2.1 Develop a competency framework for the SES.</i> Quantity Competency framework for SES Quality Accepted by the Commission. Timelines Specified timeline. Cost – Financial Budget HRM Budget	 0 0	 1 85%	Competency Framework for SES by 1 st Quarter.	HRM/Training
	<i>4.2.2 Design training packages to address leadership competencies.</i> Quantity Training modules. Quality Accepted by the Commission. Timelines Specified timeline. Cost – Financial Budget Leadership Training Budget	 0 0 \$30,000	 4 85% \$100,000	Leadership Training Modules	HRM/Training

**OUTPUT 5: Prescription for Terms and Conditions of Service and Dispute Resolution –
Public Service Management**

OUTPUT	STRATEGIES	2010 ACTUAL	2011 TARGETS	OUTPUT INDICATORS	RESPONSIBLE DIVISION
5.1 Review and Improve Terms and Conditions of Employment	<i>5.1.1 Review existing policies and formulation of new policies on employee relations</i>			Modernize Terms and Conditions of Employment	ERD
	Quantity No. of existing Policies Reviewed [70% of the work has been completed and to be completed in 2011]	272	7	1. Separate Master Agreement from the General Orders by 2nd Quarter 2011 2. Revised General Orders 1993 Edition by 2 nd Quarter 2011. 3. Revised Medical Board Procedure, by 2 nd Quarter 2011 4. Revised JIC (2003 Edition) by 2nd Quarter 5. Review of the Flexi - time Policy by 2nd Quarter 6. Review of the Public Service (Diplomatic and Counselor Services) Regulation 2005 7. Review of Terms and Conditions of Contracted Workers.	
	No. of new policies formulated [70% of the work has been completed and to be completed in 2011]	2	3	1. Sexual Harassment Policy 2. Mediation Grievances Manual 3. Insurance Manual	
Quality Acceptance of the policy by the Commission	100%	100%			
Timelines 31 st December, 2011					
Cost – Financial Budget ERD Budget					

OUTPUT	STRATEGIES	2010 ACTUAL	2011 TARGETS	OUTPUT INDICATORS	RESPONSIBLE DIVISION
	<p><i>5.1.2 Disputes and Grievances attendance at the Mediation and Employment Tribunal</i></p> <p><i>5.1.3 Coordinate and facilitate training on Dispute and Grievance procedures</i></p> <p>Quantity No. of Mediation cases No. of Employment Tribunal cases</p> <p>Quality Compliance to Terms and Conditions of Employment, legislations and relevant policies.</p> <p>Timelines 31st December, 2011</p> <p>Cost-Financial Budget ERD Budget</p>	25 25	22 22	Reduction in mediation and Tribunal cases by 10%	ERD
	<p><i>5.1.4 Review, adoption, monitoring and evaluation of all policies relating to the Terms and Conditions for Contracted Officers in the Public Service</i></p> <p>Quantity No. of Policies to be reviewed and developed</p> <p>Quality Acceptance of the policy by the Commission</p> <p>Timelines Policies completed within the specified time line</p> <p>Cost – Financial Budget ERD Budget</p>	1 80%	1 85%	<p>Modernize Terms and Conditions of Employment for Contracted officers.</p> <p>Review Remuneration clause of contract officers</p>	ERD

OUTPUT 6: Education and Training – Tertiary Assistance Scholarship Scheme

OUTPUT	STRATEGIES	2010 ACTUAL	2011 TARGETS	OUTPUT INDICATORS	RESPONSIBLE DIVISION
6.1 Human resource capacity development in the public sector.	<i>6.1.1 Adopt a highly pragmatic approach to maximizing the effectiveness of scholarship programs.</i>			Number of scholarship recipients successfully completing sponsored program within the specified timeframe.	Training Division
	Quantity MEA Awardees -	659	550		
	PSC Awardees -	1,225	1,397		
	Quality Accepted by the Fiji Government Scholarship Committee.				
	Timelines Specified timeline.				
Cost – Financial Budget PSC Budget MEA Budget	\$14.8m \$5.5m	\$14.8m \$5.5m			
.	<i>6.1.2 Transparent scholarship and loan system to recover government funds.</i>			Total loan recovery of \$2.8m by 31 st December 2011.	Training Division
	<i>6.1.3 Develop legislation for mandatory loan repayment.</i>			Legislation for mandatory loan repayment by 31 st December 2011.	Training Division/ERD
	Quantity New legislation	0	1		
	Quality Accepted by Minister	0	85%		
	Timelines Specified timeline				
Cost – Financial Budget Training Budget					

7. PSC Deliverables and Indicators

7.1 Table 3 exhibits documents and initiatives required by PSC for the efficient and effective functioning of the Public Service.

Table 3 PSC Deliverables and Indicators

PSC Deliverables	Strategies	Targets & Timeframe	Performance Indicators	Responsible Division
Objective 1: Continuous improvement in Human Resources Management and Development				
Strategic Plan that incorporates the 2012 Annual Corporate Plan	1 st draft 14 th September, 2011 2 nd draft 12 th October, 2011 Final Draft 30th November, 2011	Submitted to PSC by 16 th Dec, 2011	Final Copy by November	DS / CSD
Strategic Workforce Plan, Learning and Development Plan, Succession Plan	Quarterly review	Quarterly update	Quarterly review	DS / CSD & all Divisions
Training and TPAF Levy Grant Compliance	Establishment of Training Units and compliance to TPAF Levy Claim criteria by Ministries/ Departments	Submitted to PSC by 30 June 2011	TPAF levy grant refund increased by 80% from 2010 figures.	DT/MCS/MID.
Recruitment and Selection	Advertisement, interviews, staff board, Minister's and PS's concurrence undertaken within three(3) months of creation of vacant position	Three (3) months.	Appointments/Promotions made to substantive vacancies.	DHRM/MCS
Administration of Disciplinary cases.	Disposal of disciplinary cases within three (3) months upon issuing of Charges.	Three (3) months	Disciplinary cases disposed of effectively.	DHRM/MCS
Objective 2: Good governance, integrity and compliance				
Six-monthly Report	Submission of quarterly reports on the 1 st week of the second quarter.	Submitted to PSC by 15 th July, 2011	Final Draft by 30 th Jun 2011	CSD/DHRM
2010 Annual Report	Compilation of six monthly reports by January 2011	Submitted to PSC by 1 st March, 2011	Final Draft by 2011	CSD/DHRM
Quarterly Report – SFCCO	Quarterly Review by SFCCO	Submitted to SFCCO at end of each Quarter	Quarterly Report	DS/MCS
Financial Expenditure Returns	Submission of monthly report	Submitted to Ministry of Finance	Monthly Report	DS/MF

PSC Deliverables	Strategies	Targets & Timeframe	Performance Indicators	Responsible Division
Objective 3: Reform, re-organized & sustainable structural changes				
Initiatives and results of realigned, reorganized and restructured units to achieve 10% reduction	Rightsizing of Civil Service Functional review conducted by PSC	31 st December 2011	Freeze of positions identified through 10% reduction exercise and redeployment of staff	DS(SP) / FRT
Systems, Processes and Productivity Initiatives	Conduct monthly meeting	1 st Quarter	<ul style="list-style-type: none"> Strengthening of OHS Committees 	DS / CSD
	Monitor LMCC on quarterly basis	1 st Quarter	<ul style="list-style-type: none"> Establishment of Labour Management Cooperation Consultative committee 	DS / CSD
	Establishment of unit working group by January 2011 to develop Standard Operating Procedure.	1 st Quarter	<ul style="list-style-type: none"> Documentation of processes by 1st Quarter – e.g. Manuals/flowchart 	All Directors
	Establishment of a SEA committee and appointment of a Champion by Jan 2011	1 st Quarter	<ul style="list-style-type: none"> Implementation of Civil Service Excellence Awards framework by Jan 2011 	DMI
	Work plan by January 2011. Quarterly reviews. Develop PDs, BPs, IWPs by Jan, 2011	Quarterly	Implementation of Performance Management System – Performance Review	CSD
Objective 4: Customer focused, responsive and prompt service delivery				
Increased network with the Department of Information on the use of media	Establish media liaising process by Jan 2011.	Submitted by 31 st Jan 2011	Establishment of Media focal point	DS / CSD / MIS / ESCU
	Establishment of website / PR committee by Jan 2011.	By 1 st week of the month	Monthly update Ministry/ Department websites, Information Education Communication (IEC) materials/publications	MIS/ ESCU
Adherence to Service Level Agreements (SLA) with ITC/ GIRC	Appointment of primary and secondary focal point.	By 1 st quarter	Strengthening of GIRC focal points SLA compliance	DMI

8. Capital Projects for the Year

8.1 The following table outlines the major projects that PSC plans to pursue in 2010.

Table 4 – Capital Projects/ Items

SEG	Projects /Items	Cost
8 - Capital Construction	Staff College	\$16.4m
	PSC Office Complex	
4 - Maintenance & Operations	Maintenance of quarters	\$ 21,923,600
9 - Capital Purchases	Office fit outs, Furniture & Equipment	\$ 500,000
TOTAL		\$ 22,423,600

NOTE:

Funds for SEG 8 - Construction of Staff College and PSC Office Complex have not been provided for in the 2011 Budget. However, efforts will continue for the securing of funding assistance from Donor agencies or through the public private partnerships.



PUBLIC SERVICE COMMISSION