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i. List of Abbreviations

ADB	Asia Development Bank
APRA	Annual Performance Reward Assessment
CEO	Chief Executive Officer
CHRIS	Central Human Resources Information System
COLA	Cost of Living Allowance
DFAT	Department of Foreign Affairs and Trade
FTE	Full Time Employee
FY	Financial Year
HR/HRM	Human Resources/Human Resources Management
ICT	Information Communication Technology
IIP	Internal Implementation Plan
M&E	Monitoring and Evaluation
MAFF	Ministry of Agriculture, Food and Forests
MTED	Ministry of Trade and Economic Development
MDAs	Ministries, Departments and Agencies
MEIDECC	Ministry of Energy, Information, Disaster Management, Environment, Climate Change and Communications
MET	Ministry of Education and Training
MFAT	Ministry of Foreign Affairs
MFNP	Ministry of Finance and National Planning
MIA	Ministry of Internal Affairs
MLNR	Ministry of Lands and Natural Resources
MOF	Ministry of Fisheries
Moh	Ministry of Health
M&E	Monitoring and Evaluation
MAFF	Ministry of Agriculture, Food and Forests
MTED	Ministry of Trade and Economic Development
MDAs	Ministries, Departments and Agencies
MPE	Ministry of Public Enterprise
MRC	Ministry of Revenue and Customs
NBS	National Bureau Statistics
OAG	Office of the Attorney General
OCPR	Office of the Commissioner for Public Relations
PAL	Palace Office
PDD	Performance Development Division
PICPA	Pacific Islands Centre for Public Administration
PMO	Prime Minister's Office
PMS	Performance Management System
PSC	Public Service Commission
RA	Remuneration Authority
TA	Technical Authority
THOGMA	Tonga Heads of Government Ministries and Agencies
TIOE	Tonga Institute of Education
TIST	Tonga Institute of Science and Technology
TMPI	Tonga Maritime Polytechnic Institute
TNQAB	Tonga National Qualification and Accreditation Board
TOR	Terms of Reference
TSDF II	Tonga Strategic Development Framework II 2015 – 2025
WD	Workforce Development



ii. Foreword Statement

a. Prime Minister, and Minister of the Public Service Commission

I am deeply grateful that with the grace of God, we as a Government, and as a Nation, in our first year of office, have been able to come together boldly and innovatively to prevent the deadly virus COVID 19, from reaching our shores, and at the same time, manage other consequential financial, social and development issues that have emerged.

In light of these unprecedented times I am pleased to submit the Public Service Commission's Annual Report for the 2019/2020 financial year.



The challenges brought forth in the last two quarters of this year have been competently steered by the Chairman of the Commission, Simione Sefanaia, supported by a strong team of Commissioners and Staff of the PSC Office. As a central agency that provides management and oversight for ministries and agencies under Schedule I of the Public Service, the Public Service Commission has progressed measures and guidance for a more efficient, effective, affordable, honest and transparent Public Service towards their Vision and Mission which is *"To be a trusted, respected and internationally reputed Public Service"* delivered through *"quality services with passion, integrity and efficiency"*.

This report highlights the results delivered by the PSC Office according to their priority outputs set out in their 2019/20 Corporate Plan. This includes strengthening of existing policies to promote ethically, professional work behaviors and good governance such as the social media guideline and special employment related instructions on Covid19, implementing the newly approved Classification of Positions for the Public Service, reviewing Ministry performances and building the capabilities of the workforce.

I am grateful to the contributions of CEOs and senior managers across the line ministries who continue to create and forge a united platform through ongoing collaboration to sustain effective services in this difficult period.

I am confident that through working together, we will achieve what is in the best interest of the Public Service and the People of Tonga.

Faka'apa'apa atu



Hon. Dr. Pohiva Tūlone
 Prime Minister of Tonga



b. Chairman, Public Service Commission

This report highlights the achievements of the Public Service Commission for the 2019/20 financial year. Quarters 3 and 4 brought unprecedented challenges to the Government and world-wide due to Covid19 which had led to redirection of priorities and activities across the Public Service to manage the new health and financial challenges among others that emerge as a result.

For the Commission, there were some urgent refocus at the policy level on the development of special instructions for overseas stranded employees due to Covid19; and at the program level in managing the public service costs and encouraging more responsible and ethical work standards through a number of prudent establishment measures.



I gratefully acknowledge the leadership of the Prime Minister and Minister for Public Service Commission, Hon Dr. Pohiva Tuionetoa for the overall strategic guidance and leadership he has provided for Cabinet Ministers, the Public Service Commission and to all of Government since taking office on 12th September, 2019.

I also acknowledge my fellow Commissioners for their dedication and commitment to the task entrusted in us, the contribution of Chief Executive Officers and senior managers across the line ministries particularly for the enormous amount of mobilization and redirected efforts to support Government in managing the evolving challenges faced with COVID19.

Lastly, I acknowledge the invaluable contribution of the CEO of the Commission Dr. Lia Maka and PSC staff who continue to provide strong, committed and competent leadership in delivering the core functions of the Commission despite complex challenges that come with the role.

With the grace of God, the guidance and leadership from the Prime Minister, Cabinet Ministers and CEOs, I am confident that the Public Service Commission will continue to provide the leadership and strategic guidance to cement trust, respect and professionalism in government service delivery.

Faka'apa'apa atu


Mr. Simone Sefanaia
 Chairman of the Commission

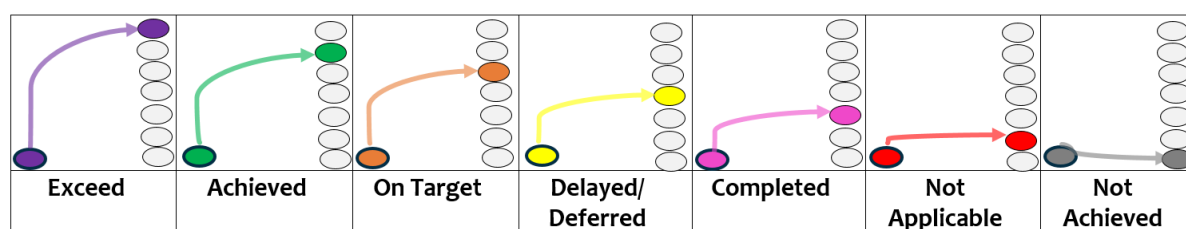


1. EXECUTIVE SUMMARY

The Public Service Commission (PSC) was established as the central Human Resource agency for twenty (20) schedule 1 Ministry agency of the Government of Tonga on 1st July, 2003 under the Human Resource aspects of the public service. In this capacity, the work of the Commission is always demanding. In this financial year, new challenges were faced across Government due to the impacts of the Covid19 lockdown on public service delivery.

The passing away of the late Prime Minister, Hon Samuela 'Akilisi Pohiva on 12 September 2019 and his long absence was the first major disruption to the work of the public service in the start of this period; which led to about three weeks of funeral preparations, delayed activities such as CEO recruitments and performance assessments which were due at the time due to government being in a caretaking mode. The political leadership vacuum was addressed a month later after the formation of a new government in the beginning of Quarter 2 (October 2019) and a new Prime Minister, Dr. Pohiva Tu'ionetoa.

Since 2018/2019, the following self-assessment scale has been used to evaluate the performance of the six (6) respective divisions of the PSC Office according to their individual key performance indicators and the outputs set out in the Corporate Plan and Annual Management Plan for the 2019/20 FY.



The specific results as per the Annual Management Plan is as follows:

I. PSC CONTRIBUTION TO WHOLE OF GOVERNMENT OBJECTIVES

The Commission contributes directly to international and regional commitments such as the Sustainable Development Goals and the Samoa Pathway in particular in two SDG goals (SDG 5 and SDG 16).

Under the gender equality Goal 5 targets (SDG 5.5.1, 5.5.2) and Samoa Pathway (16.6.2, 16.7.1), a Sexual Harassment policy draft is now in its final preparations for approval by Cabinet by end of Dec 2020. It should be noted that the Sexual Harassment policy has been elevated to be a budget support trigger for the Joint Policy Reform Matrix (JPRM) 2020/2021.

There is no specific policy provisions in the public service for quotas but data on women representation is provided annually in the PSC annual report and to the National Gender focal point. For the period of 1 July 2019 to 30 June 2020, the female: male proportion at










CEO levels (Both schedule 1 & 2) continues to be significantly higher for males at 30:70(%) as at 30 June 2020.

Output performance

A total of 194 key performance indicators were planned to be achieved during this financial year and were revised by Q2 to 183 based on re-prioritisation of the new Government. These were delivered under six (6) key outputs reflecting the core functions of the Commission.

Output (KPI) Performance 2019 – 2020 (in %)

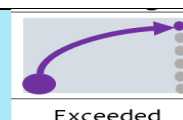
Quarter	Exceeded	Achieved	On Target	Delayed/Deferred	Completed	Not Applicable	Not Achieved
							
Q1	12%	27%	31%	4%	6%	1%	0%
Q2	13.7%	20.2%	26.8%	6%	15.3%	15.8%	2.2%
Q3	15.3%	26.8%	30.1%	2.7%	4.4%	19.1%	1.6%
Q4	19.4%	35%	0	10.6%	6.7%	25.7%	3.8%

In summary, the output performance of the PSC was at 81%, a decline from 97% in the 2018/2019 period. The reasons are due mainly to COVID19 related delays (several training related activities were cancelled); and some issues to do with internet connectivity and a broken down server. At the same time, other unplanned outputs in terms of new policy instructions, guidelines and special establishment measures were linked additional outputs to COVID19 employment and leave related matters.

The performance of the six (6) outputs are summarized here:

Output 1 – Leadership, Policy and Corporate Governance

Fair, impartial and efficient decision making



This output addresses a number of functions of the Commission which includes indicators on employment decisions, policy advice and development, CEO recruitment, management of grievances, disputes and disciplinary matters, appointments, performance management; reporting, engagement with key stakeholders and resource mobilization.

Key milestone includes:

- Undertaken secretariat work for the election of public servants to be members of the Retirement Board which led to several weeks of coordination up to the election and vote tallying (12th September 2019);
- The approval of the Classification of Position (COP) framework by Cabinet in November 2019 and the Job Description (JD) template and Guideline by Commission in December 2019 which meant the completion of our budget support trigger for the Joint Policy Reform Matrix (JPRM) and the aide memoir to World Bank on completion;



- The development, approval and gazetting of eight special COVID19 instructions for public service employees that were applicable to schedule 2 employees;
- A number of other approved policy submissions on Covid19 allowances (Scarcity, Hazard, Death),
- Government wide PMS rewards results approved by Cabinet in December and February and payout made;
- The endorsement of the Social Media Guideline for the Public Service by the Commission in June 2020; so as the drafting of two policy guidelines on Sexual Harassment and Fraud for the Public Service.
- The approval of PSC's Annual Report 2018/2019 by Prime Minister in December 2019
- Appointments of 4 Chief Executive Officers (CEOs) for Ministry of Education and Training, Public Service Commission, Trade and Economic Development and Fisheries; 2 of which are reappointments.
- Other Cabinet submissions on 13 Gratuities claims, MDAs business process flowcharting, special establishment measures to tighten government expenditure, Public Service Act amendments (Secretary of Foreign Affairs transfer and Alternate Commissioners)

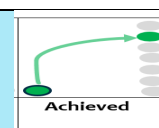
There was a significant reduction in the number of cases submitted to Commission compared to the 2018/19 FY with a total of 859 cases (down by 143 cases) due to more stringent measures to manage government costs.

The Commission was successful in seeking judicial reviews against the Public Service Tribunal decision with regards to two cases (Eileen Fonua, Claude Tupou).

Significant work was also established in securing technical assistance from development partners as part of the next budget support, with specific commitments from DFAT and World Bank; including ongoing pledges of support from current partners such as the Commonwealth Secretariat, MFAT through the **Pacific Fale** (Pacific Public Service Commissioners), and ILO; as well as the start of the renovation work to the PSC office complex which is scheduled to complete in December 2020; and the relocation to the PTH temporary office. The Commission is centrally involved in the **Pacific Fale** working group which aims to equip Public Services across the region with a suite of support services to build their capabilities.

Output 2 – Workforce Development

Improved availability of workforce information and opportunities



Performance in this output are through six indicators on meeting the Public Service Workforce Development Framework 2017 – 2022 which includes High Potential leaders programs in place, implementation of the Public Service Workforce training plan, the work of Sector Career committees, workforce analysis, training opportunities and training recognition. This output was affected by Covid19 lockdowns. COVID19 has meant deferment of short term trainings and some trainings requiring external expertise.

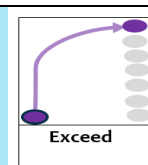


Options for online training are now being looked at which has some policy implications to allow staff participating to take short study leave.

A key workforce issue since Covid19 is the fate of 139 Tongan Government Scholars anticipated to return in 2020 and 2021. For 2020, 45 are returning scholars; and 27 are new. The issue is when they can return; and these are part of the current task of the National Taskforce on Covid19 in collaboration with the PSC and the Scholarship Office.

Output 3 - Performance Management

Performance based systems established for developing, managing, and improvement of Public Service Performance



There are five key indicators to demonstrate results from this output. These include CEOs performance, Performance of MDAs, increased autonomy for management of PMS within MDAs, strengthened quality assurance and oversight of PMS related activities and public service initiatives to promote service excellence.

The results exceed baseline measures for this output. The Commission has been able to meet the agreed triggers for donors' budget support under this reform initiative.

A hundred percent (13 CEOs) either exceeded or met expectations in their 2018/2019 performance results. For the 2019/2020 PMS – 16 CEO Assessments are expected in August, 2020. Excluded are the CEOs of Trade and Economic Development (probation), Secretary for Foreign Affairs, Private Secretary, and Palace Office (under Schedule 2).

The overall PMS results for individual Ministries that **meet performance expectations** show 98% 2018/2019 compared to 94.7% in 2017/2018:

- 3% with a 5 rating; 34% with 4 rating and 61% with a 3 rating.
- An increase of those who exceeded (rating 4 and 5) to 37% from 12% in 2017/2018.

In terms of **underperformance**, there was a reduction to 2% for 2018/2019 from 5% in 2017/2018 and 7% in 2016/2017.

There is greater autonomy in PMS management at Ministry level as reflected in the significant reduction of support. Processes are fully institutionalized within Ministries but training of trainers program continued to be run for all 26 Ministries to accommodate new staff and for quality moderations. There was a strong improvement in compliance, in justifications provided, and number of scores retained.

There has been no delays in the moderation process with 2018/2019 results submitted on a timely basis. PMS rewards were paid out by the last pay of December 2019 as scheduled.

To promote a more efficient governance across government, the business (process) flowcharting as directed by Cabinet in anticipation of E-government has been completed in eight (8) Ministries, and this includes piloting an automated (CHARS) dashboard which



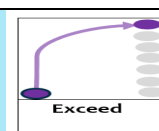
will enable linked monitoring of the Ministry Corporate, Annual plans to divisional and individual plans. It is expected that remaining MDAs complete their flowcharting by September 2020.

In terms of promoting service excellence, the usual annual sharing of good practices by MDAs and the June celebration of the Public Service Month, was replaced with a Video competition promoting 'Spirit of Service'; Unity – My Tonga, Your Tonga, Our Tonga; and Covid19 related promotions. Nineteen Ministries participated. This has been completed with 4 awards signed off by the PM and presented by Chair of Commission. The PSC office won the 'My Tonga', Your Tonga category.

The competition saw a heightened visibility of the 19 Ministries including the Commission who participated across the public service beyond Tonga as highlighted in a New Zealand Television news clips and reached over 30,000 viewers and shares across the board.

Output 4 – Human Resources Management

An effective HR Management system is implemented with phased delegated functions to line Ministries



For this output, five key indicators of achievement include external support services to MDAs, Human resources case managements, managing the disputes, grievances, and disciplinary processes, and piloting devolution of certain HR functions.

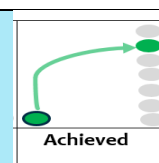
The results exceed baseline measures for this output despite the loss of three key HR, policy and legal staff. Covid19 required additional meetings that were not part of the annual plan and led to 6 HR forums, 6 CEO forums. Addition to these were a number of one to one visits to MDAs to explain and raise awareness on new policy instructions issued due to Covid19

There were nineteen (19) disciplinary cases, with 8 suspensions, 9 dismissals and 2 still being processed. This involved 15 Charge Formulation Committee meetings. There is increasing cases of 'fraudulent behaviours' but highest has been on absence without authority, mostly from the Ministry of Health.

Approval level for panelists was devolved to Line Ministries for positions at Bands S, R, Q (lowest) as well as an umbrella panel to speed up recruitment process. This also included the trainees from Queen Salote School of Nursing and Allied Health trainees. Nineteen (19) Ministries piloted this and monitoring of the pilot shows steady improvement in compliance to recruitment criteria.

Output 5 – Oversight

Improved data collection and analytics to monitor, review, and strengthen core functions, coordination, service delivery, staff costs across the government machinery.



Six indicators to show work achieved include monitoring the number of PSC outputs achieved, organizational review of MDAs, Monitoring of Government wide staff costs (wage bill – vacancies), Stakeholder engagement and HR capability analysis.

PSC delivered eighty (81) of its outputs; fourteen percent (14%) was deferred as at 30 June 2020.

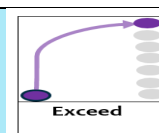
A full staffing review of the Ministry of Internal Affairs was completed and partial reviews of 17 Ministries were made related to staffing. The management of staff costs was undertaken by the critical positions subcommittee who were also required to provide more stringent vetting due to the new government priorities and Covid19. **As at 30th June, vacancies stood at 505 with the vast majority from MOH and MET.** The vetting have resulted in 40% of positions approved (162 posts) from 12 Ministries valued at **\$3,068,284.70** for recruitment as at 30 June 2020.

The Government wage bill stood at 61% as the end of the FY (30 June 2020) far above the threshold of 53% despite stringent vetting of vacancies. The largest wage bill is with the Ministries of Health and Education. Special concessions were made for MOH and MET as well as for the Ministry of Infrastructure due to Government prioritisation of the road works. It is anticipated that this Wage bill will go up by one or two percent by 2020/2021.

More detailed HR Capability analysis has been made in the quarterly reports which is reflected in this report; and work has started to continue in the reconciliation of HR, and Finance Data for all of Government. This started with the vetting of critical positions. A more updated registry is expected to be completed by end of the new FY.

Output 6 - Remuneration

A fair, equitable and affordable remuneration and incentive framework to attract, retain and motivate public servants is established



Five key indicators show work achieved under this output. These are a new Public Service Classification of Positions (COP); a new Public Service Competency Framework; job evaluation and reevaluation including benchmarking; rewards and incentives; and remuneration policies.

A key milestone is the completion of the review of around 90% or 5000 plus positions/job designations under Schedule 1 of the public service, after 24 years of using a very outdated system. The classification of post (COP) was approved by Cabinet in November 2019 and is now operational. Commission also approved the new JD template and guideline in December 2019, both are budget support triggers for January 2020.

Detailing the COP has progressed as part of its implementation with substantive work on more specific Minimum requirements for technical and professional occupations across the Government. This is expected to be all completed by the end of FY 2020/2021.

A basic skeletal framework of competencies is in place alongside the approved COP and specific levels based on the current jobs are to be progressed in 2020/2021.

Public Service Commission - Annual Report 2019 / 2020 FY



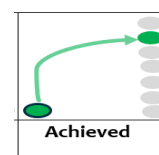
The number of job sized has gone down from the previous year with only 408 positions sized compared with 455 positions in the previous FY. Two hundred and sixty (260) resultant out of 375 vacant positions at \$ 6,659,528.00 were confirmed for band size. The annual re-evaluation continued to decrease with 78 submissions (compared to 431 in previous year) with only 29 positions approved by Cabinet to go up by one band. This is normally expected as the anomalies have been reduced over the years. The next re-evaluation is in November 2020 for the new financial year.

The amount utilized for the performance rewards for the 2018/19 FY was **\$1,873,123.46** inclusive of CEO performance rewards (\$41,050.78) and PMS reconsiderations. This was within the approved budget for rewards for this period which was \$1,920,000. The increase this year is due to the full participation of Education and Police as well as improved administration and commitment by employees to justify to their work.

The PMS budget approved for the 2019/2020 PMS for whole of Government is \$2,100,000. There continued to be no Cost of Living Adjustment (COLA) recommendation.

II. PSC OVERALL PERFORMANCE

The output performance as already referred to is 81%, which is down from the 97.4% from the previous year, 14% were deferred activities. Performance is still satisfactory.



PMS results for the Office of the PSC is pending as the results are not due until Quarter 2 of this year (November/December 2020).

Financial performance

In terms of budget performance (forecast vs actual; actual vs budget), PSC continued to show strong performance although the expenditure went down to 84% compared to 93% of the previous period.



Compliance was high in procurement (100%), in budget transfer (only 7 transfers which is down from 16 transfers in 2018/2019). However, PSC did not do well in terms of compliance to monthly forecasting because we only did quarterly forecasting due to a miscommunication.

General Compliance

PSC continued to excel and maintain strong performance in compliance to PMS, HR and timeliness measures (Corporate Plans, Annual Management Plans, Budget, Reports)



Customer Focus (Engagement with stakeholders)

The PSC has continued to increase its engagement with line Ministries as well as CEOs. There were more than usual planned CEOs and HR forums, special committee meetings and one to one Ministry meetings including meetings with Schedule 2 Ministries, which greatly enhanced working relationships among Ministries. The oversight work of the Commission on PMS and Flowcharting has



meant including Ministries in Schedule 2 in all of their activities. Now, all generic training include Schedule 2 Ministries to build their capabilities. This has extra budgetary implication.

From March to May, 2020; PSC coordinated the Government-wide an emergency planning guideline to prepare Ministries for different work modality; as well as coordinated the list of 100 plus volunteers and associated logistics for training by MOH on COVID19 related preparedness.

Engagement with Ministries was enhanced by joint television programs featuring the Police, the Army, the Ministry of Health as part of engaging with the public on government plans related to Covid 19 preparedness, and the promotion of the public service month video competition which included 19 Ministries and gained increased visibility not only for individual Ministries but also for the PSC.

There is in general an increased support and positivism for the PSC work from other Ministries as gained from the first CEO engagement survey conducted in this period. From a 63% rate (12/17 CEOs), 92% were satisfied or very satisfied with PSC work and working relationship with the CEO of the Commission; 76% with quality of interaction with Commissioners one to one meetings; 84% with their induction programs; 100% with CEO Forum meeting agenda.

This is a better result compared with the 2018/2019 survey result which was 88% very satisfied or satisfied.

III. STRATEGIC CHALLENGES

The passing away of the former Prime Minister and the onboarding of a new Prime Minister and Cabinet led to some delay of around three (3) weeks in work plans; and to some new directions being made for PSC and MDAs. This meant rearranging priorities and timelines. For example, the budget strategy was put forward to December instead of February and so was the corporate planning and budgeting timeline. New priorities like the road works called for urgent processing by HR, Remuneration and Oversight teams.

The lack of legal and policy capacity at the PSC meant that urgent legal and policy analysis compete with other priorities leading to overwhelming workload for the CEO and senior teams. The departure of the most senior HR and policy officer, Deputy CEO in HR Falemei Fale in November; followed by the departure of the two legal officers (Senior Legal Officer and Legal Officer in February and March) and the sudden untimely death of another senior Deputy Secretary Charlotte M. Vuki in May had a major impact on the momentum, flow and quality of the policy and management work of the Commission.

Three attempts to fill the legal vacancies including upgrading to a higher post (Director) has not been fruitful as there is a scarce pool of legal officers that Ministries are vying for and so there is always the threat of losing legal staff to more lucrative offers. Likewise, there are scarce senior HR specialists across government.



In the last two quarters, the challenges were compounded by Covid19 lockdown which impacted the whole of government operations financially and operationally. Programmatically, the other ongoing challenge for PSC is the continuing inability to fill 4 vacant positions and the management of the grievances and disputes including an increasing number of disciplinary cases during this period.

IV. CONCLUSION

The work of the Office has been considerably strengthened by the leadership, guidance and input of a full team of Commissioners. The new chairman, Simione Sefanaia; who was the former Deputy Chairman, assumed the new role in February with Sinilau Kolokihakaufisi appointed as the Deputy Chair. We also welcomed Dr. Taniela Fusimalohi, a veteran in the public service at the same time enabling the Commission a full complement of Commissioners for the first time since the amendment of the Public Service Act in 2010.



2. OVERVIEW of the PUBLIC SERVICE COMMISSION

Effective Centre-of-Government institutions are essential for strong Government delivery. The establishment on 1 July 2003 under the Public Service Act 2002, of the Public Service Commission (PSC) was a major initiative of the Government's Economic and Public-Sector Reform Program. It took over the human resource management functions of the former Establishment Division of the Prime Minister's Office.

The PSC's mandate covers sixteen (16) Ministries and four (4) agencies under the Public Service (Amendment) Act 2002 which lists twenty (20) functions listed on the next page. The latest legislative change is amendment to the Public Service Act 2002 with the movement of the position of the Private Secretary, Palace Office to Schedule II.

The PSC has continued to focus on reforming the public service into a nationally and internationally respected, trusted, and highly reputable entity. This means fostering a more performance oriented workforce, shared purposes and values; a spirit of service, and an efficient and transparent service delivery to achieve the national outcome of:

“A more efficient, effective, affordable, honest and transparent Public Service with a clear focus on priority needs,... with a strong commitment to improved performance and better able to deliver the required outputs of government to all people” (TSDFI 2015 – 2025).

2.1 Legislation, Mandate, Stakeholders

The PSC and its Office operated under the following Public Service legal mandates and guiding principles;

Legal Mandates	Guiding Principles
<ul style="list-style-type: none"> • Public Service Act 2002; • Public Service (Amendment) Act 2018 (Act No.13 of 2018); • Public Service (Amendment) Act 2018 (Act No.20 of 2018). • Public Service (Amendment) Act 2010, 2012,2014, 2015, 2016, 2017, 2018, 2019; • Public Service (Disciplinary Procedures) Regulations 2003; • Public Service (Disciplinary Procedure) (Amendment) Regulations 2010; • Public Service (Grievance and Dispute Procedures) Regulations 2006; • Public Service (Grievance and Dispute Procedures) (Amendment) Regulations 2010; • Public Service Policy 2010; • Public Service Policy and Instructions 2010 as amended in 2013, and 2016, 2017, 2018, 2019; • Code of Ethics and Conduct 2010. 	<ul style="list-style-type: none"> • Perform their functions in an impartial and competent manner; • ensure employment decisions are based on merit; • ensure equality of opportunity in employment; • provide a workplace that is free from discrimination and recognizes the diverse background of employees; • be accountable for their actions; • deliver services fairly, effectively, impartially and courteously to the public and to visitors to Tonga; • establish a co-operative workplace relations based on consultation and communication; • observe the law; and • ensure there is transparency in the performance of their functions.



2.1.1 Functions of the Commission

The Public Service Commission (PSC) is the central agency responsible for the effective management of the Tonga Public Service. The principal functions of the PSC as defined in the Public Service (Amendment) Act 2010 are as follows;

- a) Develop systems, standards and procedures for the continual performance improvement and performance management of the Public Service;
- b) Act as adviser to Government on the management of the Public Service;
- c) Consult with the Prime Minister on a regular basis regarding the performance of the Public Service;
- d) Advise the Prime Minister on, and monitor the implementation of, public employment policies;
- e) Ensure that the Public Service upholds the Public Service Principles;
- f) Appoint, promote, confirm, discipline and dismiss employees and resolve employment disputes;
- g) Determine the respective designations and other terms and conditions, including the remuneration, for employment for employee's subject to the approval of Cabinet;
- h) Promote, uphold and ensure adherence to the merit principle in the selection of persons as, and the promotion and transfer of, employees;
- i) Determine practices and procedures relating to the recruitment and appointment of persons as employees, the promotion of employees and the employment, transfer, secondment, redeployment, discipline and termination of employment of employees and any other matters relating to human resource management;
- j) Consult with and advise Chief Executive Officers in relation to the development and application of appropriate human resource practices and procedures in their respective Ministries;
- k) Consult with Chief Executive Officers in relation to the application of public employment policies in their respective Ministries;
- l) Co-ordinate training, education and development programs regarding the Public Service in conjunction with Chief Executive Officers;
- m) Assist as appropriate Chief Executive Officers in evaluating the performance of employees employed in their Ministries;
- n) Consult with Chief Executive Officers on the development of appropriate standards and programs of occupational health and safety;
- o) Conduct or cause to be conducted inquiries and investigations into, and reviews of, the management practices of Ministries;
- p) Assist as appropriate Chief Executive Officers in the performance of their functions relating to the management of their Ministries;
- q) Manage and mitigate disputes and grievances;
- r) Regularly consult stakeholders on matters regarding the interests of the employees;
- s) Assess or undertake, in consultation with the relevant Minister, an annual performance review of the Chief Executive Officers;
- t) And such other functions as are imposed by or under this or any other Act, or as directed by the Prime Minister.

The outputs of the work of the Commission are cascaded from and directed by these functions.



2.1.2 Stakeholders

The Public Service Commission serves as a central agency that provides human resource services to twenty (21) MDAs who are our primary customers with oversight from Cabinet. Cabinet directives also give oversight to the Commission on the Public Service performance management (PMS) and Process flowcharting so the PSC also works with Schedule 2 Ministries (Police, Fire, HMAS, Audit and Prisons – excluding Ombudsman and Legislative Assembly).

2.2 Governance and Operational Structure

The Public Service Commission operates under the direction of the Hon Prime Minister, with policy directions implemented under the oversight of the Chairman of the Public Service, Simone Sefanaia who was appointed on 10 February 2020 alongside a Deputy Chairman, Sinilau Kolokihakaufisi, and supported by four (4) Commissioners on a part time basis. The Commission also welcomed Dr Taniela Fusimalohi in February.

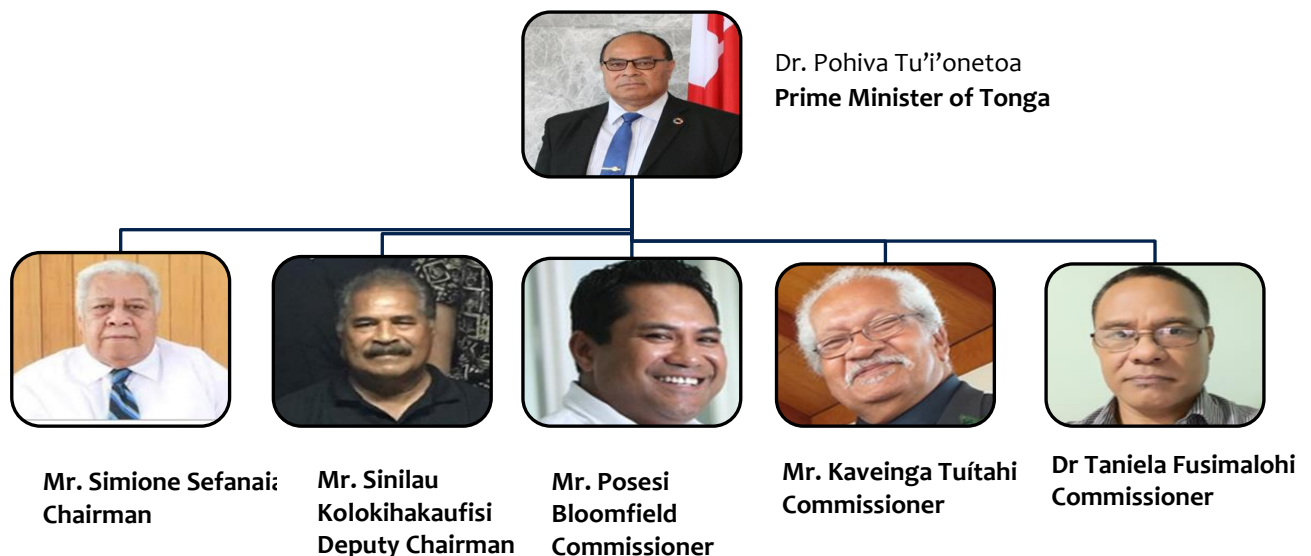
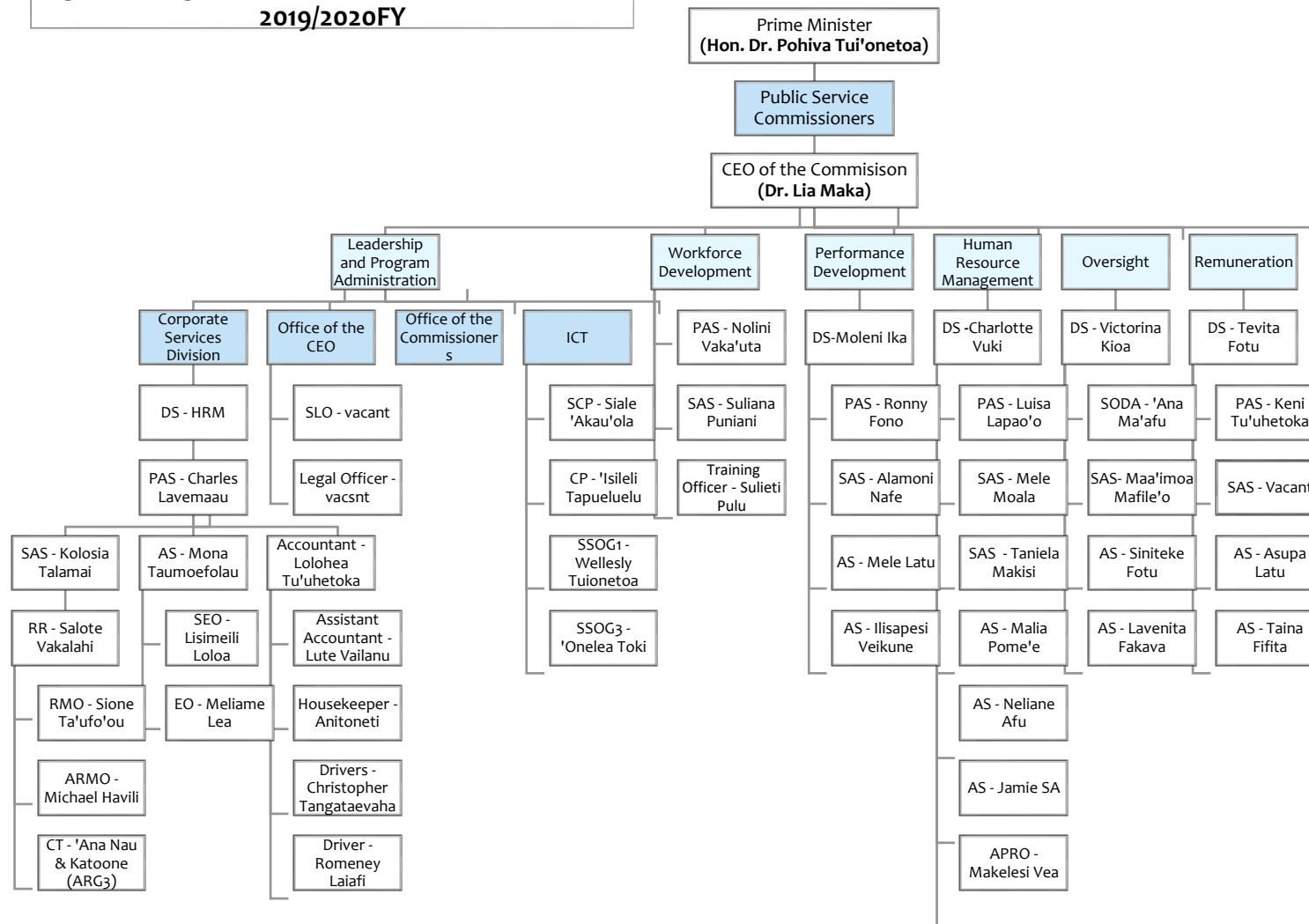


FIGURE 1: COMMISSION MEETING

Public Service Commission - Annual Report 2019 / 2020 FY



**Figure 2: Organizational Structure for PSC Office
2019/2020FY**



PSC's Performance Management Framework

The following is PSC's results log frame over a three-year period 2017/2018 – 2019/2020. It will be revised in 2020/2021.

TABLE 1: PSC'S RESULT LOG FRAME

National Impact "A more progressive Tonga supporting higher quality of life for all"							
National Outcome: "A more inclusive, sustainable and responsive good governance with strengthen rule of law"							
PSC Strategic Output	Priority area	Sub outputs	KPI/Measure	Baseline: Target 2016/2017/2018	Impact Link to national and corporate outcomes	Risk	Risk Management
1. Leadership and Program Management Efficient, responsive and high-quality service to the Commissioners, Prime Minister, Cabinet and PSC Staff (internal) And to the whole of government (through the ICT – CHRIS system – external)	CEO performance Appraisal	Aligned executive management to approved performance management CEO and senior leadership capability development	CEO quality (staff engagement survey or organisational climate survey) CEO performance - % who meet the performance expectations	Baseline: NA Target: 100% CEOs participation 80% meet performance expectation 10% exceed	Streamlined, efficient, transparent and accountable service delivery through - Improved regulations (3.1d)	Political interference High rate of referrals	Proactive engagement and planning with Hon Ministers and Commission, CEOs, PSC staff and development partners
	Internal policies and processes	Internal policies and processes regularly reviewed for functionality, efficiency and alignment with national policies and legislations etc.	% Adherence to financial, procurement, and housing policies and regulations	Baseline: NA % progressive reduction in processing time and complaints cases 80% staff satisfaction 80% staff performance effective 100% procurement compliance Fixed asset stocktakes June 2017/2018/2019	- More effective leadership - Improved staff PMS (3.1 d) - Evidence-based decision on PSC reform, M&E & PMS (3.1g)	Huge policy gaps – expensive tribunals Lack of staff ownership	Proactive policy review and development Increased staff engagement Daily paid staff for archiving work Recruit AVI or AYAD volunteers or TA from COMSEC/DFAT, MFAT/WB/ADB to support process
	Strengthen CHRIS Archiving/Digitisation of files	Approved ICT policy Secure and modern network/IT	E-government unit and ICT unit workplans aligned	Baseline: N/A Targets – 2016: 40% of PF digitised 2017 – 60%		No funding – poor budget prioritisation	



		infrastructure in place	TA/Funding available for an integrated ME/reporting system	2018 – 100% 2016 - 30% of Ministries use the CHRIS; 2017 – 60% 2018 – 80%		Low commitment from CEOs	
2. Workforce Development Increased pool of competent, disciplined and qualified Public Service staff in key managerial and technical areas to improve efficiency and effectiveness of service delivery	Management & technical skills development/ deployment Demand driven Government wide capacity development/training plan Proactive engagement with TNQAB & training provider Fully equipped Training facility	Pool of Qualified Staff deployment in areas of demand New workforce Development framework Mechanism for recognition and accreditation of short-term trainings in place	Immediate and medium-term funding secured % pool of Technical and professional staff in place TNQAB approved process or PSC Decision secured	Baseline: 2014/2015 training report Target: Pool of talent increases by 2 % annually 80% Formal recognition of qualifications	Middle to senior Leadership/ Management/ Specialists' pipeline Confident, qualified and effective workforce	No committed funding Increased migration/exits of management / Specialist staff	PSC Training plan submitted for scholarships – in country and external More targeted in-house succession planning, shadowing opportunities and training Active resources mobilisation from development partners
3. Performance Development Performance Based Systems established for developing, managing and improvement of Public Service Performance.	PMS Oversight Business Excellence	Public Service Performance M&E Performance Moderation and Quality Check Tonga Business Excellence Program	% of underperformers with improved performance across a FY No of Ministries implementing Tonga Business Excellence initiatives No. Of Best Practices shared No of Game Changer Projects recognized	Reduce by 60% from previous FY 2 Ministries 1 Best Practice initiative disseminated At least 2 Game Changer Projects	Ongoing performance improvement in the Public Service Improved efficiency and effectiveness of Public Service	Weak enforcement Lack of participation in Excellence Program	Hold CEOs accountable for Public Service performance Intensive Awareness Programs at all levels and to gain full support from Cabinet and CEOs



4. Human Resource Management An effective HR Management System is implemented with phased delegation in functions to line Ministries	Devolving HR management functions to Ministries Revision of regulations and policies	Approved delegation areas for pilot Ministries HR systems strengthened Approved roll out of HR schedule	% of Ministries in compliance with HR policies and procedures % of Ministries trained in HR systems % in pilot HR delegation – HR function readiness	Baseline: NA Target: Efficiency gains %? % alignment of Ministry HR system/processes to PSC's policies	High quality and efficient Public service delivery	Weak HR capacity in line agencies Poor ME & supervision Not a government priority	Attachment opportunities to PSC, ongoing training HR Manager post to each Ministry Ongoing engagement with Minister and MFNP
5. Oversight Clear mechanisms & improved data collection to monitor, review and strengthen core functions, coordination and service delivery across the government machinery.	M&EL results matrix and learnings fed into performance improvement framework/PMS Strengthening organisational review/assessment capacity Stakeholder Communications and Engagement	1. Robust M&E Matrix Translated to high Level Results dashboard Developed for PSC & MDAs 2. MDA Organizational Review within FY for conducted & with recommendations progressed Stakeholder Communication and Engagement plan	% of PSC or MDA sub-outputs exceeded / achieved / on target % of PSC or MDA outputs exceeded / achieved / on target No. Of Functional Reviews conducted as per target % of recommendations progressed (x R/total R) Surveys/Public service polling results	80% 80% 4 20% Baseline – 0 % of support/complaints Increase in Website hits/visits	PSC contribute to high level TSDFII Outcome due to: - Improved data for tracking performance (3.1f) - Improved MDAs performance from organizational review's recommendations - Improved management of government wage bill - Improved efficiency and effectiveness - PSC is a highly respected leader of the public service	Lack of political will Lack of organized data in MDAs	High level of engagement at Ministerial & CEO level Ongoing In-house training for M&E within the PSC and to HR staff from MDAs
6. Remuneration A fair equitable and affordable remuneration and incentive framework to attract, retain and motivate public servants is established.	New COP New CF Job Evaluation and Re-evaluation	Research and Consultations Establish job evaluation & re-evaluation DB	Phase 2 Completed Phase 1 Completed On-going	Baseline: 0.143m New COP- utilisation of 10% for scoping and framing of the new CF	Improve trustworthy, accountability and transparency of remuneration services	Rejection of New COP & CF Judgement based remuneration system	Frequent consultations and public awareness of new COP & CF Verification with external source [Hay Group]



3. PSC GENERAL PROFILE

PSC Staffing

As of 30 June, 2020, PSC had a total of forty-seven (47) staff. Of this 47, five (5) employees were either on study leave or special leave without pay hence only forty two (42) were at post. Of this 42, there were four (4) vacant positions; Director for Legal & Investigation, Legal Officer, two (2) Senior Assistant Secretaries, HR and Remuneration Division. By the end of the FY, only two (2) daily paid employees were still under contract, a drop from 5 in the beginning of the FY.

Figure 2: PSC staff photo



First row (left to right): Meliame Lea, Lute Vailanu, Sulieti Pulu, Malia Pome'e, 'Ana Nau, Linda Mokofisi, Florence Eke, Kato'one Fa'aoa.

Second row: Lavenita Fakava, Moleni Ika, Dr. Dharma Dassanayake(AVI), Dr. Lia Maka, Charlotte Vuki (now deceased), Claire Welsh (AVI), Eunice Moala.

Third row: Mele Paea Latu, Makelesi Vaea, Nolini Vaka'uta, Neliane Afu, Maa'imoa Mafile'o, Siniteke Fotu, Kolosia Talamai, Lisimeili Loloa, 'Ilisapesi Veikune, 'Anitoneti Nofo'akifolau, Maryanne Schaaf, Lu'isa Lapao'o.

Fourth row: Michael Havili, Wellesley Tu'i'onetoa, Sione Ta'ufo'ou, Suliana Wolfgramm, 'Onelea Toki, Salote Pakileata Vakalahi, Charles Lavemaau, Romney Laiafi.

Absentees; Christopher Tangataevaha, Tevita Fotu, Taina Fifita, 'Asupa Latu, Mona Taumoefolau

Established versus Non established staff

PSC's established positions remained the same but departures of key senior HR and Policy staff led to some vacant positions (Deputy for HR & Corporate resigned, and Deputy Secretary, Charlotte M. Vuki passed away after some sudden illness in the last quarter of the FY). A senior HR/Policy, Senior Legal Officer and new Legal Officer also left in Quarter 3 and these positions are still vacant. There was a decrease in the number of unestablished staff engaged in the 2019/20 FY due to staff leaving for permanent jobs or for further studies.



Table 2: Total staff in category

Category	2018/19	2019/20
Executive Staff (Band C to H)	5	5
Professional Staff (Band I to L)	31	30
Other Staff (Band M to S)	13	13
Total Established Staff	49	48
Unestablished staff	6	2
TOTAL	55	50

Appointments

Eight (8) New appointments were processed this FY, with the month of February having the highest number of appointments to the PSC Office.

TABLE 3: PSC'S OFFICE APPOINTMENTS

Name	Post	Assumption of duty
'Anitoneti Nofo'akifolau	Housekeeper	1 st July, 2019
Romney Laiafi	Driver	8 th July, 2019
Sulieti Pulu	Training Officer	18 th Dec, 2019
'Ana Nau	Computer Trainee	18 th Dec, 2019
Lose Tahaafe	Legal Officer	12 th Feb, 2020
'Isileli Tapueluelu	Computer Programmer	12 th Feb, 2020
Taina Fifita	Assistant Secretary	27 th Feb, 2020
Siale Jr. 'Akau'ola	Senior Computer Programmer	27 th Feb, 2020

Promotions

Four (4) staff promotions were processed this FY, which is the same number of promotions processed last FY.

Table 4: PSC's Promotions

Name/ current position	New Post promoted to	Assumption of duty
'Onelea Toki, System Support Officer Grade III	System Support Officer Grade III	17 October, 2019
Charlotte M. Vuki Deputy Secretary/ PDD Division	Deputy Secretary/ Corporate and HR Division	3 rd December 2019
Kolosia Talamai, Assistant Secretary	Senior Assistant Secretary	10 th January, 2020
Moleni Ika, Principal Assistant Secretary	Deputy Secretary	13 th February, 2020
Ronny Fono, Senior Assistant Secretary	Principal Assistant Secretary	26 th May, 2020



Transfer and Promotions

Two staff were transferred to other Ministries from PSC due to promotions.

Table 5: Transfer and Promotions

Name/ current position	To	Ministry	Assumption of Duty
Felisita Moala Feáo	System Support Grade 1	Ministry of Finance	15 th July, 2020
Eunice Moala	Senior Legal Officer	Ministry of Justice	21 February, 2020

Resignation

Two staff resigned to take up employment in quasi government entities.

Table 6: PSC's Resignations

Name/ current position	To	Ministry/Public Enterprise	Date of Resignation
Falemei Fale	Deputy Secretary, HRM	Tonga Power	4 th October, 2020
Linda Mokofisi	Assistant Secretary	Reserve Bank	24 February, 2020

Overseas Travel

Due to Covid-19 border closures from March 2020, planned overseas work travels were canceled. However, one Commissioner, the CEO and two (2) deputies were able to travel to the Annual Meeting of the Pacific Public Service Commissioners in New Zealand before the closedown in November 2019.

Table 7: Overseas Travel

Name/ current position	Purpose of travel	Date of Meeting /Venue	Funded by
Posesi Bloomfield, Dr Lia Maka, Falemei Fale, Salote Vuki	Commissioners conference and Working Group meeting	November, 2019; Wellington, NZ	MFAT, got

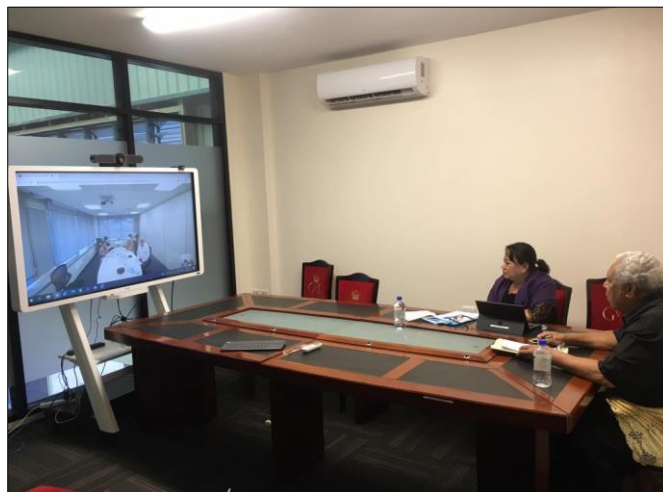
Attendance

Staff being on time to work has slightly improved from 65.5% last FY to 69.8% this FY. Quarter 2 remains the busiest for leave purposes often related to the close of government for the calendar year. Obvious decrease in official duty travel in quarter 3 and 4 is due to the Covid-19 lockdown.



Table 8: The Staff attendance for Quarter 1 - 4

Attendance	On Time	Late	Leave	Official Duty
Quarter 1	1971 (67.1%)	386(13.1%)	535.5(18.2%)	43.5(1.5%)
Quarter 2	1467(65.5%)	245(10.9%)	512.5(22.9%)	15(0.7%)
Quarter 3	1876(72.83%)	185(7.18%)	514(19.95%)	1(0.04%)
Quarter 4	1665(74%)	238(10.6%)	344(15.3%)	2(0.1%)
Total 2019/2020 FY	6979(69.8%)	1054(10.5%)	1906(19.1%)	61.5(0.6%)

FIGURE 3: GROUP PHOTO OF PACIFIC PUBLIC SERVICE COMMISSIONERS IN NEW ZEALAND**Figure 4: Chairman and CEO of Commission on zoom meeting.****Figure 5: PSC and Finance zoom meeting.**

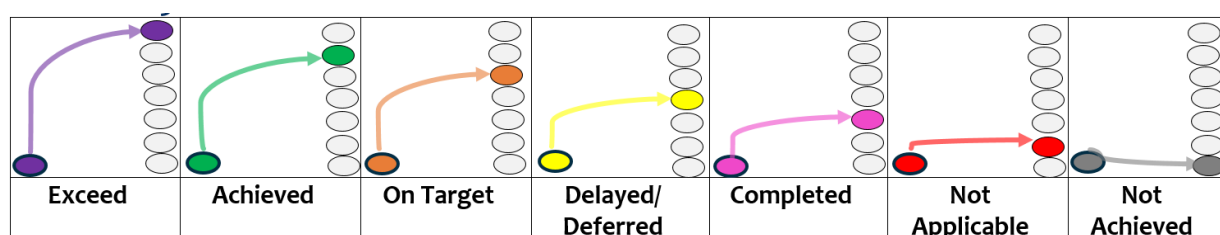
4. PSC PERFORMANCE BY PROGRAMS (Divisional Outputs)

The following section discusses PSC's performance in the following order:

- i. **PSC Contribution to Whole of Government Objectives.**
- ii. **Performance Against the Annual Management Plan 2019/2020**

As per previous reports, the self-assessment scale (below) was used to evaluate the performance of each division against their key performance indicators. The rating was based on averaging the achievement status of targets/outputs for the year. A trend analysis is also provided on performance relative to baselines/targets over two to three-year periods.

FIGURE 3: PSC INFOGRAPHIC RATING SCALE



PSC Contribution to whole of Government objectives

All the six key results areas of the Commission contribute to the whole of Government work and are summarized here in the following outputs:



The Commission contributes directly to the Sustainable Development Goals (SDGs) and the Samoa Pathway in two goals (SDG 5 and SDG 16).

Under the SDG 5 or the gender equality Goal 5 targets (SDG 5.5.1, 5.5.2) and Samoa Pathway (16.6.2, 16.7.1), a draft Sexual Harassment policy is now in its final preparations for approval by Cabinet by end of Dec 2020 and has been elevated to be a budget support trigger for the JPRM 2020/2021. There is no policy provisions for quotas but data on women representation is provided annually in the PSC annual report and to the National Gender focal point. For the period of 1 Jul 2019 to 30 June 2020, the proportion is as follows:

CEO levels including Commissioners/Heads of Schedule 2 Agencies on a female: male ratio continues to be significantly higher for males at 30:70(%) (Schedule 1); 25:75% (Schedule 2) as at 30 June 2020. At Deputy CEO level (Deputy CEO, Deputy Secretary, Director), the representation has been consistent at around 50:50(%) for Schedule 1 MDAs, and 50:50(%) for Schedule 2.

Contributing to SDG Goal 16 target (SDG 16.6.2 - developing effective, accountable and transparent institutions at all levels) is the core work of the Commission and this is being reported in detail in this report. Indicator 16.6.2 is to do with the proportion of the population satisfied with their last experience of public services. The first formal public service polling carried out by the Statistics Office on behalf of PSC was completed in early December 2018 and provisional results were presented to PSC Office on 27th June 2019. The final report is not yet released from Statistics.



PSC contribution to its Annual Management Plan 2019/2020

The six divisions continued to work COLLECTIVELY to achieve the following priority areas since 2017 as part of the three year milestones for its Corporate Plan 2017/18 – 2019/2020:

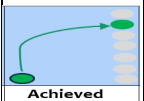
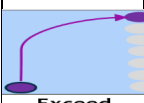

PSC progress against 3 year priorities

The majority of the three year priorities and their targets have been achieved. While the Classification of Posts architecture is now operational, the Public Service Competency framework will be continued to the new financial year.

Table 9: year Priority Outputs & KPI's

3 Years Priority Outputs	KPI's	
1. Revamped Public Service Classification of Posts (COP) or Occupational List and A new Public Service Competency Framework)	Revamped Classification of Posts operational	 Achieved
	New Competency framework operational (2020/2021)	
2. Improved Systems wide performance through performance improvement initiatives	Improved MDA output, budget and PMS performance (efficiency) - ongoing	 Exceed



3. Human resource management devolution framework piloted and upscale	HR ME Framework Devolution pilot reports/implementation reports - ongoing	 Achieved
4. Strengthened policy and procedural guidance	Stakeholders/citizens satisfaction (surveys), Inclusive measures (policies) - ongoing	 Exceed
5. Talent and Leadership Development	Annual Workforce/HR capability report	 Achieved

These priorities specifically target **improvement across whole of Government** in terms of efficiency, responsiveness, cost effectiveness, quality of service delivery and customer care in the medium term.

Figure 3: PSC 3 year milestone graph



Progress has been tracked by improved monitoring, evaluation, learning and communication of PSC results to stakeholders.

In the previous FY report, 27% was completed, 40% was progressed and 33% was not yet started.

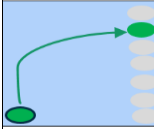

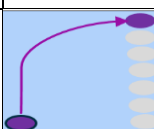
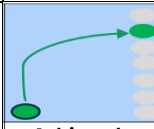

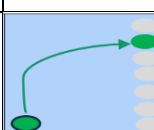
As of 30 June 2020, around 83% of planned milestones have been achieved and 17% (Competency framework) has been progressed and will be completed in the 2020/2021 FY.

4.2.2 PSC progress against Key divisional results

There are six (6) external outputs aligned with PSC's strategic functions which contribute to the PSC's high level outcomes as follows:



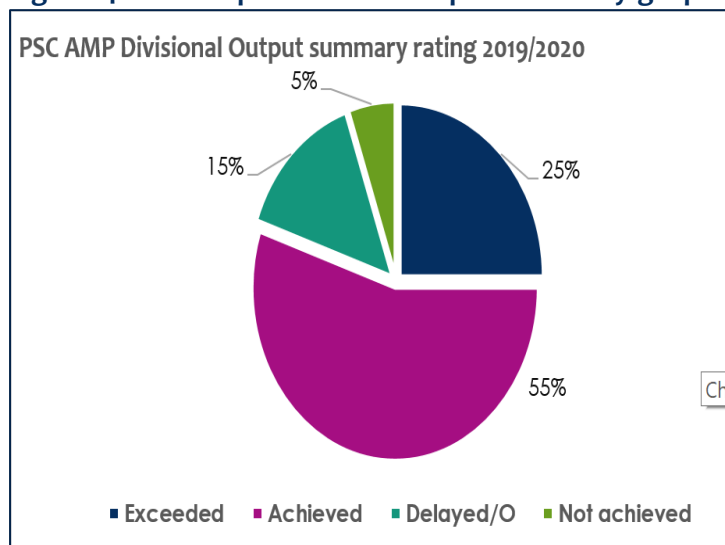
Table 10. Divisional Outputs

Program(s)	Ministry's Outputs	Key Performance Indicators	Summary rating
Program 1: Leadership, Policy, Strategic Foresight, Corporate governance	Output 1: Efficient, ethical, responsive and high quality service to the Commissioners, Prime Minister, Cabinet and to MDAs	1.1. Public Service Commissioners functions (achieved) 1.2. Policy development, Strategic foresight and resource mobilization (exceed) 1.3. Corporate Oversight & Services (achieved) 1.4. ICT (on target)	 Achieved
Program 2: Workforce Development	Output 2: Increased pool of competent, disciplined and qualified Public Service staff in key managerial and technical areas	2.1 Workforce Development strategy (achieved) 2.2 Public service Workforce Training Plan (partial achieved, delayed) 2.3 Career committees (deferred) 2.4 Improved Training coordination and recognition of qualifications (achieved)	 Delayed/Deferred
Program 3: Performance Development	Output 3: Performance Based Systems established for developing, managing and improvement of Public Service Performance.	3.1 Performance Coaching and Mentoring (achieved) 3.2 Monitoring & Evaluation of MDAs PMS Implementation (achieved) 3.3 Performance Moderation & Quality (exceed) 3.4 Systems Improvement initiatives (exceed)	 Exceed
Program 4: Human Resource Management	Output 4: An effective HR Management System is implemented with phased delegation in functions to line Ministries	4.1 Commission Support and HR Services (achieved) 4.2 HR management information sharing (started) 4.3 HR functions delegation (achieved) 4.4 Disputes/Grievances (completed) 4.5 Contracts Management (deferred)	 Achieved
Program 5: Oversight	Output 5: Monitoring, Evaluation and Learning systems established to monitor, manage and strengthen service delivery, staff costs across government	5.1 Systems (MDAs) Monitoring and Evaluation and Learning (Started) 5.2: MDAs Organizational Review (completed) 5.3. Monitoring Public Service Staffing Cost (achieved) 5.4: Stakeholder Communication & Engagement (exceed)	 Achieved
Program 6: Remuneration	Output 6: A fair, equitable and affordable remuneration and incentive framework to attract, retain, and motivate public servants is established.	6.1 Revamped Public Service Classification of Post (achieved) 6.2 New Public Service Competency Framework (on target) 6.3 Job Sizing and Re-evaluation of positions (achieved) 6.4 Public Service Rewards and Incentives (achieved)	 Achieved

A total of 194 key performance indicators were planned to be achieved during this financial year and were revised by Q2 to 183.



Figure 4: PSC amp divisional output summary graph



PSC's output performance based on these KPIs as per its Annual Management Plan was at 81%, a decline from 97% in the 2018/2019 period. The reasons are due mainly to COVID19 related delays (several training related activities were cancelled); and a broken server and connectivity issues.

Budget performance is strong and is discussed in Section 7.

These are summarized in the next table and will be discussed in detail by Programs (Divisions).

Figure 5: Human resource managers train the trainer program



PSC's Performance against Annual Management Plan 2019/2020




















Exceed	Achieved	On Target	Delayed/ Deferred	Not Achieved	Not Applicable	Completed
						








Table 11: PSC's Performance against AMP 2019/2020

Programs	CP activities	CP KPIs	Actuals				2019/20FY		Year end KPIs achieved
			Q1	Q2	Q3	Q4	Annual Target	Annual Actual	
1. Leadership, Policy, Strategic Foresight, Corporate Governance Program Commission and CEO Office	1.1.1 Cases with decisions	% of cases approved	98%	98%	95%	97%	85%	97%	
		% of resolved tribunal/grievances/disputes against Commission decision	2%	2%	Less than 5%	NIL	Less than 5%	100% resolved	
	1.1.2 Annual Reports are provided by the end of Sept each year	Annual Report submitted as scheduled	0	1	0	NA	1	1	
	1.1.3 High level policy and apolitical advice	No. Of policy and apolitical advice to the PM	4	3	3	6	6	100%	









	to the Prime Minister								
	1.1.4 CEO satisfaction with Commissioners supervision	% of CEOs satisfaction	100%	NA	Completed in Q1	NA	80%	100%	
	1.1.5 Policy submissions from Cabinet approved/noted	% of policy submitted to Cabinet approved	60%	100%	100%	100%	80%		
	1.1.6 CEO recruitment on target - vacancies filled as appropriate	% of CEO recruitment filled	100%	100%	100%	100%	85%	100%	
	1.1.7 CEO performance assessment which meets expectations	% of Annual CEO performance assessment completed & submitted to Cabinet	N/A	90%	92%	NA	80%	Pending	
	1.2.1 Improved PSC performance result	% of sub-outputs exceeded, achieved and completed	41%	50%	52%	82%	90%	82%	
Policy Division	1.2.2 Scheduled policy gaps are addressed	Cabinet approval on existing policy	NA	0	100%	85%	80%	85%	
		Draft policy guidelines on sexual harassment, fraud, conflict of interest	NA	0	NA (due Q4)	2	1	2	
	1.2.3 Progress reports on Joint	Progress report as required	NA	1	1	NA	1	1	










	policy reform matrix								
	1.2.4 Positive public/customer relations and visibility	% of positive feedback from Stakeholder survey	60%	0	On Target	On Target	0%	100%	
	1.2.5 Two new TAs or resources mobilized	TA mobilized	1	2	Completed in Q2	NA	2	3	
Corporate Services Division	1.3.1 Corporate Plan (CP) is submitted according to timeline & CP template	CP submitted on time	1	1	1	1	1	1	
	1.3.2 Staffing and recruitment	No. of vacancies filled	0	96%	2	NA - due to freeze	90%	90%	
	1.3.3 Fixed asset register is updated quarterly	% of FA register updated & sent to Finance at the end of each FY	100%	100%	100%	100%	90%	100%	
	ongoing basis once fixed asset is received								
	1.3.4 Financial Audit carried out annually as scheduled	% of audit issues addressed	0%	0%	NA	NA	80%	NA	
	1.3.5 Forecast budget aligns actual spending	% of total budget utilized	18%	39%	63%	84%	90%	84%	










	1.3.6 Spending is within each line item budget	# of budget transfers reduced or maintained each FY	0	0	3	4	16	7	
	1.3.7 Procurement matters processed as per PPR 2015	% of procurement compliance	100%	100%	100%	100%	100%	100%	
	1.3.8 Development funds is utilized as per approved ICT proposal	% of development budget utilized	11%	2%	75%	79%	100%	79%	
	1.3.9 Records - all employment records (i.e. PF) are scanned and maintained to database	At least 5% increase in the amount of pfs scanned each FY	148	225	0	0	8,307	373	
Information and Communication Technology Division	1.4.1 Internal HR workflow digitized and online within PSC	% of internal digitized HR workflow updated(Casetracker , website)	100%	100%	100%	100%	100%	100%	
	1.4.2 Network infrastructure maintained and upgraded	% of ICT tasks and helpdesk completed	100%	100%	100%	100%	80%	80%	
	1.4.3 Database infrastructure managed and upgraded as scheduled	Consolidated database established	On target	On target	On Target	On Target	70%	75%	
	1.4.4 Updating CHRIS	% of accurate information updated	On target	On target	On target	On Target	100%	90%	











2. Workforce Development	2.1.1 Strategic partnerships secured for progressing the workforce training plan	No. of partnerships or TAs secured	1	NA	1	1	1	2	Set 
	2.1.2 Implement programs for High Potential Employees	% of high potential employees who have completed HIPO program for the year	NA	12.50 %	NA	N/A	50%	35%	
	2.1.3 Monitor the Public Service Workforce Profile through quarterly workforce analysis	Public service workforce profile updated	NA	NA	NA	95%	90%	95%	
	2.1.4 Implement internship program	No. of internships	NA	2	1	N/A	2	3	
	2.2.1 Implement Training Needs Analysis (TNA)	% of LM priority needs met	NA	NA	NA	NA	50%	50%	
	2.3.1 Implement the Career Committee process	No. of new sectors Career Committee established	NA	NA	NA	NA	1	N/A	
	2.4.1 Support scholarship orientation programs	No. of new non-govt sanctioned scholarship orientation programs attended	NA	NA	NA	NA	1	N/A	












3. Performance Development	3.1.1 Implement Performance Improvement initiatives	No. Of programs/initiatives implemented	NA	NA	3	N/A	1	4	
	3.1.2 Implement PMS Capacity Building initiatives for LM's PMS managers	No. Of capacity building programs implemented	1	4	2	N/A	2	3	
	3.2.1 Implement quality check process of PMS implementation	No. Of LM on track with PMS	NA	22	23	N/A	19	23	
	3.2.2 Status of PMS implementation reported annually	No. Of LM receiving feedback reports	NA	22	23	N/A	19	23	
	3.3.1 Develop mechanisms to internally moderate performance	No. Of moderation mechanisms developed / refined and implemented	2	NA	NA	N/A	1	1	
	3.3.2 Facilitate the Moderation Oversight level of PMS EFY results	% of OMC satisfaction rate	NA	80%	NA	N/A	80%	100%	
	3.3.3 Report moderation outcome (APRA, Commission, Cabinet)	No. Of submissions submitted & approved/noted in a FY	NA	3	3	NA	1	6	















	3.4.1 Develop activities for Systems Improvement initiatives	Work program approved	1	PSC D No.6 96	NA	1	1	2	
	3.4.2 Implement Flow Chart initiatives	No. of ministries with Flow charts in place	NA	NA	7	7	4	14	
	3.4.3 Implement Annual Best Practice Conference	No. of ministries participating	NA	NA	NA	NA	8	N/A	
	3.4.4 Implement Public Service Month	No. of lms/organizations participating	NA	NA	NA	19	16	19	
	3.4.5 Implement Public Service Day	No. of lms/organizations participating	NA	NA	NA	NA	16	N/A	
	3.4.6 Implement High School Initiative	No. of initiatives implemented annually	NA	NA	NA	NA	1	N/A	
4. Human Resources Management Services	4.1.1 Improve support services to Commission	% of satisfaction or above satisfaction rate	50%	Completed By OD	NA	113% rating 1-4)	Sustain or increase	113% above satisfaction.	
	4.1.2 Cases submitted from ministries are accurate & timely	% of deferred cases due to insufficient information	Less than 7%	Less than 6%	Less than 5%	Less than 5%	Less than 10%	10%	



	4.1.3 Cases submitted to Commission are accurate & timely	Ratio of cases approved vs not approved	98/2	98/2	95/5	97/3	80/20	97/3	
	4.2.1 Action items are actioned within 2 w/days	% of action items completed	N/a	NA	100%	100%	80%	100%	
	4.2.2 Decisions distributed within 3 days	% of decisions distributed in 3 days	100%	100%	100%	73%	90%	93%	
	4.2.3 Quarterly HR forum with all HR managers	No. Of HR managers forum convened	1	1	2	2	4	6	
	4.3.1 Appropriate timelines are maintained & adhered to in terms of disputes, grievances & disciplinary cases	% of disputes & grievances compliant with regulations (process)	100%	NIL	100%	1	1	1	
		% of disciplinary cases dealt per timeline	NIL	100%	100%	1	1	1	
	4.4.1 Facilitate the piloting of the delegation of HR framework	No. Of ministries in the pilot program agreement	0	1	19	19	2	19	
	4.5.1 Contracting framework & templates developed	Contracting framework/guideline approved	On target	On target	On target	On Target	1	On Target	
5. Oversight	5.1.1 Develop & pilot PSC's M&E plan	No. Of M&E activities completed	4	5	6	7	4	7	



	5.1.2 Monitor & evaluate PSC office outputs listed in the CP & AMP	M&E matrix updated and submitted to National Planning on time	Completed	1	1	1	3	3	
		M&E quarterly report submitted to CEO	-	1	1	1	3	3	
		M&E Annual Report submitted to CEO	1	-	Completed	NA	1	1	
	5.2.1 Conduct organizational review of LM	No. of full reviews completed	2	-	-	NA	4	2	
		No. of partial reviews completed	4	7	6	3	4	22	
	5.3.1 Monitor public service vacancies & staffing cost	Quarterly report to CEO on vacancies & critical posts	1	1	1	1	4	4	
	5.4.1 Implement stakeholder communication & engagement plan	No. of communication activities completed	4	4	4	3	12	15	
		No. of stakeholder surveys completed and analysed	2	2	NA	3	4	7	
	5.5.1 Analyse data	Develop & pilot PSC's data analytics & analysis plan	20%	20%	NA	20%	100%	60%	
		No. Of analysis report submitted to ceo	-	-	NA	NA	2	2	
6. Remuneration	6.1.1 Review Public Service COP	COP completed & approved by Cabinet	5%	5%	NA	NA	100%	100%	
	6.2.1 Develop Public Service Competency Framework	CF completed & approved by Cabinet	5%	80%	50%	5%	100%	100%	







	6.3.1 evaluation & re-evaluation	% of jobs evaluation completed	51	51%	100%	100%	100%	100%	
		% of jobs re-evaluation completed	51	51%	100%	100%	100%	100%	
		Benchmark database updated	Ongoing		Ongoing	Ongoing	1	Ongoing	
	6.4.1 Provide secretariat services for APRA working group	APRA minutes adopted	0	1	3	NA	3	4	

Figure: PSC staff Customer Training



Program 1 - Leadership and Administration

- Submitted Annual Report for 2018/19 FY period to Cabinet and Legislative Assembly.
- PMS Progress of the PSC maintained a green traffic light scoring 100% for the last two quarters.
- All planning requirements was adhered to such as Corporate Plan, Annual Management Plan, ME Plan and Annual Procurement Plan.
- Financial Management continues to improve with PSC recording the lowest budget transfers under Schedule 1, together with consistent compliance with procurement regulations (detailed in the financial section below).
- 4 Tribunal cases processed including Claude Tupou and Mahe U Tupouniua. Lusua Hui decision pending, one withdrawn (Túiniua)
- 2 Judicial review cases – one successful (Eileen Fonua) Claude Tupou pending (but already released at the time of reporting which is in favour of PSC)

- ICT Staff is at full capacity with two (2) senior positions and two (2) junior positions.
- Ongoing upgrades are carried out to security firewalls.
- Individual Anti-virus: 90% of PCs using a licensed ESET software while the remaining 10% use free AVG
- Attendance 2019/2020 FY;
 - On time: Approx. 70%
 - Late: 10%
 - On leave: 19%
 - Official Duty: <1%
- As of 30th June, 2020 PSC Office employed;
 - No. Permanent staff: 47
 - No. Daily paid staff: 2



- The *Social Media Guideline for Tonga's Public Service 2020* was gazetted under the Public Service Code of Ethics and Conduct.
- The appointment of four (4) CEOs;
 - CEO, for Education and Training
 - CEO of the Commission (reappointment)
 - CEO for Fisheries (reappointment)
 - CEO for Trade and Economic Development

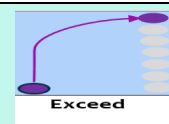
Cabinet Approvals:

- PMS performance results rewards for 2018/2019;
- PMS budget rewards for 2019.2020
- Public Service Classification of Positions (COP) framework & Job Description Guideline; (Budget support trigger)
- Scarcity Allowance for CEO MOH on pathologist duties
- Hazard & Death allowance for Covid 19 front line workers
- 7 Special instructions on COVID 19 and lockdown related leaves (3 submissions)
- 13 Gratuities (13 cabinet submissions)
- Process flowcharting (administrative)
- Recruitment freeze (joint with MOF)
- CEO MOFA schedule 2 transfer

- Five Star company was the successful bidder for the contract to renovate the PSC Office building damaged by Cyclone Gita.
- As of 30th June, 2020, total value Assets purchased;
- Total value Assets >\$500: \$66,634.23
- Total value of Fixed Assets Registry: \$406,181.11
- Facilitated relocation of the PSC Office from Tungī Colonnade to new office at Pacific Timber and Hardware, Taufa'ahau Rd on 3rd July, 2020.

Output 1 – Leadership, Policy and Corporate Governance

Efficient, ethical, responsive and high-quality service to the Commissioners, Prime Minister, Cabinet and to MDAs



Leadership and Policy

Towards the end of the first quarter, the late Prime Minister, Hon Samuela 'Akilisi Pohiva passed away on 12 September 2019. This happened on the day that the PSC annual report 2017/2018 and previous reports that were deferred were scheduled for discussions in Parliament. There were about two weeks of preparations for His State Funeral which also included a public holiday. There were unanticipated costs involved in the preparation of flowers for the funeral, billboards, decorations; and overtime and refreshment for staff working during the holiday and out of work. The potential change in Government meant some slowing down in the finalization of some pending matters including CEO recruitment and appointments; CEO performance matters and others.

Key milestones that have been achieved include:

- Completion of the secretariat work of the Office to the election of public servants to be members of the Retirement Board which led to several weeks of coordination up to the election and vote tallying;
- Approval of the Classification of Position (COP) framework and the Job Description template and Guideline by Cabinet in November 2019 which meant the completion of our budget support trigger for the Joint Policy Reform Matrix (JPRM), the development,
- Cabinet Approval and gazetting of eight (8) special Covid19 instructions for public service employees that were applicable to Schedule 2;
- Cabinet approval of a number of policy submissions on allowances (Scarcity, Hazard - Covid19, Death – Covid19), PMS rewards payment, Gratuities;
- Approval and gazetting of the Social Media Guideline for the Public Service
- The drafting of two policy guidelines on Sexual Harassment and Fraud.

Commission Matters

The appointment of the substantive Chair of the Commission, the Deputy Chairman resulted in a Commission at full capacity by February. Mid-March also saw the CEO of the Commission, Dr Lia Maka returning for her second term at the Commission. There were 30 Cabinet submissions with 100% approval or noting. These include:

- PMS performance results rewards for 2018/2019;
- PMS budget rewards for 2019.2020 (2.1 million Pa'anga)
- Public Service Classification of Positions (COP) framework and Job Description Guideline; (Budget support triggers)
- Scarcity Allowance rate for CEO MOH on pathologist duties
- Hazard and Death allowances for Covid19 front line workers



- 8 Special instructions on COVID 19 and lockdown related leaves (3 submissions)
- 13 Gratuities (13 cabinet submissions)
- Process flowcharting (administrative)
- Recruitment freeze (joint with MOF)
- Secretary of Foreign Affairs Schedule 2 transfer
- Alternate Commissioner Amendment to PSC Act
- 4 CEO appointments (4 Cabinet submissions)

There was a big reduction in the number of cases submitted to Commission compared to the 2018/19 FY with a total of 859 cases (down by 143 cases). There were 58 meetings and 11 paper circulations to deal with these cases. This is compared with a total of 1002 cases in 2018/2019 with 60 meetings and 22 paper circulations. The number of approved cases went down to 76% compared to 84% approved in 2018/19. The approval of the new COP framework meant that all recruitments beginning in January 2020 were subject to this new framework and so the number of cases not approved or deferred were due to this adjustment.

Chief Executive Officers recruitment and performance management

Four CEOs were appointed during this period. Of this four were two reappointments. These were:

1. Dr Tangikina Moimoi Steen CEO, Ministry of Education and Training, new appointment , 23 November 2019
2. Dr Lia Maka, CEO, Public Service Commission, March 16, 2020
3. Dr Tuíkolongahau Halafihi, CEO Fisheries, 18 June, 2020
4. Ms Distaquen Pele Tuihalamaka, CEO, Trade and Economic Development, 23 March, 2020

All Chief Executive Officers have been inordinately busy in quarters 3 and 4 due to various committees being mobilized to address Covid 19 taskforce priorities. The CEO forum also completed 6 forums which was more than the 4 planned for the FY; with attention focused on establishment measures to address the \$60 million deficit budget, reprioritisation of the annual corporate planning and annual plans already completed in February 2020, and addressing policy issues on staffing, recruitments, travels, leave, social media and sexual harassment.

Chief Executives performance matters are discussed under the Performance Division section (Program 3).

Disciplinary and Disputes Resolution

This quarter registered a jump in breaches of the code of conduct, primarily on absence without authority. Much time was spent on preparation of existing (two) and two new tribunal cases including two Judicial Review cases. Two judicial review cases were in favor



of the Commission (successful). The Commission also provided formal responses to the Ombudsman on three cases, with one successful ruling.

Annual Report

The Annual Report 2018/2019 was endorsed by the Prime Minister in December 2019 and has now been approved by the Legislative Assembly. This is the first time two annual reports have been completed within one calendar year due to the change in the timeline for annual reports from May to September.

Corporate Governance

Financial Management

Of the \$2,080,500 budget, PSC's Budget performance has improved to 95% from 93% in the previous financial year, but expenditure has gone down to 84% compared to 96% in 2018/2019. The under expenditure is due to Covid19 related delays. Transfers continue to improve moving further down to 7 transfers from 16 in the previous FY. Procurement continues to be maintained at 100% compliance. The details are discussed in section 7.

Program Administration

Covid19 Reprioritization

Quarters 3 and 4 were dominated by the rescheduling and reprioritization of activities due to the Covid19 emergency declaration of a notifiable emergency and emergency lockdown which also led to border closures for Tonga. This included a two weeks lockdown for all government and other non-government agencies from the 23rd of March to the 6th of April.

Throughout April and May, special instructions for COVID 19 (eight in total) and an emergency response plan guideline for the public service were approved by Cabinet and gazetted. It was a busy time of ongoing national taskforce meetings that ran several times weekly including weekends as well as public service meetings, CEO forums and special HR forums.

The special Covid19 instructions included 160 public servants stranded overseas and who could not resume work due to the border closure; defining essential staff, front line staff; and provisions for employees in the occasion of confirmed cases and/or lockdown and work modality. Other instructions included hazard allowance including a death allowance for frontline workers and for those who might be exposed and die during service. These activities involved consultations with CEOs and HR forums, the Office of the Attorney General and the gazetting of these instructions when they were endorsed by Cabinet in March and in May, 2020.

The reprioritization, curfews and Covid19 social distancing and restrictions meant that some planned activities especially those requiring training, visiting outer islands, and visiting Ministries were delayed or stood down in terms of priority actions for the period. This also meant that Corporate plans and budgets that had been submitted in Jan/February 2020 had to be revised and resubmitted due to an anticipated \$60 million deficit budget



for the 2020/2021 FY. This led to PSC and the Ministry of Finance working on containment measures on recruitment – freezing new appointment and rechanneling all recruitment via the critical sub-committee based on Government new prioritized areas (namely Covid19 related, Roadworks, and other essential justified positions). This involved a series of management meetings for Finance, PSC and planning to address the many issues emanating from this; particularly the rise to 62/63% of the wage bill – exceeding the 53% threshold.

Relocation to new PTH

In the fringes of completing various activities for the 2019/2020 financial year, the PSC relocated to a new office space provided by the Pacific Timber and Hardware – or Paradise Holdings. The relocation took a period of two and a half weeks because files, equipment and furniture's had to be all packed and moved. Relocation was complete as at 1 July 2020. At the same time, renovation work of the PSC damaged premises commenced by contractor, Five Stars Enterprises.

Staffing

PSC's total staff from the previous two quarters was 50, and went down by seven (7) to 43 by end of June. Of these are three (3) permanent staff who are on study leave and 4 vacancies (Director, Legal & Investigation; Legal Officer, 2 Senior Assistant Secretaries (HR and Remuneration). Due to Covid19, volunteers' recruitment which was under recruitment with AVI and VSA have been stalled. There were five daily paid record assistants in the beginning of the FY and this number has gone down to two by end of June 2020 due to full time job opportunities for two; and further study opportunity for one.

A significant loss to the Commission was the sudden illness and hospitalization of Deputy Secretary, Ms. Charlotte M. Vuki in June and who eventually passed away in Auckland on July 12th.

The other challenge has been the very low level of eligible candidates for PSC's long time vacancies especially, two senior legal officer and two senior Remuneration and Policy officer posts. This is costly as advertisement costs are quite high, and costly also in terms of workload to an already busy staff.

ICT

The period was marked by a number of connectivity and hardware issues. The PSC server broke down and meant that processing HR cases, registering and filing reverted to manual which were time consuming. The additional lack of expertise in the area even from outside to install the server meant additional hours being added to file and cases management. Work speeded up once a new server was installed after four months, towards the end of this period. In addition were connectivity issues from the main provider TCC with frequent internet and telephone downtime across the whole Public Service. This also affected the PSC's digitization work and the ongoing upgrade to its revamped Website.

Despite the reduced activities caused by COVID, the Public Service Month activities of June were celebrated through radio and television talks as well as a video competition that led to 19 Ministries participating including two from Schedule 2.



Technical assistance was secured from development partners as part of the next budget support in two areas: continued support for wage bill management and an establishment registry for the whole Public Service through new policy triggers; other policy triggers (sexual harassment, fraud).

Figure 6: CEO forum at statistics department conference room



Figure 7: CEO & HR Manager forum at Fa'onelua conventional center



Program 2 -Workforce Division

Expertise

- Band I, J, K, L (Graduate senior Management): 69%
 - Band I 4%
 - Band J 6%
 - Band K 9%
 - Band L 27%
 - Band M 23%
- Qualification distribution:
 - Doctorate 50% female; 50% male
 - Master 63% female; 37% male
 - Post-graduate 79% female; 21% male
 - Bachelor 57% female; 43% male
 - Diploma 70% female; 30% male
 - Certificate 60% female; 40% male
 - Secondary School Certificate 56% female; 44% male
 - No qualification 24% female; 76% male

01 July, 2019 To 30 June 2020

THE PUBLIC
SERVICE -

Diversity

Schedule 2: 21%: 79 –Schedule 1
61%:39%
Gender Parity: 61%: (39%)
Average Age 38 years
Ages: 20-40 61%
Outer Islands 19%: 84% Tongatapu
Female CEOs – 24%: 74% Male CEOs

Workforce snapshot of PSC governed Ministries as of 30 June, 2020

- Total no. of employees (PSC governed): 4,135 employees, 7% increase compared to 2018/2019 FY 3,854 employees.
- Largest Ministry: MET 30% (1261)
- 3 Fastest growing ministry: Palace 122%, AGO 117%, MORC 109%
- 3 ministries with highest staff Turnover: MOH 28%, MET 21%, Finance 14%
- Smallest ministry: Palace 1% for 2 consecutive years
- Staff turnover rate = 1%

Workforce trend

- Total entrants: 359 employees
- Total exit: 139 employees
- Secondment five (5) 50% decrease from 2019
- Resignation twelve (12) 41%
- Retirement seven (7) 24%
- Medical Cessation three (3) 10%
- Died in Service two (2) 7%
- Dismissal four (4) 14%
- Termination one (1) 3%

Output 2 – Workforce Development

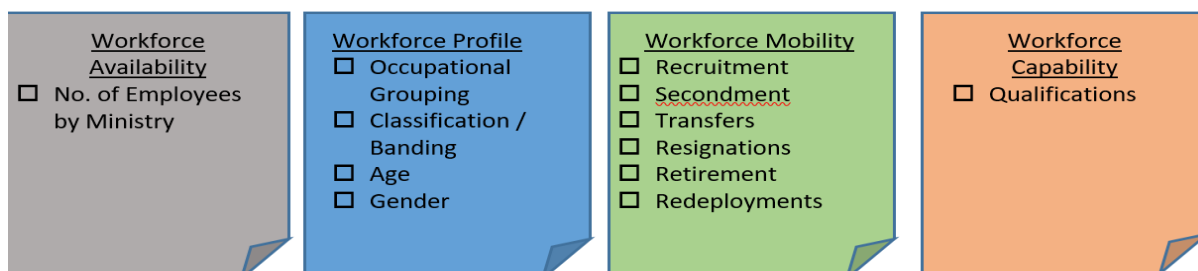
Increased pool of competent, disciplined and qualified Public Service staff in key managerial and technical areas to improve efficiency and effectiveness of service delivery



The Workforce Development Division focuses on two major areas. One is the provision of workforce analysis for the public service; the other is workforce development through the implementation of the Public Service Workforce Development Framework.

The Division has been more proactive in reconciling and following up workforce data from line ministries as part of a more detail oriented approach based on key learnings from challenges faced in the previous year.

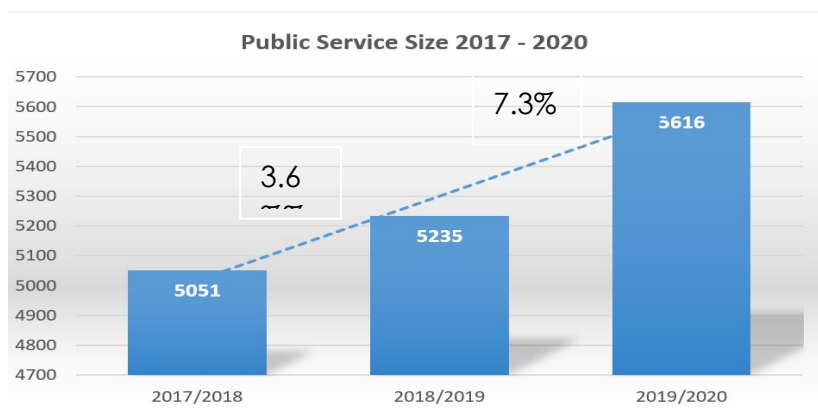
Although minor challenges such as untimely or incomplete information were faced, the two member team continued to engage proactively with Ministries for correct and quality workforce data. This analysis reports on the four (4) key dimensions of the Tonga Workforce Development Framework which focuses on the following key components;



Public Service Workforce size

The Tonga Public Service consists of two (2) schedules;

- Schedule I is PSC governed; seventeen (17) ministries and four (4) agencies.
- Schedule II operates under the jurisdiction of the Legislative Assembly (LA); Tonga Police, Fire and Prisons, His Majesty's Armed Forces and the Office of the Auditor General.
- HMAF registered the highest number at 604, followed by Police at 487, Prisons at 117 and Fire at 115. The Ombudsman Office is the lowest at 22.



Ministries at 7% and 0.3% from Schedule II.

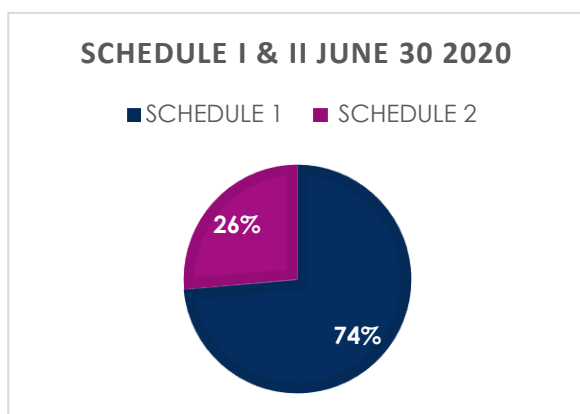
The Ombudsman Office is the lowest at 22.

• The total number of Schedule I and II employees as at 30 June 2020 was 5616, a growth of 381 or 7.3% from 5235 in the last financial year.

• The largest growth is from Schedule



Figure 9: Schedule 1 & II as June 2020



- Schedule 1 continues to take up the highest number of employees going up by 1% from the previous FY to 74% whilst Schedule 2 went down by 1% to 26%.
- Female to male ratio for Schedule 2 is 21:79% (female: male) with highest female representation in the Auditor General Office at 65:35% and the Legislative Assembly at 61:39%.

Figure 11: Schedule II as at June 2020

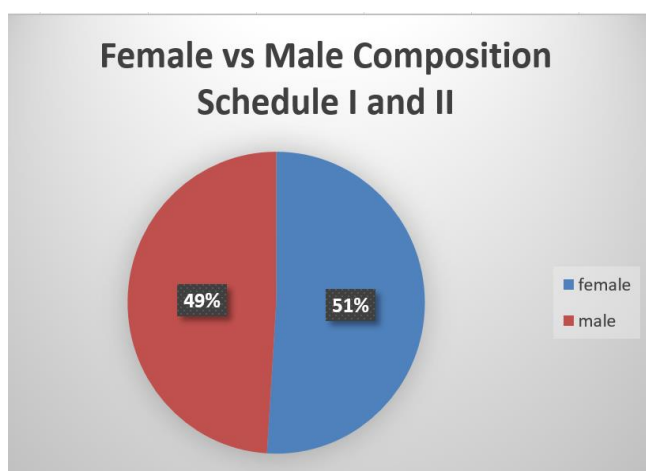


Figure 10: Female vs Male composition

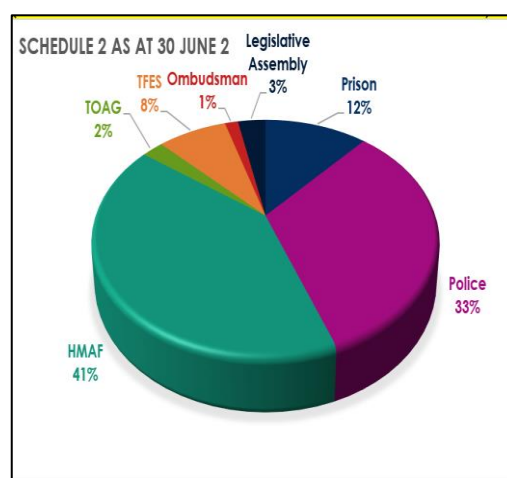
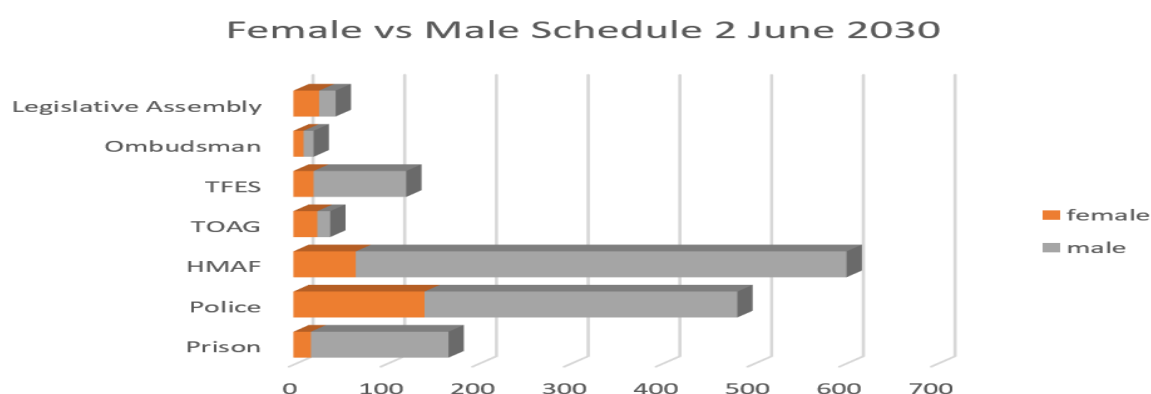


Figure 11: Female vs male in schedule II



This report focuses only on Schedule 1 Ministries managed under the Public Service Act.



Schedule 1 Workforce Statistics

Workforce availability

The public service employed around 4,135 employees by the end of June 2020, which is a 7% increase compared to 2018/2019 FY 3,854 employees. This is the biggest increase over the past 5 years.

A Cabinet's direction to fill all vacant positions (approximately 280 positions) by the 23rd February 2020, and freeze of all new appointments effective in April 2020 with exceptions to the Ministry of Health, Education and Training and the Ministry of Infrastructure whose positions were prioritized. The growth however is explained by the filling of these vacancies and increases in recruitment from these three Ministries particularly Education.

Provided below is a trend of the growth of the Public Service by Ministry over four (4) quarters as from July 2019 to June 2020;

Figure 13: Schedule 1 Employees List

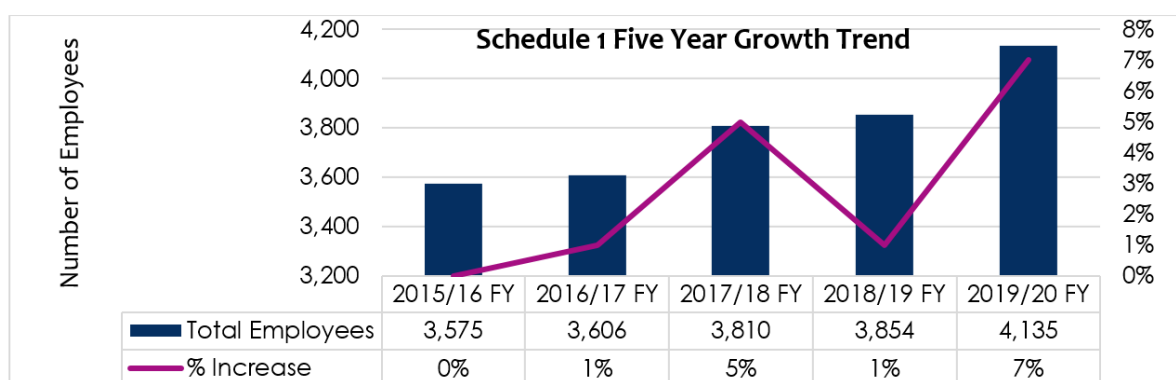
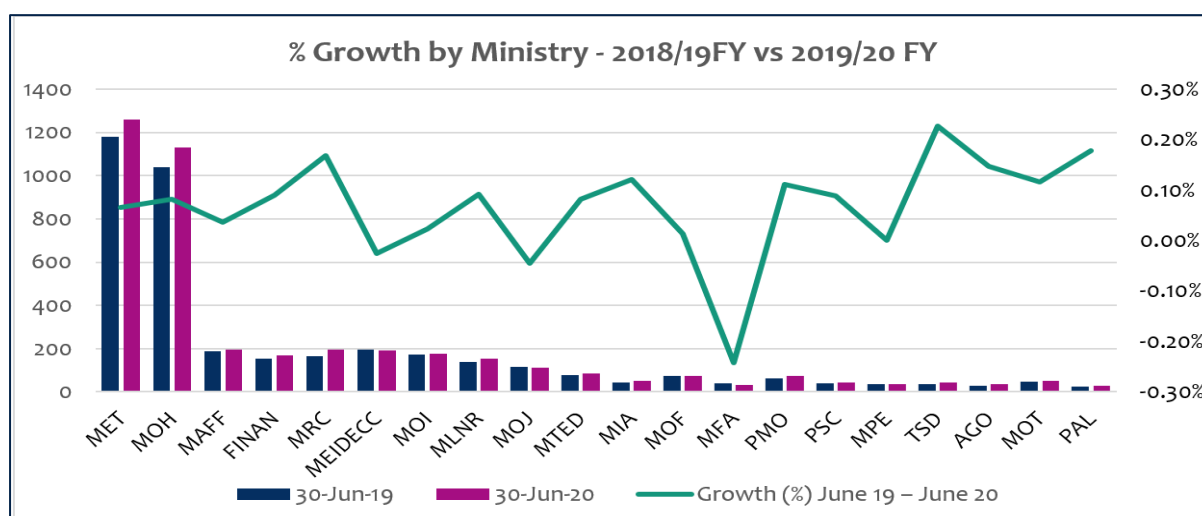


Figure 14: growth by ministry by %

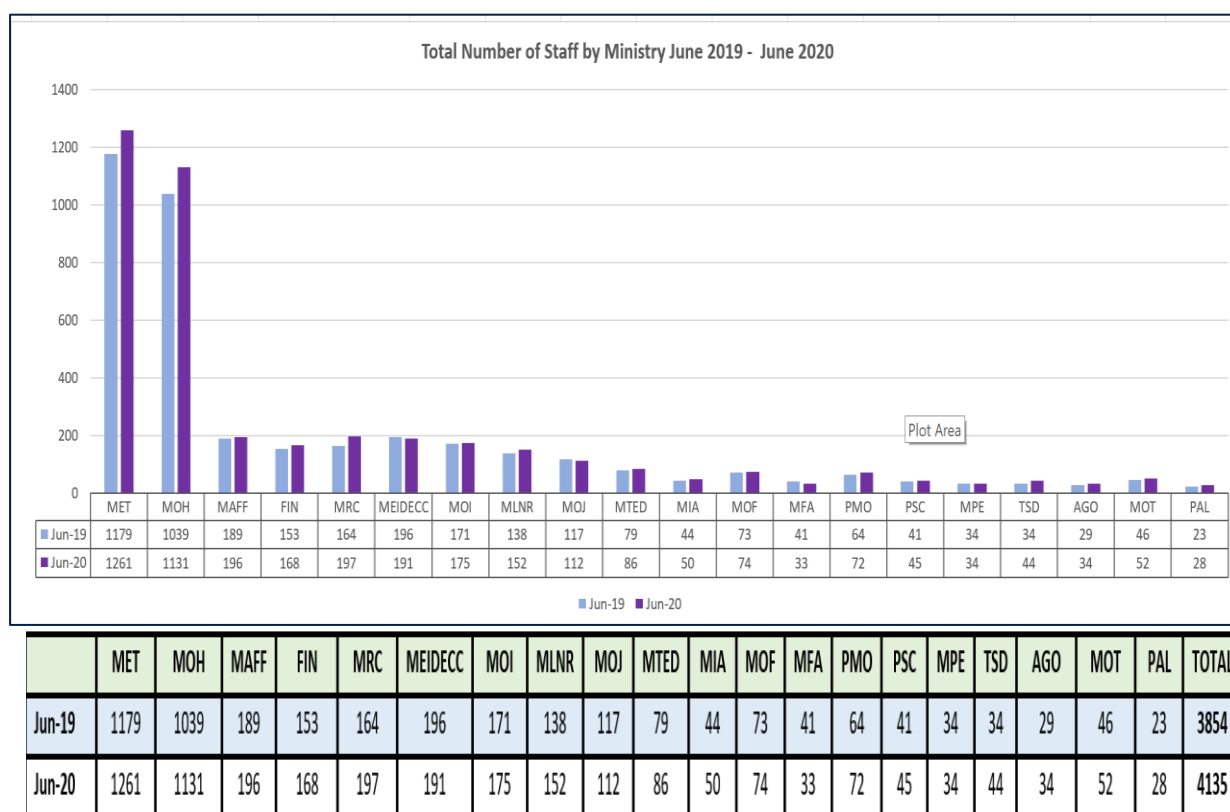


For the past four (4) consecutive years the two (2) largest Ministries are the Ministry of Education and Training and the Ministry of Health. The highest nominal increase (by head count) is by MOH with 92 additional employees, followed by MET with 82, Revenue and Customs with 33, Finance with 15, Statistics with 10, and PMO with 8. Foreign Affairs registered a reduction of 8 staff.

- ❖ Largest Ministry – MET (30%)
- ❖ 2nd Largest Ministry – MOH (28%)
- ❖ Fastest growing Tonga Statistics Department (0.23%),
- ❖ Biggest reduction in staffing – Ministry of Foreign Affairs
- ❖ Smallest Ministry – Palace Office (0.7%) Ministry of Foreign Affairs – (0.8%)

The Tonga Statistics Department (TSD) registered the highest % growth (0.23%) with the Foreign Affairs having the lowest % growth (-0.24%) in comparison to the last FY where it was the fourth highest % growth at 0.12%.

Figure 15: Number of staff by ministry 2019/20



Workforce Profile

Under this section, are occupational grouping, classifications, age, and gender information in Schedule I Ministries for this period.

Occupational Grouping

For three (3) consecutive years, the two (2) largest occupational groups continue to be the Education and Health sector which account for approximately 58% of the public service.



TABLE 16: OCCUPATIONAL GROUPING JUNE 2019 VS JUNE 2020

	2019	2020
Executive Management	79	118
Middle Management	138	143
Health Professionals	796	870
Education professional	1142	1171
Human Resource	103	125
Finance	92	134
ICT professionals	50	62
Administrative and Clerical	618	722
Legal	27	27
Agriculture & Fisheries	116	122
Technical	271	311
Others	422	330
TOTAL	3853	4135

• There has been an increase in the size of major occupations in Schedule 1.

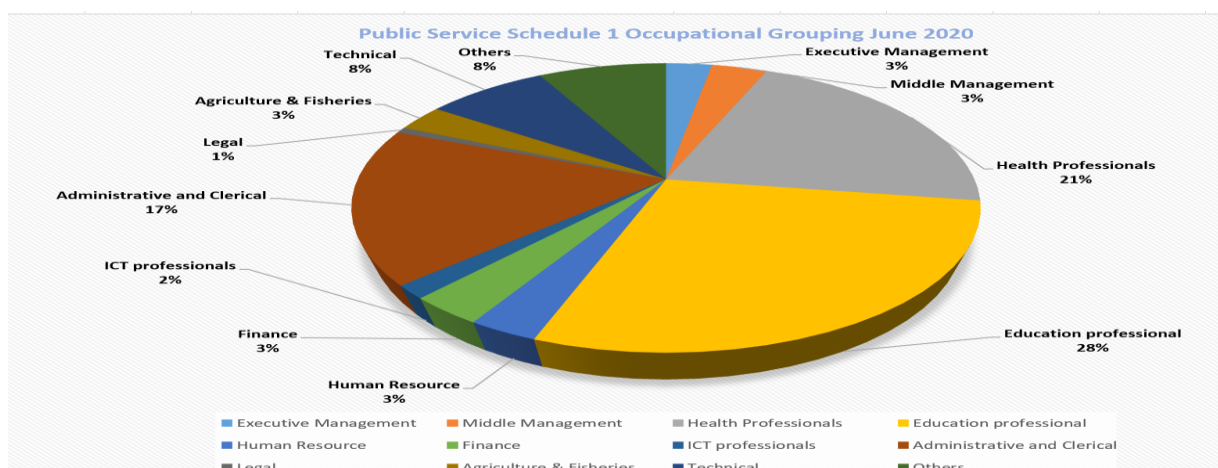
• The specifications of the major occupations grouping are part of the COP work which is currently being revised and a more accurate picture of the occupations as per updated designations will be made in the next financial year. For example, in 2019, HR positions were reported under middle management but now have been revised.

• Current positions designations are

being revised to reflect the actual nature of the job as part of the COP updating work.

Education Professional 28%,
Health 21%
Administration & Clerical 17%

Figure 17: Schedule 1 occupational grouping



Representation by Island groups

Approximately 81% of public servants governed by PSC reside in Tongatapu, 9% in Vava'u, 5% in Ha'apai, 3% in 'Eua and 2% in the two (2) Niuas. Vava'u and Ha'apai employees have been gradually increasing since 2017/2018.

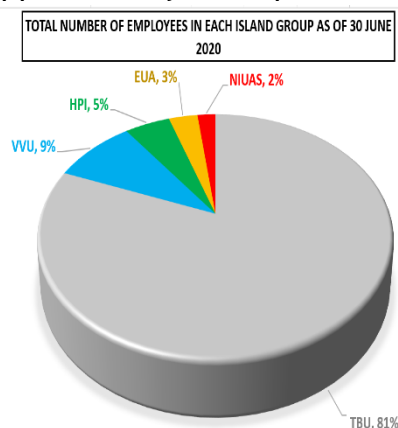


Table 12: Total Number of Public Servants per Island group

ISLAND GROUP	TOTAL
TBU	3350
VU	370
HPI	204
EUA	130
NIUAS	81
TOTAL	4135

**TABLE 13: NUMBER OF PUBLIC SERVANTS AS PER MINISTRY
PER ISLAND GROUP**

	TBU	VVU	HPI	EUA	NIUAS	Total
PAL	28	0	0	0	0	28
MTED	75	7	2	1	1	86
MOF	59	7	6	1	1	74
FINANCE	150	7	8	3	0	168
MORC	181	15	0	1	0	197
MAFF	138	27	14	11	6	196
MEIDECC	167	9	8	1	6	191
MIA	45	3	1	1	0	50
PSC	45	0	0	0	0	45
MOJ	102	5	4	1	0	112
MOI	147	12	9	5	2	175
MOT	46	4	1	1	0	52
MLNR	140	8	4	0	0	152
MPE	34	0	0	0	0	34
TSD	41	3	0	0	0	44
PMO	53	8	6	1	4	72
MFA	32	1	0	0	0	33
AGO	34	0	0	0	0	34
MOH	925	98	62	36	10	1131
MET	908	156	79	67	51	1261
Total	3350	370	204	130	81	4135

Classification / Banding

Sixty four percent (64%) of female employees dominate these professions with high variance with male employees between the ages of 18 to 40 and lesser variance between female and male employees between the age ranges of 41 to 60 years old. Revenue and Customs had the highest growth of female employees with 24% increase and Foreign Affairs registered the lowest growth of female employees

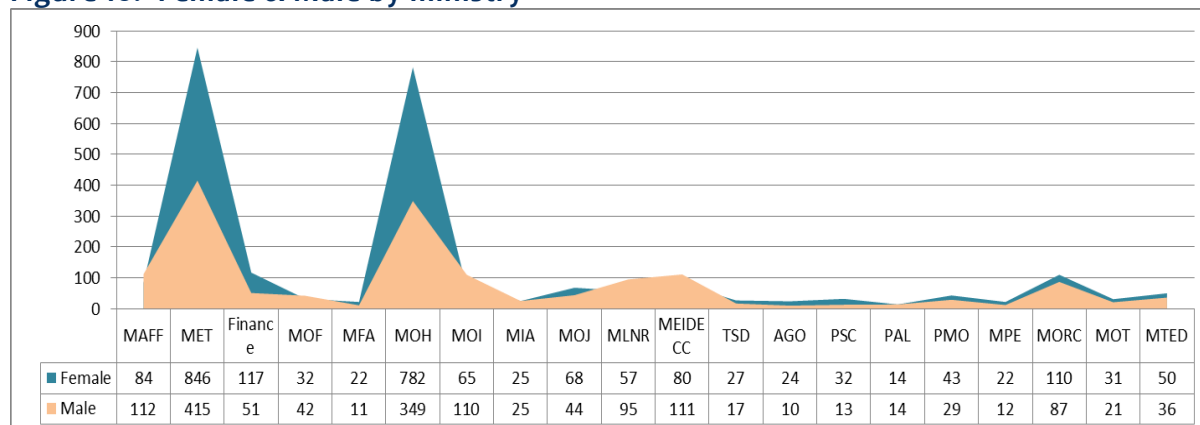
- 58% (2412 out of 4135) of Schedule I occupies positions placed at Bands K, L and M.
- Middle to Senior Management positions (Band J and above) make up 16% and junior positions (Bands S – N) make up the remaining 26%.
- There are more males at Band R, at the lower end.
- Executive Management positions at the CEO level (Bands

C, D & E) continue to show male dominance with 6 female CEOs 12 male CEOs vs (33%:67%) as of 30 June 2020.

Gender Profile

As of 30 June 2020, Schedule 1 gender composition was 61% female to 39% male employees.

Figure 18: Female & Male by ministry



The area graph (Figure 18) highlights five (5) male dominant Ministries across Schedule 1 (MAFF, MEIDECC, MOI, MLNR & Fisheries). Fifteen (15) ministries are female dominant with the Public Service Commission and the Attorney General's Office leading all other Ministries in highest female representation. The Palace Office and Ministry of Internal Affairs show a 50:50 share of female and male employees.

- 48% of male employees continued to concentrate in Health and Education with teachers and nurses the two (2) largest occupational groups whilst each of MAFF, MEIDECC and MOI comprise 7% of male employees. TSD (Statistics) had the highest growth of male employees by 41% in comparison to the previous FY and Foreign Affairs had the lowest growth of male employees.

Gender Pay Parity

Female CEOs

- ❖ 2015 – 31%
- ❖ 2016 – 48%
- ❖ 2017 – 43%
- ❖ 2018 – 50%
- ❖ 2019 – 23%
- ❖ 2020 – 24%

Female Deputy CEOs

- ❖ 2016 – 49%
- ❖ 2017 – 54%
- ❖ 2018 – 50%
- ❖ 2019 – 50%
- ❖ 2020 – 50%

As in Figure 18, Gender pay parity is consistently higher for women at 61%:39% ratio compared to last year where it was 60:40%. In other words, **women continued to take the larger share of the salary earnings and this trend has been maintained over the last three financial years.**

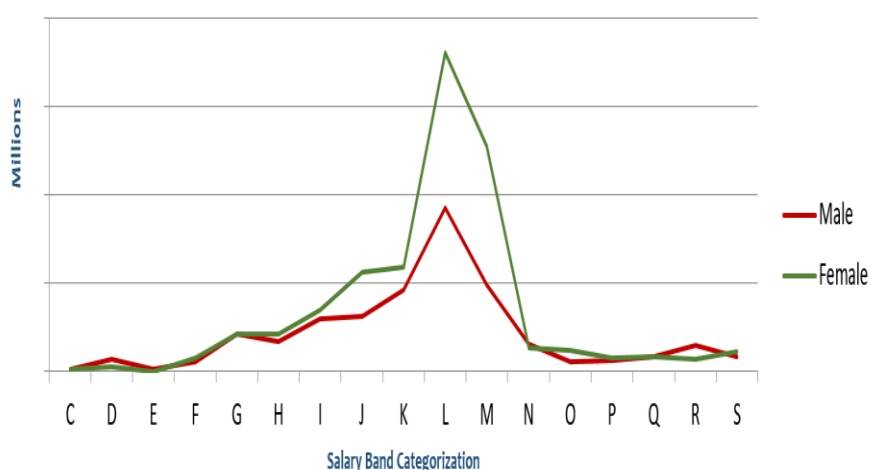


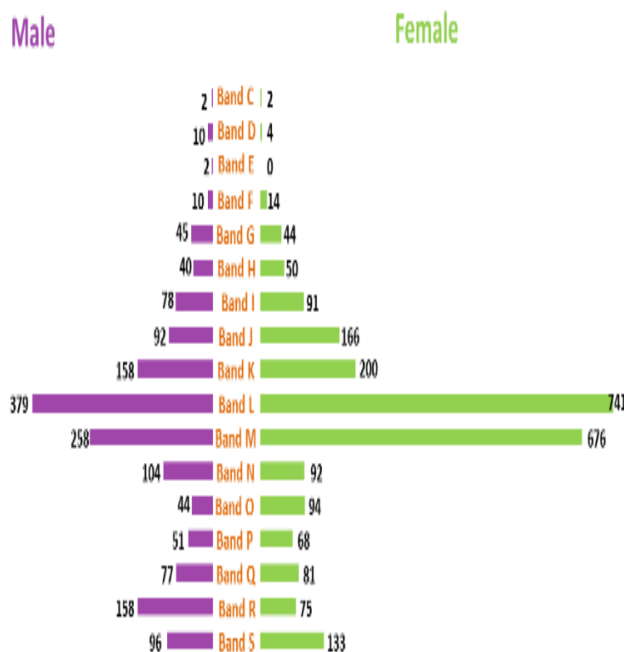
Figure 19 - Gender Pay Parity

Median Salary in Schedule 1

Median salaries measure the mid-point of the salary distribution (assumption is that half of the employees are below or above this salary level). It is less affected by a small number of employees with very high salaries.

The average median salary for male employees was estimated to be \$22,085 compared to female employees which was estimated to be around \$22,533. Overall, an estimated \$90 million represents the relative cost of salary for the Public Service based on the median salary for each salary band and is further depicted in the graph below;



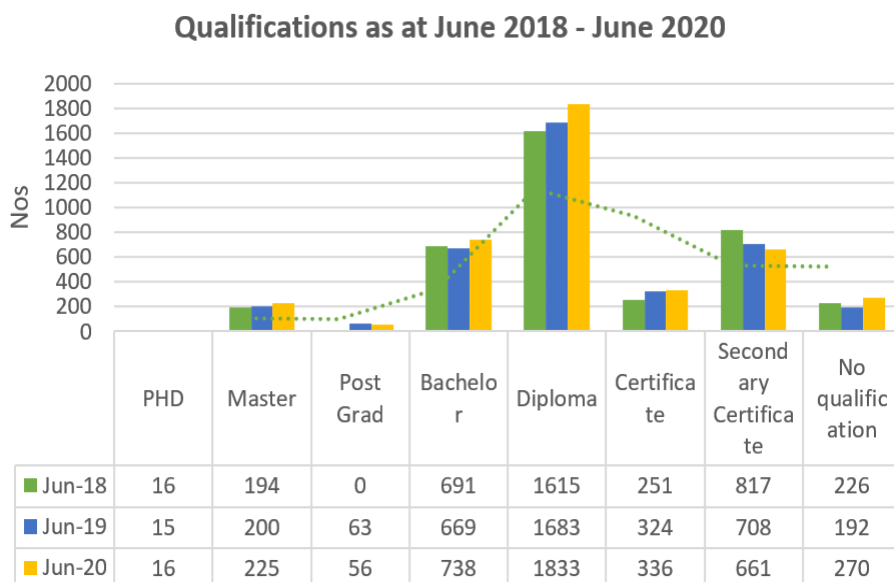
FIGURE 20: GENDER PAY PARITY TREND USING

- At the end of June 2020, the average median salary was \$22,355 which lies between Bands M and L.

Qualifications of Schedule I

- 25% of the public service hold a degree or higher qualification as of 30 June 2020.
- Diploma holders remains the dominant qualification level with 44% followed by 18% for Bachelor holders.
- 7% hold postgraduate degrees
- Females heavily outnumber males by over twice as many employees at the Diploma / Bachelor degree entry level of Band M and Band L (1417 female :637 males). These are again attributed to

female dominated occupations of nursing and teaching.

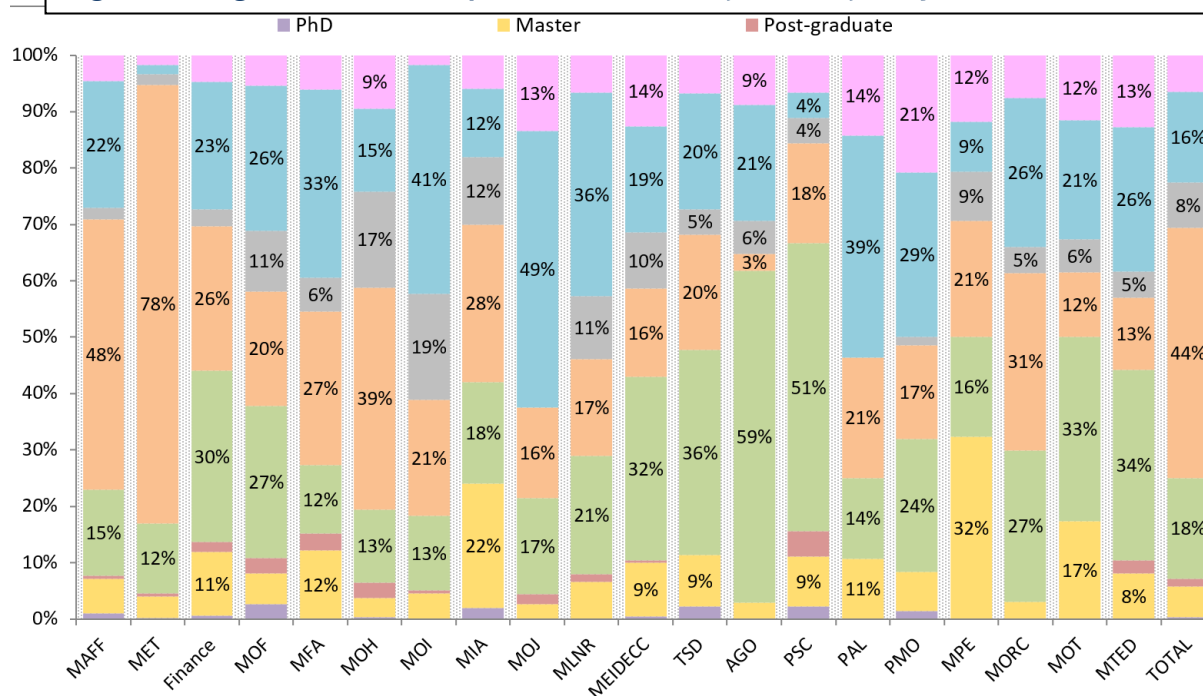
Figure 22: Qualifications as at June 2018 – June 2020

- About 7% of the Public Service had no post-secondary school qualification and over three years, the number has slightly increased and this is at the daily paid labour level.

- Highest with no qualification is at the Prime Minister's Office

at 21% of its staff (drivers, housekeepers, groundkeepers, watchmen); and highest qualifications at Bachelor's level is at the Attorney General Office at 59%.

- However, there is a steady growth in degree holders at the Diploma to Masters Degrees with highest growth at the Diploma level, followed by those with Masters.
- At the PHD level there is a 50% split female and male employees. At Masters and Postgraduate levels, females dominate by 61% and 78% respectively.

Figure 21: Highest Academic qualification held by Ministry in Quarter 4

Age Profile

There is a wide gap between female and male employees at the early career stages which is between the ages of 18 to 40. This difference stems from the female dominant teaching and nursing professions with the highest number of employees in Government. However as the age group reaches the range between 41 and 60 there is almost no variance between female and male employees.

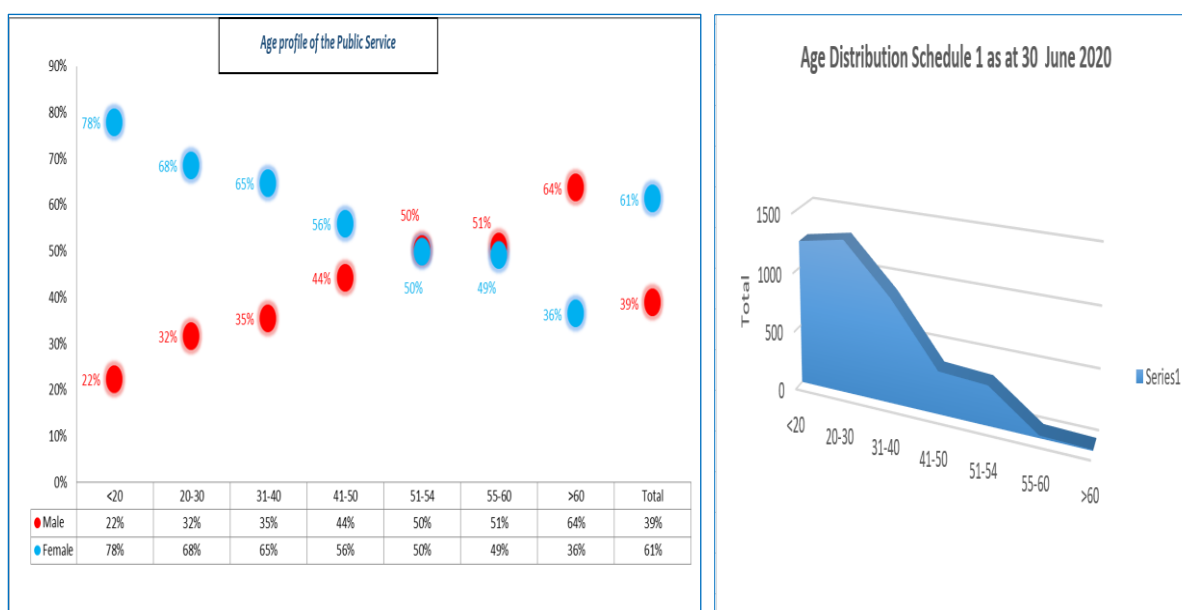
- ✓ Ages: 20 – 40: 61%
- ✓ 41 – 50: 22%
- ✓ 51 – 60: 17%
- ✓ Average age – 38 years

Table 14: Public Servants Age vs Gender

- The largest group (61%) fall in the age group of 20-40 years; followed by 22% for those between 41 – 50 years and 17% for those between 51-60 years. There is a negligible number over 60 who are given work extension due to exigency of service, most (64%) of whom are male.
- The average age falls around 38 years of age.

Age Group	Male	Female	Tot	Male	Female
<20	2	7	9	22%	78%
20-30	387	839	1226	32%	68%
31-40	460	841	1301	35%	65%
41-50	392	495	887	44%	56%
51-54	180	178	358	50%	50%
55-60	169	163	332	51%	49%
>60	14	8	22	64%	36%
Total	1604	2531	4135	39%	61%

FIGURE 23: AGE PROFILE OF SCHEDULE 1



Workforce Mobility

Entrance and Exits

- There was more entrance than exits in this period with 362 to 139 employees exiting.
- The past three years continues to see increases in hiring from, 8:3% (entrance: exit) in 2017/2018; 29:12% in 2018/2019, and 25:16% for this period.
- Highest entrance are from Quarters 1, 3 and 4 corresponding to the Cabinet Decision No. 936 of 23 August, 2019 for all vacant positions of MDAs to be filled. Health, Education and Infrastructure register the highest entrance.
- Over a five year trend, this FY registers the highest entrance and the biggest offset.
- The size of the public service continues to be a major challenge in terms of the wage bill and affordability for the medium to long term. As of June 2020, the wage bill was at approximately 61% and higher than the threshold of 53%.

More Exits than Entries

Total entrance vs exit-
25: 16%

Highest entrance: MOH

Highest exit: MET & MOH

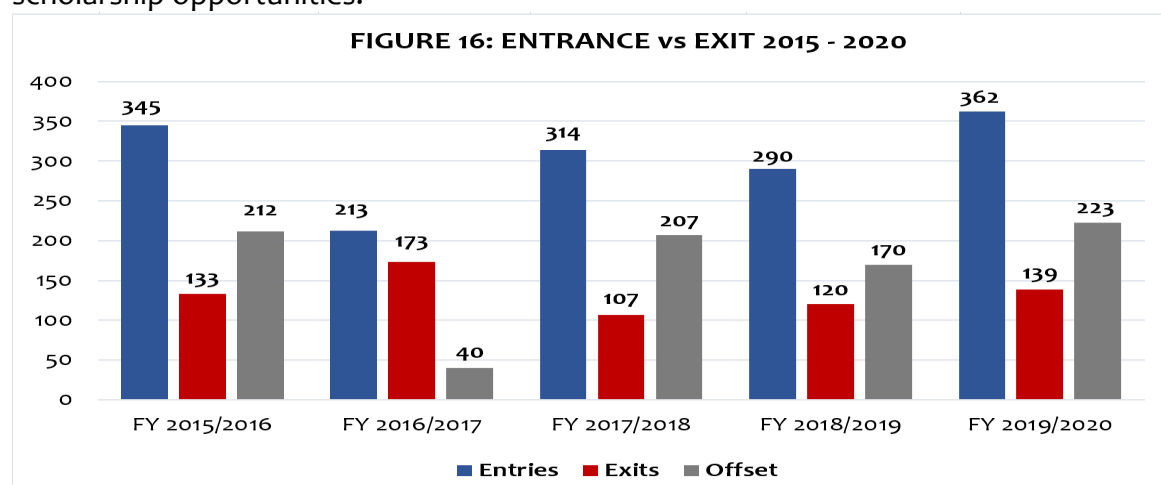
TABLE 15: PUBLIC SERVICE ENTRANCE VS EXITS 2015 - 2020

ENTRANCE vs EXIT 2015 – 2020					
	FY 2015/2016	FY 2016/2017	FY 2017/2018	FY 2018/2019	FY 2019/2020
Entries	345	213	314	290	362
Exits	133	173	107	120	139
Offsets	212	40	207	170	223

Workforce Capability

The second component of the work of the Workforce Development Division is developing and enhancing the capability of its employees under the Public Service Workforce Development Framework 2017 – 2023. It includes a number of strategies including structured generic trainings, targeted trainings for those with talent and leadership

potential; workforce and trend analysis and joint partnership with the Government Scholarship committee and development partners in short and long term training scholarship opportunities.



Annual Training Needs Survey of MDAs

A regular activity is the MDA's annual training needs assessment of which the results are provided to the National Scholarship Committee and Development Partners for their own allocation purposes. This year, the needs analysis also included Schedule II Ministries. The table below shows the line Ministries training needs requested by study level from 2017 to 2019.

Table 16: Ministry's number of training needs proposed per Study Level from 2017 – 2019

	1	2	3	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
1. MOH	10	3	3	16	9	6	6	0	21	40	14	17	1	72					
2. MOF	5	1	0	6	3	1	0	0	4	6	1	1	0	8	5	0	3	0	8
3. MIA					4	0	1	0	5	6	3	2	0	11					
4. MEIDECC	13	0	0	13	2	1	2	0	5	9	2	9	0	20	9	1	6	0	16
5. MORC	2	1	0	3	4	0	1	0	5	5	0	0	0	5	3	0	5	0	8
6. MPE	2	2	0	4	4	1	1	0	6	4	1	1	0	6	4	0	1	0	5
7. MOJ	11	0	0	11	3	0	3	0	6	9	0	6	0	15	3	0	3	0	6
8. MOI	4	1	1	6	8	0	6	0	14	15	0	0	0	15	7	0	0	0	7
9. MET	22	0	4	26	5	0	0	0	5	22	4	9	1	36	27	11	12	0	50
10. MOT	3	0	2	5						1	0	0	0	1	6	0	0	0	6
11. MLNR	5	0	0	5	5	0	1	0	6	4	0	1	0	5					
12. MTED	2	0	2	4						2	1	4	0	7					
13. PSC					3	0	3	0	6	2	0	2	0	4	2	1	2	0	5
14. MAFF					4	0	0	1	5	0	0	6	1	7	8	0	0	0	8
15. Finance										3	0	5	0	8	3	1	8	0	12
16. PMO										6	0	4	0	10	2	0	0	0	2
17. Palace										3	0	0	0	3	3	0	2	0	5
18. Police										7	0	0	0	7					
19. Ombudsman										3	0	1	0	4	3	0	0	0	3
20. TFES										6	0	0	0	6					
21. NBS															2	0	1	0	3
Total	79	8	12	99	54	9	24	1	88	159	26	68	3	256	87	14	43	0	144

Note: Ministries who did not submit any training needs
1 - Bachelor, 2 - Postgraduate Diploma, 3 - Masters, 4 - Doctorate, 5 - Total

- Fifteen Ministries submitted their training needs for 2021, a decrease from 20 in the last FY. This is reflected in the decreased number (by 112) of scholarships requested from ministries from the last TNA survey (256 to 144).

- Health, Internal Affairs, Trade and Economic Development, Lands and Natural Resources did not submit any, so did Police and Fire. Health already has scholars from 2016/2017 and 2018 already returning to serve, and their scholars from 2018 and 2019 are more than sufficient to take them through to the next three years.



- Seven (7) Ministries increased their training needs for 2021 – MORC, MET, MOT, PSC, MAFF, Finance and Palace Office whereas six (6) Line Ministries decreased their training needs which are MEIDECC, MPE, MOJ, MOI, PMO and Ombudsman. Fisheries retained their training needs number as previously submitted.

TABLE 17: OVERALL TRAINING NEEDS REQUESTED BY STUDY LEVEL FROM 2017 – 2019

Year	For year	Bachelor	Postgraduate Diploma	Master	PhD	TOTAL
2017	2018	79	8	12	0	99
2018	2019	54	9	24	1	88
2019	2020	159	26	68	3	256
2019	2021	87	14	43	0	144

Scholarships

The scholarship allocations are based on all scholarships funded by the Governments of Tonga, New Zealand and Australia, Japan, and includes other award programmes from the Commonwealth Foundation, Fred Hollows and Thailand Cooperation

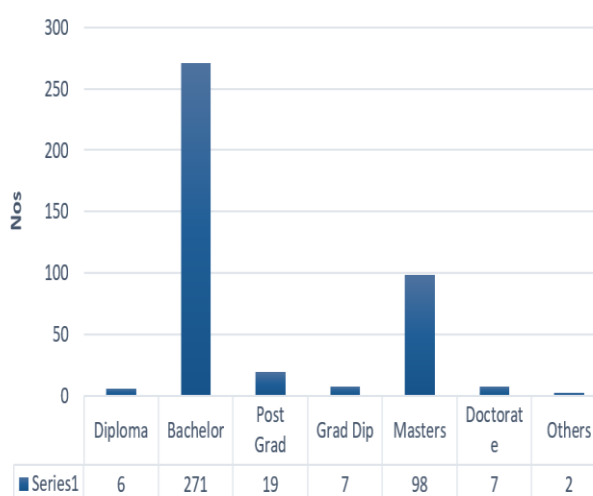
Agency Scholarship. Data on scholarships awarded by China is not yet available.

- A total of eighty one (81) scholarships were awarded in 2020; an increase from 55 in 2019.
- Sixty-nine percent (69%) of scholarships awarded in 2020 are undergraduate degree programs; followed by Postgraduate/ Masters programs at 27%
- There is a decrease in the average percentage (%) of scholarship allocation compared to 2018 and 2019. Both Health and Education received the highest number of scholarships with thirteen (13) scholarships each based on their requested training needs.
- Over the 2019 - 2020 period, a total of 136 scholarships were awarded compared to the 256 needs identified.
- The Tonga Government awards made up 51% of all awards for 2020; followed by awards from the Australian Government and New Zealand.

Table 18: Summary of Scholarships awarded 2015 - 2020

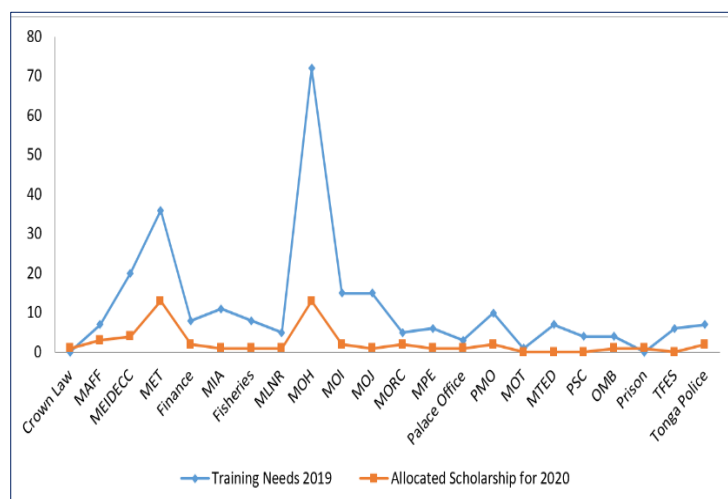
	2015	2016	2017	2018	2019	2020
Diploma	4	0	0	1	0	1
Bachelor	69	38	25	43	40	56
Post Grad	2	3	2	6	3	3
Grad Dip	2	3	2	0	0	0
Masters	25	10	16	16	12	19
Doctorate	6	0	0	0	0	1
Others	0	0	1	0	0	1
Total	108	54	46	66	55	81

Total Awards from 2015 - 2020



Scholars with 2020 awards were able to reach their study destinations before the lockdown in March but those to have started in Semester 2 were affected by the lockdown so started their programs online in Tonga.

Figure 24: Number of Priority Needs identified in 2019 vs Scholarship Allocations for 2020



- As in Figure 24, the Ministry training needs are not fully catered for by availability of awards, and this has always been the case.
- A deeper analysis of critical skills and expertise for the public service for the next five years will replace the annual training needs survey exercise. This means using sector career committees to provide market information Linked to planned major

Government investments in the medium to long term.

Returning Scholars and Completion of studies

A total of hundred and twenty-one (121) scholarship holders were to have completed their study program in 2019 or to be completed by 2020. Forty-nine (49) scholars completed in 2019 and seventy (70) scholars are expected to complete in 2020.

Table 19: Expected Returning Scholar's for 2020

		Expected scholars to return from studying abroad (except China Awardees)					
Scholars	Study Level	2020	2021	2022	2023	2024	2025
Returning Scholars	Course	0	1	1	0	0	0
	Bachelor	16	26	9	2	1	0
	Postgraduate	4	0	0	0	0	0
	Masters	25	19	2	0	0	0
New scholars	PhD	0	0	3	0	0	0
	Course	1	1	0	0	0	0
	Bachelor	24	20	21	3	4	4
	Postgraduate	0	0	0	0	0	0
	Masters	1	0	0	0	0	0
	PhD	1	0	0	0	0	0

number of returning scholars with Masters would return by end of 2020, and almost a few more for the next two years. These investments are part of the Public Service workforce development framework which should result in a more competent workforce.

- There were returning scholars who have completed studies in the third quarter from Japan, New Zealand and Australia and who are still stranded due to the border lockdown.
- As in Table 20, there are more returning scholars, meaning existing government employees who received scholarships at post graduate level while at degree level, there are more awards going out to new scholars mostly secondary and post-secondary students.
- The data shows that a significant



- Short term trainings and work attachments offered by various external governments especially New Zealand, Australia, China, Japan, and Singapore are now being offered online or deferred.

Other workforce development activities across Government

The **Workforce Development** Division coordinated a number of government wide trainings. This included the third round of the *Mind Education* series, facilitating internships for the Commission, running a training for High Potential (Leadership and Talent), Six (6) induction training of 227 Employees from Line Ministries.

1. Gender Training facilitated by ‘Amelia Kinahoi Siamomua and ‘Ofa ki Levuka Guttenbeil Likiliki on 8 & 9 July 2019 for 25 participants.
2. Mr. Damian Nicholl-Caddell from the Volunteer Ministries conducted the “Communication Skills” training on 4 December, 2019 to 17 employees from ten (10) government Line Ministries
3. The 3rd Mind Education Trainings for Tonga Public Service Officials, facilitated by Professor Kim from the International Youth Fellowship (IYF) on 19 – 21 November 2019. Five (5) sessions were attended by more than 120 employees across the Public Service. The 4th Mind Education Training planned to be conducted in April 2020 was cancelled due to the COVID-19 worldwide outbreak.
4. Ms. Linda Maue from the Tonga Business Enterprise Centre (TBEC) conducted the training on Customer Care Service on Tuesday 14th January 2020 to thirty-three (33) PSC Office staff.
5. The PSC Office in partnership with the Commonwealth Secretariat, hosted two days trainings sessions on Sexual Harassment for the Public Service employees, on February 5 & 6 and 20 & 21.
6. The first (1st) Policy Consultation on the Prevention of Sexual Harassment in the workplace was conducted for Forty-one (41) participants on 19 February 2020 and included Schedule II reps and experts from non-government organisations and Development Partners. It was facilitated by Mrs. Amelia Kinahoi-Siamomua from the Commonwealth Secretariat (comsec) and Mrs. Ófa Guttenbeil-Likiliki (Consultant) and co-chaired by PSC CEO Dr. Lia Maka and MIA Deputy CEO for Women Affairs Mrs. Polotu Paunga.
7. There was also a Round Table Discussion with the Development Partners to brief on the Policy Development on Prevention of Sexual Harassment. It was attended by Ms. Amelia Kinahoi-Siamomua and Mr. Gary Rhoda from the Commonwealth Secretariat, Ms. Elena Gerasimova from the International Labour Organisation (ILO – Suva Office), Mrs. Rererangi Stephenson (Consultant), Mrs. Éleni Leveni Tevi (EU), Mrs. Katrina Maú Fatiaki (MFAT) and Mrs. Tupou Fakakovikaetau (unwomen).



8. The 2nd Policy Consultation with twenty-four participants from sixteen MDAs on the Prevention of Sexual Harassment in the Workplace was conducted on 7 May 2020. A Zero Draft Policy was presented by the two (2) National Consultants; Mrs. Rererangi Stephenson and Mrs. 'Ofa Guttenbeil-Likiliki.
9. **WORK ATTACHMENT:** Ms. Mele Paea Latu, Assistant Secretary, Performance Development Division received a New Zealand Short Term Training Scholarship for work attachment from 5 to 9 August 2019 where she was attached to the Inland Revenue Department's (IRD) in Wellington, New Zealand.
10. Mr. Taniela Makisi, Senior Assistant Secretary from HR Division attended a three (3) weeks Seminar in China on Human Resources Development for Developing Countries from 6 – 26 September 2019.
11. Mrs. Salote Vakalahi, Records Registrar from the Corporate Services Division attended a two (2) weeks seminar in China on "Capability Building for Female Officials Participating in Social Management from Developing Countries" as from 5 – 19 November 2019.
12. **INTERNSHIP:** Ms. Sulieti Pulu commenced her internship program on 23 October 2019 for a period of 7 weeks and completed on 13 December 2019. She has completed a Bachelor of Law in International Politics from Wuhan, China and her area of interest is in policy and international relation.
13. Three other internships of current USP students were provided by the PSC office, including career counselling.
14. Six (6) ongoing Quarterly Induction Trainings were conducted for 227 new appointees to the Public Service with the continuous support from the Retirement Fund Board, Ministry of Finance and Ministry of Revenue and Customs. There was no Outer Island Inductions during this FY due to COVID-19.

Figure 25: PSC representatives



Table 20: Total Trainings Hosted 2019/2020

Date	No. Of Participants	Venue
15 August 2019	65	St. Anthony Padua's Conference Room
13 - 14 November 2019	20	Tungi Colonnade's Conference Room
21 January 2020	28	Queen Salote School of Nursing, Vaiola Hospital
26 -27 February 2020	30	Tungi Colonnade's Conference Room
17 March 2020	29	Tungi Colonnade's Conference Room
3 June 2020	55	St. Anthony Basilica oPadua Conference Room



The remaining new appointees from the Ministry of Health, Ministry of Education and Training and the rest of the Line Ministries who have yet to attend an Induction Training will attend the Induction Training in the new FY2020/2021.

The key challenges for this division has been the Covid19 lockdown which has meant that some planned activities especially those requiring training, visiting outer islands, and visiting Ministries were delayed or stood down.

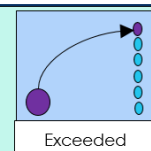


Program 3: Performance Development



Output 3 - Performance Management

Performance based systems established for developing, managing, and improvement of Public Service Performance



Results for the 2019/2020 implementation of the PMS

A total of 4356 employees performance results (PMS) out of 5529 total employees as at 30 June 2020 in addition to sixteen (16) CEOs were due at the end of August 2020 for the final moderation activity. This constitutes around 80% of the whole public service inclusive of CEOs and maintain the previous level of the last FY.

All 26 Ministries from Schedule 1 and 2 (excluding Legislative Assembly) participated in the PMS for this period. The performance of the Heads or Commissioners of Schedule II Ministries have not been part of the PMS Moderation Committee work including the Head and staff of Office of the Ombudsman. Except for the Commissioners for Fire and Prisons, all Heads of Schedule 2 continued with the old contracts which provided gratuity entitlements (10% annually) as opposed to a performance scale contract for CEOs in Schedule 1 (5%, 7%, 10%). All employees of Schedule 2 including Audit have been subject to the PMS System managed by PSC.

Table 22: Implementation of the PMS

	Ministry Name	Total No. of Employees	No. of PMS completed	No. Pro Rata	No. of PMS incomplete	No. ineligible
1	Attorney General's Office	33	18	10	0	5
2	Ministry of Trade & Economic Development	88	69	14	0	5
3	Ministry of MEIDECC	199	157	12	0	30
4	Ministry of Agriculture, Food & Forests	198	160	15	0	23
5	Ministry of Finance	172	108	38	1	25
6	Ministry of Fisheries	73	46	23	0	4
7	Ministry of Foreign Affairs	33	26	4	0	3
8	Ministry of Health	1091	682	46	64	299
9	Ministry of Infrastructure	170	127	17	1	25
10	Ministry of Internal Affairs	48	47	0	0	1
11	Ministry of Justice	106	78	18	0	10
12	Ministry of Lands & NR	150	100	28	1	21
13	Ministry of Public Enterprises	35	22	8	1	4
14	Ministry of Revenue & Customs	197	110	61	0	26
15	Ministry of Tourism	53	43	3	0	7
16	Statistics Department	43	22	19	0	2
17	Public Service Commission	46	27	11	0	8
18	Palace Office	26	11	11	0	4
19	Prime Minister's Office	74	46	16	0	12
20	Ministry of Education and Training	1281	878	117	55	231
	Sub-Total for Schedule I	4116	2777	471	123	745
1	Tonga Prisons	171	116	37	0	18
2	Tonga Police	487	239	72	22	154
3	His Majesty's Armed Forces	604	377	89	49	89
4	Audit	36	19	13	2	2
5	Tonga Fire & Emergency Services	115	88	26	0	1
	Sub Total for Schedule II	1413	839	237	73	264
	OVERALL TOTAL	5529	3616	708	196	1009



Of the total Public Service of 5,529 to be assessed for 2019/2020; there were 4,356 (80%) employees and 16 Chief Executive Officers (Schedule 1 only) whose assessments have been received. Of this, 708 (13%) are on a pro-rata basis and 1009 employees (18%) were ineligible. There is an increase of ineligible from the 788 last FY. There were 196 PMS forms which were incomplete, and this number continues to drop over the years which reflects marked progress in the administration of the system. The results are pending and will be reported in the next FY report.

80% - PMS CEO (Schedule 1)

13% - PMS Pro-rata basis

18% - PMS ineligible

PMS Administration

The administration of the PMS as well as the PMS results continued to demonstrate that the processes are now well institutionalized within Ministries. However, training of trainers programs (Phase VIII) inclusive of one to one Ministry coaching and mentoring for supervisors continued.

Performance Coaching and mentoring program

A new initiative was introduced, “Performance Coaching and Mentoring Program” to facilitate improved government wide compliance with all PMS processes by ensuring that all line ministry employees (i.e. HODs, Middle Managers and frontline supervisors) understand and possess the right capabilities to implement PMS in accordance with approved processes. The approach was “needs-based” and resulted in a PMS CAMP session in quarter 3 for eight (8) Ministries.

Sub-committee meetings

Three PMS sub-committee meetings were held 2019/2020 FY held on during Quarter 1 & 2 2019 comprising forty four (44) PMS Managers. The meeting focused on discussing PMS EFY preparations and progress of work for remainder of the year.

Quality Status checks

There were five (5) Ministries work attachments to PSC and which continued to be run for all 26 Ministries to accommodate new staff and for quality moderations.

80%: Green

30%: Yellow

Twenty three (23) Ministries were status checked for PMS Mid-year readiness with Coaching and mentoring program continuing in two quarters. The results were 70% Green & 30% Yellow.

A revised PMS form was introduced and implemented for Schedule I ministries that links to direct and indirect contribution to the Ministry’s Annual Management Plan.

There is a major improvement in submission timeliness and reporting. The Ministry of Education and Training was also given an opportunity to provide a revised PMS form.



MDAs performance reports for 2018/2019

Underperformance

- The 2018/2019 results reported in the previous FY report shows a reduction to 2% of underperformance from 5% in 2017/2018 and 7% in the first PMS results of 2016/2017. Preliminary pre-moderation results for this FY (2019/2020) show that twenty (20) people underperform which is less than 1%, a reflection of continued PMS improved performance over the years.

Overall Results for 2018/2019

- The final moderation processes and documentation for the Oversight Moderation Committee and the Commission for the 2018/2019 results led to Cabinet's approval of the PMS results in November 2019, so employees were able to receive their performance rewards payments by the last pay of December 2020. This was successfully achieved compared to the long delay in payout in the previous cycle where payout did not occur until February and March of the following year.
- The CEO 2018/2019 results were finalized only in February 2020 due to changes in Government and unavailability of the CEO Moderation Committee.

CEO performance 2018/2019

There were thirteen (13) CEOs who had performance assessments in 2018/2019. A hundred percent (100%) either exceeded or met expectations. This year, there would be sixteen (16) CEO PMS assessments (excluding MOTED – on probation; Foreign Affairs – moved to Schedule II and Infrastructure whose substantive CEO is currently under disciplinary process).

Payment of Performance Rewards for the Public Service

The approved estimate to be paid out as performance rewards for the 2019/2020 rewards is \$2,100,000. This is higher than the approved amount for the previous year, with expectation that there would be improved results with improved focus and support.

For the 2018/19 FY, the total amount spent was \$1.8 million Pa'anga, just below the approved budget of \$1.92 million Pa'anga for the 2018/2019 performance reward.

Business Excellence Framework Implementation

Business Flowcharting (process mapping)

The initial business excellence activities were amended and were no longer applicable by Quarter 2 of 2019, Instead, supporting Ministries to establish business workflows was directed by the then Minister of Finance who is now the Prime Minister as preparatory work for e-government and for better real time performance management.

- The Process flowcharting has been completed for 8 Ministries, and the rest will complete in Q1 of new FY (Sept 2020) as per Cabinet Direction following: numerous trainings and onsite Ministry assistance.
- Cabinet noted the update on the flowcharting and proposed pilot of CHARS Dashboard for 8 Ministries.



- Pilot of an automated (CHARS) dashboard to start with eight Ministries and to be up scaled to the rest over the year.
- As of 30 June 2020, eight (8) ministries are near completion, nine (9) are on track, four (4) ministries in the early stages of flowcharting and three (3) ministries have not progressed their flowcharts.

At least eight (8) Ministries will complete their flow chart by the 25th September 2020 with the remaining eight (8) Ministries (inclusive of MET and MoH) to be progressed by 30 June 2021.

CHARS Dashboard Initiative

The PSC Office has developed an Automated Results Dashboard (a basic automation using Microsoft Excel) to track individual performance in real-time. Some basic features of the CHARS Dashboard includes, but is not limited to the following;

- Tracking Individual performance in real-time
- Identify and manage workload of individual team members
- Measures accountability of individual team members based on impact on

Divisional / Organizational results

- Link individual performance to Divisional Performance
- Link Divisional Performance to CEO Performance based on High Level Targets /

KPIs

- Captures the performance of “other duties / in direct contribution”

This has already been implemented across the entire PSC Office on 01 June 2020 and further piloted in two (2) Divisions (i.e. Workforce Development and Performance Development). The results of the pilot have been linked to the End of FY performance assessment for 2019/20 FY. This is already rolled out to the remaining 4 Divisions of PSC and plans to have this rolled out to the Ministries who have successfully completed their Ministry’s Flow Charting exercise for the new FY.

Best Practices at the Annual Public Service Conference

The annual best practice sharing and Conference of Government Ministries was cancelled due to Covid19 restrictions as the celebration is run annually in June.

Public Service Month

Although the majority of the Public Service Month programs were rescheduled (i.e. Public Service Day, Best Practice Conference and High School Competition), the PSC marked public service month through a short video competition to celebrate and recognize service despite COVID19.

The theme of this year’s Public Service Month was “*We are in this together; My Tonga, Your Tonga, Our Tonga – Fighting COVID 19*”. Nineteen (19) Ministries submitted a short video under one of the above categories with a total of 21 short video submissions. Judges were selected from the private sector and within government.



Four (4) category awards signed off by the PM were presented to winners across the MDAs as per table 22 below:

TABLE 23: SHORT VIDEO AWARD WINNERS

Awards Category	Ministry	Ranking
COVID-19 Champion Category	MoRC	1 st Place
	MIA	2 nd Place
Spirit of Excellence Category	MEIDECC	1 st Place
	PMO	2 nd Place
Proud to be Tongan Category	PSC Office	1 st Place
	Palace Office	2 nd Place
People's Choice Category	MoRC AGO	Tied for 1 st Place
Special Awards Category	MoH	
	MAFF	
	TFES	

Ministers and CEOs were sent a summary of video clips and their own Ministry video clip in full afterwards.

The video competition gave a tremendous boost to the PSC public profile and facebook page as

well as the rest of participating Ministries because the online peoples vote reached over 30,000 viewers and shares across the board. The Television 1 News NZ also mentioned it in one of their news clips.



PHOTOS ABOVE: AWARDS OF THE SHORT VIDEO WINNERS.



Performance Improvement initiatives

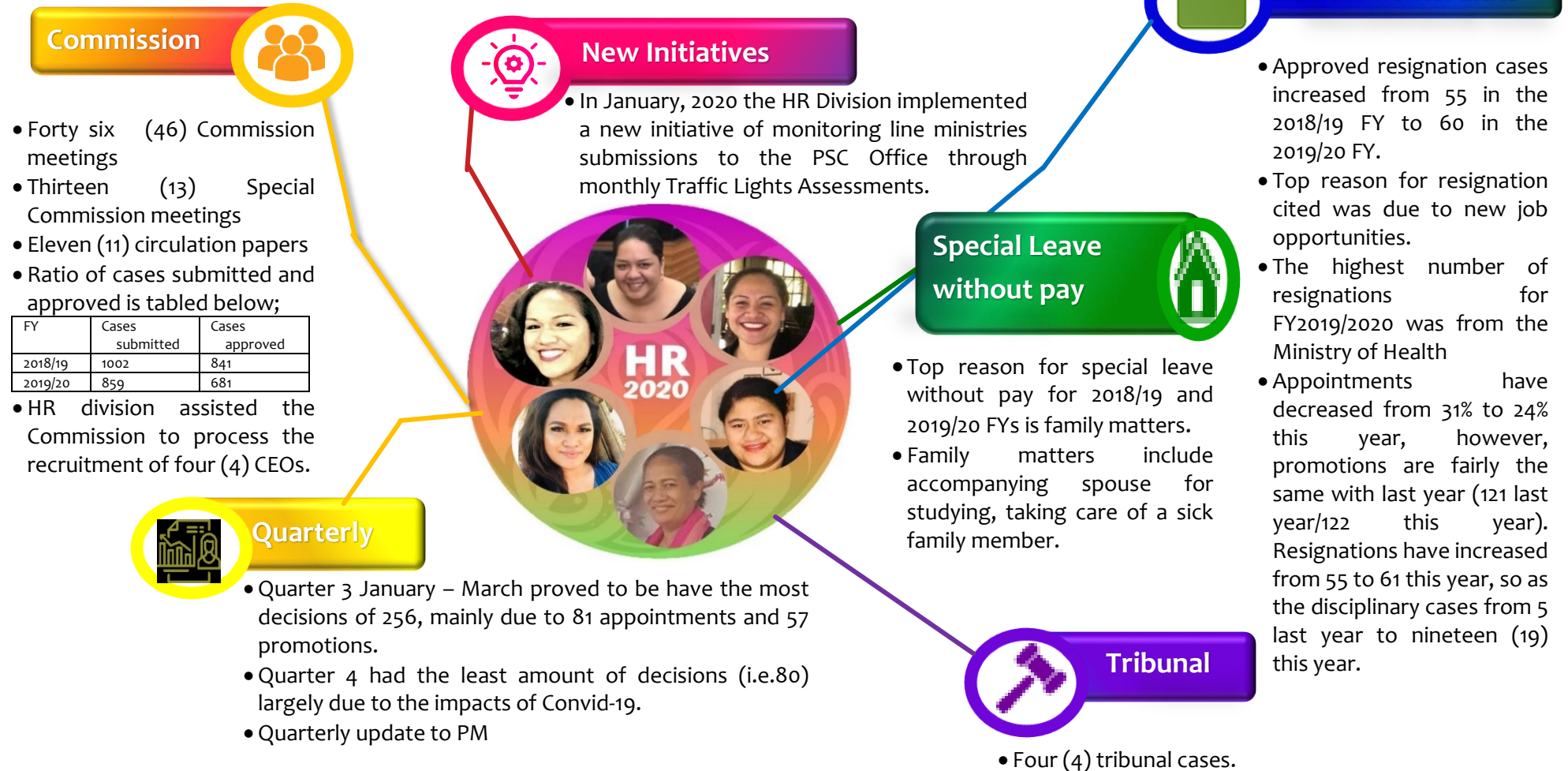
Train the Trainer Program

- The new Train the Trainer (TTT) Program approved for rollout in the 2019/20 FY included Phase 7, 8 & 9. Thirty (30) participants took part in the TTT sessions in 18th November, 2019.
- In quarter 1, the PMS Managers in sixteen (16) ministries during July – August, 2019 conducted TTT programs phase V & VI for their own Ministry teams.
- Program covered areas regarding linkages between TSDF II, CP, AMP and employee.
- Cabinet Decision No. 642 of 29 May, 2019 directed that the Process Mapping (Flow Charting) be implemented by the end of the 2019/2020 FY. TTT program Phase 7 was conducted to ensure all line ministries map out their internal activities in alignment with AMP.
- Only six (6) line ministries participated in the Train the Trainer Phase 8 program and these ministries completed their TTT Phase 7 requirements regarding their Annual Management Plan in place.
- Tourism, Health and HMAF undertook a Train the Trainer Phase 7 on the 24th – 25th February 2020.

Key challenges in this program has been the lack of a full team to undertake the program. The Division only has 4 members out of a 5 member team managing the whole of Government Performance Development work.

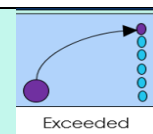


Program 4: Human Resource Management



Output 4 – Human Resources Management

An effective HR Management system is implemented with phased delegation in functions to line Ministries



This division functions as the central HR agency for the rest of the Schedule 1 Ministries and comprises a team of six under a Deputy CEO, and is comparatively smaller than HR teams in most Ministries. The long term objective of this Division is to strengthen HR systems across MDAs to enable devolution of key HR functions for efficiency gains while it focuses on standards, policies and enforcement of regulations particularly the Public Service Code of Conduct and Ethics as well as dispute, disciplinary and grievance matters.

The key outputs are as follows:

Fair decision making on HR matters

The Public Service Commission convened forty-six (46) meetings and thirteen (13) special meetings during the 2019/2020 FY as well as 11 paper circulations covering 859 cases. Of the 859 cases, the Commission approved 687 cases (80%) in 2019/2020 FY. This is a reduction from 84% in the previous FY due to the application of the new minimum requirements under the new Classification of Positions (COP) that was effective from January 2020.

There is a big reduction in the number of cases submitted to Commission compared to the 2018/19 FY with a total of 859 cases (down by 143 cases). This is compared with a total of 1002 cases in 2018/2019 with 60 meetings and 22 paper circulations.

Figure 25: HR Cases

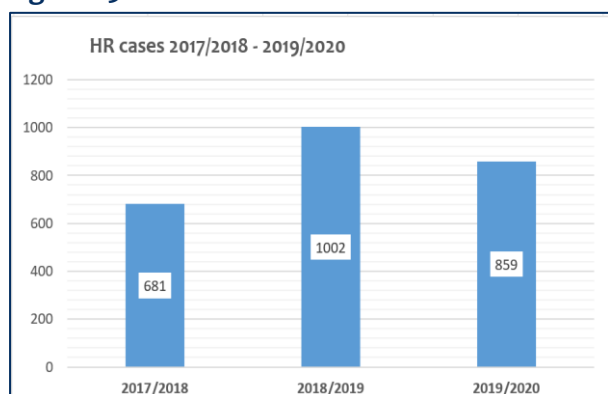


Table 24: MDAs HR cases to Commission

Quarter	No. cases submitted to Commission	No. of Approved cases	No. of Not approved	Noting only
1	132	104	2	18
2	312	241	4	3
3	284	260	17	8
4	131	82	2	14
total	859	687 (80%)	25 (3%)	43 (5%)

A breakdown of the cases is provided in the table 25;

Disciplinary cases

This year sees a jump in disciplinary cases to nineteen (19) primarily on absence without authority and a few fraud cases. Health registered the highest of these disciplinary cases. The Charge Formulation Committee undertook 15 meetings on these cases. There led to 8 suspensions, 9 dismissals, with two still being processed.



TABLE 25: SUBMISSIONS FOR JUL, 2019 – JUN, 202

Type of Cases	July - Sept '19 Q1	Oct - Dec '19 Q2	Jan - Mar '20 Q3	Apr - June ' 20 Q4	Tot Approved
Appointment	16	71	81	2	170
Re-appointment	0	2	3	0	5
Promotion	12	50	57	3	122
Re-designation /Appointment	0	0	1	2	3
Termination of Appointment	2	4	2	3	11
Transfer/Promotion	2	5	6	0	13
Lateral Transfer	0	7	4	0	11
Incremental Credit	0	2	0	0	2
Redeployment	0	0	2	1	3
Reclassification	0	1	0	1	2
Professional Contracts/Termination	5	5	11	4	25
Resignation	13	20	15	13	61
Retirement	4	5	7	5	21
Extension of Services & Promotion	0	0	1	0	1
Extension of Service/Retirement	2	8	9	11	30
Medical Grounds	0	3	2	3	8
Medical with pay	2	0	0	0	2
Disciplinary Case	1	10	5	3	19
Dismissal	3	0	2	4	9
Suspension	1	1	1	2	5
Extension of Contract	1	4	0	0	5
Grievance	0	0	1	1	2
Defer Annual Leave	0	3	2	0	5
Cash Payment Salary in Lieu Leave	0	13	0	0	13
Special leave without pay	10	9	7	5	31
Sporting Tour Leave	16	3	4	0	23
Secondment	2	0	3	3	8
CEO Matters	1	1	5	1	8
Tribunal	1	0	0	0	1
Amendment PSC Decision	5	1	3	3	12
PSC Decision Distributing list	1	0	0	0	1
PSCD not approve	2	4	17	2	25
Leave Entitlement	0	3	0	0	3
Rescind	0	3	4	0	7
Policy related/PSC Act	0	0	0	3	3
PMS related/Moderation	2	2	3	1	8
Ombudsman case	0	1	0	0	1
COVID19	0	0	0	1	1
APRA	0	0	1	0	1
Short Term Consultancy	0	0	1	1	2
Accident	0	0	0	2	2
Reconsider/Appeal of PSCD	0	0	0	2	2
TOTAL	104	241	260	82	687



Devolution

Implementing the Delegation instrument was progressed when approval levels of minimum requirements and panelists was devolved from PSC for positions in Bands R, S Q to be managed at Ministry level, and includes Queen Salote School of Nursing and Allied Health trainees. Nineteen Ministries piloted this with monitoring from the PSC even though only 7 Ministries were planned for the pilot. With the new COP in place and continued work on specifying the COP in terms of occupational specific domains it is anticipated that further devolution and greater Ministry HR responsibility will be made.

Public Service Tribunal

The following cases were appealed to and heard by the Tribunal;

1. Eileen Fonua
2. Claude Tupou, former CEO of Ministry of Education and Training
3. Mahe U Tupouniua, Former Secretary for Foreign Affairs
4. Tu'iniua – Withdrawn
5. Lusua Hui – decision pending

The Commission sought a judicial review of the Tribunal decision allowing an appeal by Ms Eileen Fonua on a salary dispute, and Mr Claude Tupou against his termination. The Commission was successful in both of these. Remaining cases are pending.

Chief Executive Matters

Four (4) CEOs were appointed/reappointed during the period of July, 2019 to 30 June, 2020 as follows;

1. Dr. Tangikina M. Steen, Chief Executive Officer for Education and Training with effect 11 November, 2019 for two (2) years.
2. Dr Lia Maka, CEO for the PSC Office with effect 16 March, 2020 for four (4) years (re-appointment)
3. Dr Tu'ikolongahau Halafihi, CEO for Fisheries with effect 18 June, 2020 for four (4) years (re-appointment)
4. Mrs. Distaquaine Tu'ihalamaka, CEO for Trade and Economic Development with effect 23 March, 2020 for four (4) years.



Figure 28: Appointment of CEO for Ministry of Trade and Economic Development





Figure 26: Re-appointment of CEO for Fisheries and CEO for Public Service Commission.



Figure 27: Appointment of CEO for Ministry of Education and Training

CEO Forum

This year has especially been very busy for all Chief Executives across the two Schedules. In addition to six (6) CEO forums held regularly over the period hosted by 6 different Ministries, CEOs also coordinated sector or thematic based committees including being members of the COVID19 National taskforce since the border closure in March 2020. The meetings were policy focused to address a number of policy and instructions on employment related leave, the budget strategy and Ministry reprioritised plans and budgets in view of Covid19; including other emerging policy issues on social media, sexual harassment and fraud in the public service.



Human Resources Management Matters

Human Resources Managers Forum

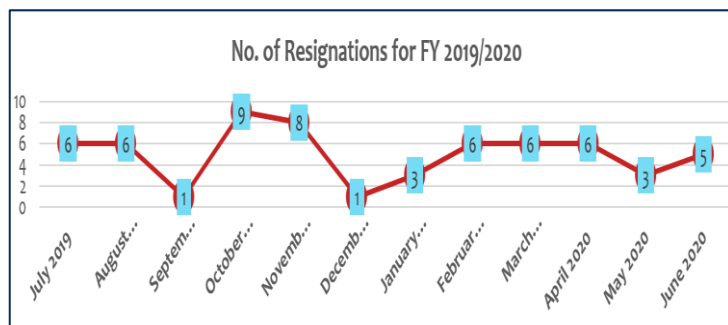
There were five (5) HR Managers forum and one special CEO HR forum convened. Again, decisions at CEO forum, as well as policy directions from Cabinet and from Commission and Finance were particularized for implementation as this forum comprises deputy CEOs and senior HR staff of Line Ministries.



Resignations

1. By Ministry

FIGURE 29: NO. OF RESIGNATION



Sixty (60) resignations cases were approved from 16 Ministries compared to fifty five (55) in 2018/19 FY.

October and November 2019 saw the highest number of resignations.

Lowest number of resignations were in September and December with one (1) resignation each.

There were no resignations from the Attorney General's Office, Foreign Affairs, Statistics and Public Enterprises.

Highest number of resignations was Health with fourteen (14) followed by Education (9) and then MEIDDEC (8). The other ministries had relatively the same number of resignations, between one (1) to three (3) resignations.

ii) Reasons for Resignations

As shown in the graph below (Figure 5) the majority (25 - 42%) cited new job opportunity as their reason for resigning from the Public Service, followed by Personal/Family related reasons (13 - 22%), Migration (20%) Financial hardship (8 - 13%), and lastly, dissatisfaction (2- 3%).

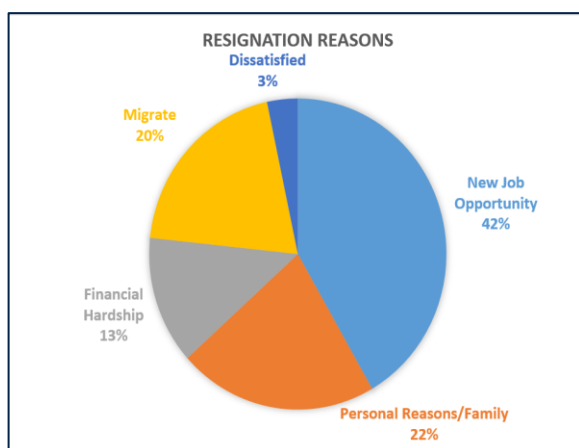
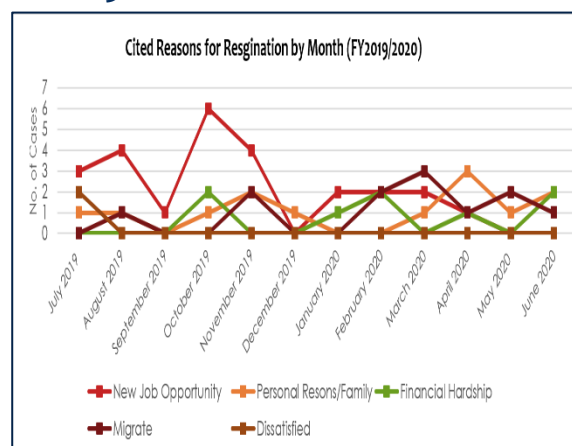


FIGURE 30: RESIGNATION REASONS



There is no clear trend of reasons for resignations and likewise for the previous year.

There were no resignations that cited medical reasons nor religion. Cases citing migration went down by 10% in FY2019/2020, citations of financial hardship went up by 9% and New Job Opportunity went up by 16%, family and personal reasons went down by 3%.

The top reason for resignations are similar for both years – “other opportunities (26%), family (23%) and migration (30%)”. Similarly, this year saw a majority citing new job opportunity (42%).

Special Leave without Pay

Thirty one employees were approved special leave without pay (SLWOP), this is a reduction from the 56 in 2018/2019 FY.

i) Reasons for Special Leave without Pay

- The top reason for SLWOP in this period cited “accompanying spouse while studying” (43%), followed by “accompany/care for sick family member (17%), “other family matters” (12%), “cover absence from work” (11%) and “health/sickness” (11%). Reasons such as “financial hardship” and “other job opportunities were not many.
- Family related obligations are the main drivers of leave without pay rather than financial hardship or other job opportunities. There was a reduction in taking leave due to financial hardship from last FY to an increase in medical/ health being cited from last FY (4% in 2018/2019 and 11% in this year).

FIGURE 31: NUMBER OF SLWOP

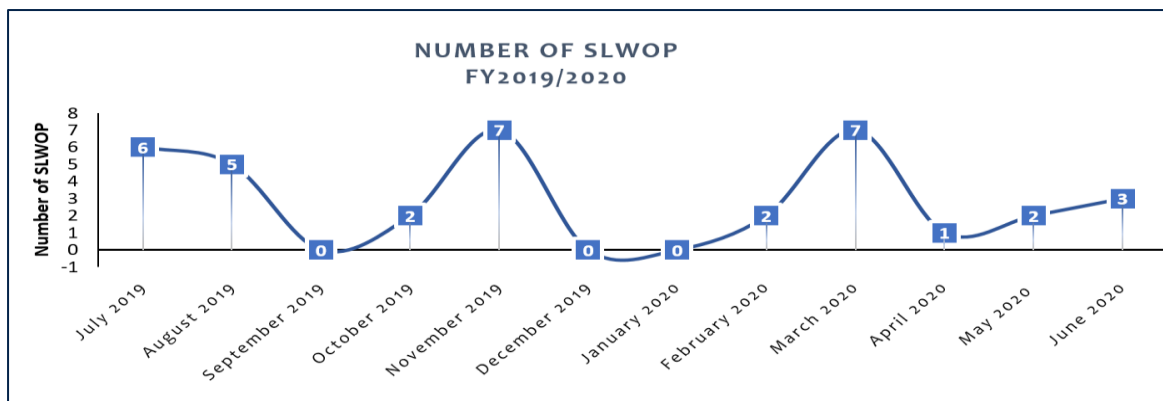
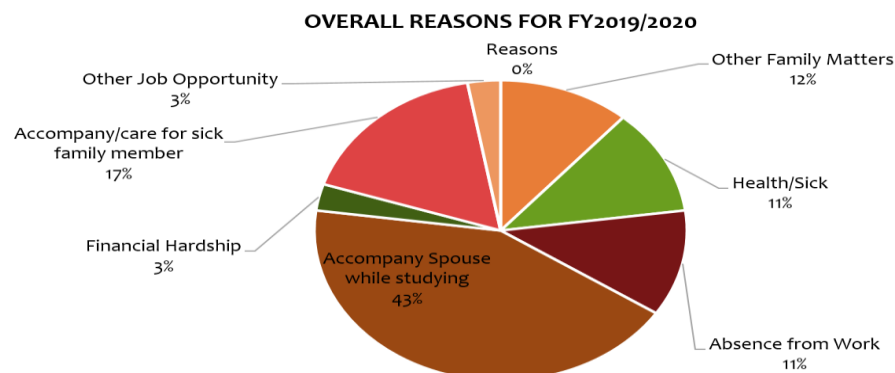


FIGURE 32: REASONS FOR RESIGNATION



Funerals from July 2019 - June 2020

Death of Pensioners

TABLE 26: THIRTY TWO (32) PENSIONERS PASSED AWAY DURING 2019/2020 FY;

Name	Retirement Post	Ministry	Month
Lavinia 'Atuekaho	Nursing Sister	Health	Jul, 2019
Sione M. Havili	Roads Supervisor	Works	Jul, 2019
Siosifa Talangofua Molia	First Assistant Teacher	Education	Jul, 2019
Fononha 'Osa Taloa	Infant Mistress	do	Aug, 2019
Sione 'Osamu	Accounting Officer	Civil Aviation	Aug, 2019
Malakai Tapealava	Acting Principal	Education	Aug, 2019
Alema Lolohea M. Finau	Teacher-in-Charge	Education	Aug, 2019
Kasanita Lupe'eva O. Fetu'u	Assi. Senior Accounting Officer	Education	Sep, 2019
Fonua Fukofuka	Senior Lecturer	Education	Oct, 2019
Tokaukamea Puleiku	Principal	Education	Oct, 2019
Halamehi Taufu	Domestic Supervisor	Health	Nov, 2019
'Aleksanita Po'oi	Building Foreman	Works	Dec, 2019
Sione Kulu	Technical Officer Grade II	Agriculture	Jan, 2020
Tupou Latai Finau	Senior Education Officer	Education	Jan, 2020
'isikeli Vave	Senior Fire Officer	Civil Aviation	Jan, 2020
Tupou Fonohema	Assis. Senior Area Organizer	Education	Jan, 2020
Viliami Sikalu	Chief Dental Officer	Health	Jan, 2020
Pita Soakimi	Senior Police Magistrate	Justice	Jan, 2020
Tevita Koloamatangi	Head Teacher	Education	Jan, 2020
Siosifa M. Heimuli	Ports Overseer	Ports	Mar, 2020
Salote Tauvea Vea Cocker	Principal Grade III	Education	Mar, 2020
Paula Palelei	Sub-Treasurer, Vava'u	Finance	Mar, 2020
Paula Bloomfield	Interim Minister of Education	Education	Mar, 2020
Livai Holani	Director of Treasury Services	Finance	Apr, 2020
Saimone Tukipili	Ass Senior Revenue Officer	Revenue	May, 2020
Tenitau Lata 'Ofa	Teacher-in-Charge	Education	May, 2020
'Elitisi K. Kavaliku	Principal Revenue Officer	Revenue	Jun, 20
Ane Falefehi Ika	Principal Medical Scientist	Health	Jun, 20
Vika Nisa 'Ofa	Senior Staff Nurse	Health	Jun, 20
Sioeli Kalaleti	Assistant Pharmacist Grade I	Health	Jun, 20
'Aleki Makaafi	Gardener	PMO	Jun, 20
Paula Vi Tapa	Building Tradesman	Works	Jun, 20

Cessation of Service on Medical Grounds

Four (4) government employees ceased service on medical grounds during 2019/2020 FY compared to two (2) in the 2018/19 FY;

Name	Position	Ministry	Month of Death
Sione Mateialona Kaufusi	Driver	Infrastructure	April, 2020
Matafonua Fotu Veikune	Chief Architect	Infrastructure	April, 2020
Hakautapu Vi Tonga	Tourist Officer	Tourism	May, 2020
Sitaleki Kafu	First Assistant Teacher Grade II	Education	June, 2020

TABLE 27: CESSATION OF SERVICE ON MEDICAL GROUNDS



Death during service

Nine (9) government employees died during service during 2019/2020 FY compared to sixteen (16) in 2018/19;

TABLE 28: DEATH DURING SERVICE

Name	Position	Ministry	Month of Death
Mafi S. Kaifoto	Clerk Class I	Public Enterprise	Aug, 2019.
Tui'one Faluku	Technical Officer Grade I	Agriculture	Aug, 2019.
Alasiu Tupou	Computer Operator Grade III	Infrastructure	Aug, 2019.
Halamehi Taufu'i	Meteorological Technician Grade I	MEIDECCC	Aug, 2019.
Tau'aika Pahulu	Revenue Officer	Revenue & Customs	Oct, 2019
'Eukaliti Langi	Driver	Finance	Jan, 2020
Fatai Halatoa	Male Orderly	Health	Feb, 2020
Fe'ofa'aki Nonu	Laboratory Technician Grade I	Health	Mar, 2020
Maile Tavake	Field Survey Assistant	Lands and Natural Resources	Mar, 2020

Challenges

The departure of the highly experienced Deputy HR – Falemei Fale in November, followed by the departure in Q3 of three key policy and legal senior staff was acutely felt. Then the sudden death of DS Salote Vuki also had a major impact on the momentum and capacity of the HR and Policy/legal team.



HR expertise is needed to facilitate the HR devolution and change management process and be part of the capacity building required across MDAs. HR AVI volunteer to support HR work is on hold due to COVID 19 – and we are looking at the remote working option.



Program 5: Oversight Division



Total Organisational reviews
Completed: 18
No. of full reviews conducted:
10
No. of partial reviews
conducted: 8



Total No. Surveys conducted: 6
Total No. Newsletters issued: 6
Total No. likes on PSC Facebook
as of 30th June, 2020: 2,881
Total No. followers on PSC
Facebook as of 30th June, 2020:
3,169



OVERSIGHT
DIVISION

5.1
Monitoring
& Evaluation

5.2
Organisational
Review

5.3
Staff Cost
Management

5.4 Communication
& Engagement

5.5
Data Analytics &
Analysis

PSC Output Performance
Overall output performance:
81% (15% decrease cf 2018/2019
– Covid-19 impact)
14% delayed
5% not achieved



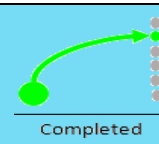
No. vacant posts filled as
Of 1st July, 2019: 190 (23% of 729
vacant posts)
No. vacant posts as of 1st July,
2019: 539 (74%)



Total No. data produced
by PSC Office: 44
reports
Approx. 23% of data
provided on a monthly
basis
Approx. 64% of data

Output 5 - Oversight

Improved data collection and analytics to monitor, review, and strengthen core functions, coordination, service delivery, staff costs across the government machinery.



This division of five staff, is tasked with monitoring PSC's annual performance using a number of strategies in addition to supporting the Ministry of Finance in the prudent management of staffing costs in view of the wage bill, across the government machinery.

Monitor and Evaluate PSC outputs

M&E Matrix

A revised PSC Monitoring and Evaluation Plan was completed. Changes were made in the traffic light legend which has come about with the completion of a new Monitoring and Evaluation (M&E) Plan that was completed in Q1, and the automation of the M&E template which was successfully completed.

This year adds another traffic light to make it seven (7) compared to the six (6) used in the previous year; a differentiation of 'achieved' (green) and 'completed'. When a KPI is 'achieved', it means the KPI has met the set target for that quarter. Whereas if it is 'completed', that KPI reflects that no more activities will be carried out.

The M&E results of the PSC's annual Management plan was updated on a quarterly basis to the Planning Division of the Prime Minister's Office.

M&E Dashboard

TABLE 29: OUTPUT (KPI) PERFORMANCE 2019 – 2020 (IN %)

Quarter	Exceeded	Achieved	On Target	Delayed/Deferred	Not Achieved	Not Applicable	Completed
Q1	12%	27%	31%	4%	0%	1%	6%
Q2	13.7%	20.2%	26.8%	6%	2.2%	15.8%	15.3%
Q3	15.3%	26.8%	30.1%	2.7%	1.6%	19.1%	4.4%
Q4	19.4%	35%	0	10.6%	3.8%	25.7%	6.7%

Eighty one percent (81%) of the outputs were either achieved or completed with some exceeding targets. Fourteen (14%) were delayed and 5% were not achieved. There was a steady increase in targets that exceeded by end of Quarter 4.

Quarter 1 60% on average achieved high level KPIs, Quarter 2 was 71%, Quarter 3 was 63% and Quarter 4 achieved 60%. The decline in achieved KPIs between quarter 2 & 3 was attributed to the impacts of the Covid-19 virus.

Five percent (5%) of outputs (Q4 asset count, induction booklet, digitization of files) were not achieved due to challenges to do with connectivity issues for all MDAs for the main provider TCC, PSC relocation in June to PTH, departure of key HR staff especially legal and senior HR at a time of highest records of code of conduct breaches/disciplinary cases.



Organizational Review

TABLE 30: ORGANIZATIONAL REVIEW 2019/2020 FY

Eighteen (18) partial organizational reviews were completed in 2019/2020 FY.

Most were related to recent restructuring (establishing a ministry or unit and staff movement), and staff list reconciliation and capability of MDAs to take on additional HR duties in light of devolution plans of the Commission.

	Quarter 1	Q 2	Q 3	Q4
No. of full reviews completed	3	4	2	1
No. of partial reviews completed	3	3	NIL	2

Partial reviews were conducted as part of phase I of the COVID-19 Special Recruitment vetting process. Out of the nine (9) line ministries that were vetted, two (2) were considered in light of one of the criteria for vetting

Holistic reviews in Quarter 4 focused on Covid-19 impacts on the public service by maintaining structural stability via staff list reconciliations and stock taking of organizational structures of line ministries.

Stock taking results of organizational structures determined that several MDAs do not include staffing organizational structures in their CP.

Approximately 10 MDAs were assisted by the Oversight Division with establishing their organizational structures. This was noted in the central agencies working group (Finance, PSC, and NPD-PMO) meeting for NPD to enforce the inclusion of staffing organizational structures in their CPs.

Monitoring of Public Service Staffing Cost

The Oversight Division continued to manage the critical positions process and the updating of vacancies in their various stages for the first deadline of December, 2019 as part of prudent management of the Government's wage bill. In the previous report, there were a lot of vacancies of almost 700 in the beginning of July 2019. There was a freeze on recruitment during Q3 and all were subjected to the critical positions subcommittee comprising the central agencies and a few representatives from Schedule 2 following a Cabinet decision. The committee set the criteria for prioritized areas which include Health, Education and Roads related activities.

The wage bill has dramatically risen from almost 53% which is the threshold target to 61% as at 30 June 2020. According to the Ministry of Finance forecast, this will go up to around 62/63% by the new FY. With the 60 million budget deficit, reduced revenue collection, and other debt payment commitments, PSC Office and the Ministry of Finance, Revenue and Customs and those with revenue targets have been working proactively to manage the cash flow issue.



Due to Cabinet Decision No. 382 of 22 March, 2019 MDAs were directed to fill all vacancies by the 30th of June, 2019. The funds for vacancies after this deadline will be pooled for other government priority needs.

Vacant posts per MDA at end of June, 2019 were; 510 (Vacant posts pending from PSC = 212, Vacant posts pending from Finance = 8 & Vacant posts pending from MDAs = 290)

On 1st July, 2019 - 26% (190 positions) of the 729 vacant positions were submitted to Cabinet on 15th March, 2019 were filled and 74% (539 positions) remained vacant. These were approved to be allocated as follows;

TABLE 31: NUMBER OF VACANT POSITIONS

No. of vacant positions	% remaining vacancies	Remarks
41	8%	Posts equivalent to \$1 million awaiting approval from PSC and/or relevant authorities
239	44%	Posts equivalent to \$5 million pending recruitment process and must be filled within 3 months
118	22%	Posts equivalent to \$2.5 million must be filled within 6 months
141	26%	Posts equivalent to \$2.4 million funds pooled

By Quarter 2 there were 290 vacancies in Schedule 1, MOH had the highest number of vacancies - 84 to be filled within 3 months followed by Finance and MOI. MORC had the highest number of vacancies to be filled within 6 months followed by MOH. Cut-off date was the 11th October, 2019 for 357 critical positions from sixteen (16) MDAs. At the end of Q2 the Critical Post Sub-committee completed 3 meetings and approved 49 critical posts.

Covid19 Special Recruitment Vetting Sub-Committee was convened in Q4, consisting of members from Finance, PSC Office, MET, MOH, HMAF, Ministry of Police. This sub-committee is tasked with vetting the submissions and identifying the positions that are critical to the MDAs operation during this Covid19 recruitment freeze period. The positions not approved were put on hold until further notice. (Not lost, pose freeze)

The biggest ongoing issue is that whilst critical positions only were allowed for prioritized areas, there was a **cost creep** through increased overtimes, and unprecedented increases in certain Ministries and some of Schedule II in the midst of a recessionary period, which go against the cautious and prudent measures undertaken.

Communication & Engagement

The PSC Communication and Engagement Plan (CEP) was completed in Quarter 1 to assist PSC improve its visibility within the Public Service and the general public. The following activities are part of the plan:



Surveys

Six (6) surveys were conducted in 2019/2020 FY, two (2) of which were Stakeholder surveys (Commissioners Survey, Schedule 1 CEO Survey, PSC Internal Organizational Culture Survey, MDAs Customer Service Survey and PSC internal 180 Degree Feedback Survey for its staff PMS)

Commissioner's surveys

One Commissioner Survey was made in June 2019 with a 60% response rate (3/5 Commissioners). Two did not respond with one still overseas. While the responses were mainly high or good rating on services of the PSC Office, there were recommendations as follows:

- Distribution of Commission papers to be made 48 hours before the meeting;
- Need someone to quality check the papers for completeness and accuracy before inclusion in the agenda;
- Keep one or two minute writers so that they can follow the discussions throughout the time;
- Please give or email Commissioners a copy of their payment slips from each pay;

CEOs satisfaction survey

There was a 63% response rate (12 out of 17). This is the first time that the CEOs in Schedule 1 were surveyed on their satisfaction with the PSC Office services.

- 92% were satisfied or very satisfied with PSC work and working relationship with the CEO of the Commission; 76% with quality of interaction with Commissioners one to one meetings; 84% with their induction programs;
- A small number of CEOs (25%) were Somewhat Satisfied with the services of the PSC Office in general and the timeliness of correspondences and communication.
- 17% of CEOs were Not at all satisfied with the Commissioners responses to reports.
- 100% of CEOs were satisfied or Very satisfied with the usefulness of the CEO Forum's meeting agenda.
- 75% of CEOs were either Satisfied or Very satisfied with the timeliness of the CEO Forum's meeting action points.
- The PSC has continued to increase its engagement with line Ministries as well as CEOs. It coordinated 6 CEO forums exceeding the target and a special CEOHR forum; 5 HR forums and 2 PMS subcommittee forums including an award event to recognize hard working Ministries in December 2019, as well as to recognize winners in the Public Service Month video Competition.

MDAs customer survey

This is the first time PSC has conducted a government wide survey on customer service of the office. Around 700 employees participated.

Results identified areas for improvement for the PSC Office as listed below in TABLE 32 key upon which is the need for PSC prompt responses to queries and consistency in information sharing and updating MDAs of status of their cases; and the need for more generic trainings and in guidance on appropriate service delivery conduct/behaviors.



S/N	Common Comments / Recommendations for improvement from MDAs
1	Prompt responses to queries (keeping MDAs informed and updated) (x42)
2	Conduct outreach / Training programs (public service policies & generic trainings) (x32)
3	Transparency / consistency of information (x30)
4	Behaviors in delivering services (x27)
5	PMS issues (x20)
6	Policy amendments / updates (x17)
7	Website (x10)
8	HR issues (x10)
9	Build working relationship between Office of PSC and MDAs (x10)
10	Duplication of requesting information from MDAs (x3)
11	Hard to get information due to desk officer's unavailability (eg. He/she in a meeting or take a leave/sick leave) (x4)
12	ICT issues (x2)
13	Conduct Prayer service (x1)

TABLE 32: MDA CUSTOMER SURVEY COMMENTS

PSC CULTURE (ORGANIZATIONAL) SURVEY

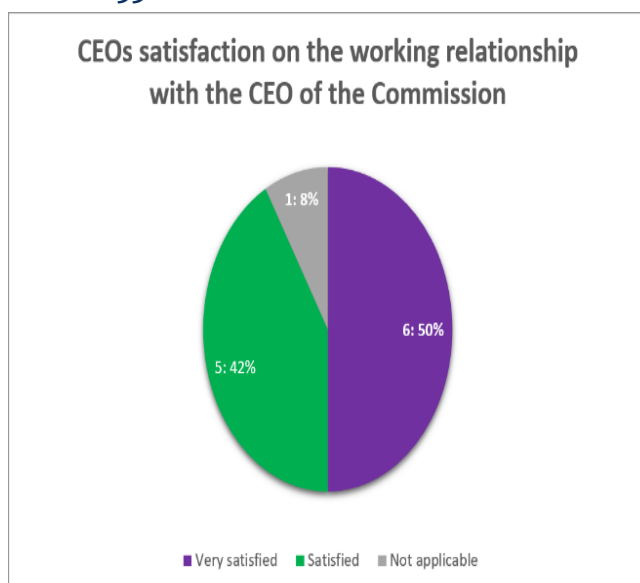
This survey now runs once yearly instead of biannually and results continue to improve in the rating for most of the elements of PSC work (ref to survey result) – 12 areas

- 3 areas with excellent working environment (strong social network, clear expectations, team bldg.)

- 7 areas with very good (organizational support,

- leadership perception, structure, clear vision, mission and values, communication, development focus
- 2 areas satisfactory and needing improvement – customer service oriented; positive discipline

FIGURE 33: CEO SATISFACTION SURVEY



PSC 180 degrees survey (internal staff peer review)

This is done once yearly as part of the PSC PMS end of year assessment. Staff comments on everyone's performance in terms of their key deliverables is used in the final assessments of staff. This is done on a confidential basis and managed independently from management and only the staff and the CEO are made known of the individual results. This is a very useful tool which allows each staff to receive specific feedback on how and what others perceive of one's performance as basis for improvement and focus.

Newsletters

- Seven (7) newsletters were issued (Edition 12 – 18 and Tonga Monu'ia Covid19 Special Edition) and distributed to MDAs.
- Awareness program on the impacts of Covid19 was conducted on television and radio program on 30th April, 2020. MOH hosted the programs.



Facebook page

The Recruitment of the two senior ICT staff in this period has enabled the progress of outstanding 3 phase server upgrade and revamping of the website and FB.

- As of 30th June, 2020 the PSC Facebook page had a total number of 2,862 likes and 3,169 followers. The likes, reach and shares continued to increase over the quarters with engagement also increasing but highest in Q3.
- The site visits show a phenomenal increase from the previous FY with highest in March and April during the Covid19 lockdown

TABLE 33: JULY 2019 – JUNE 2020

FaceBook Data - PSC FaceBook Page 2019/2020 (Q1-Q4)				
	No of Likes	No. of Reach	No. of Engagement	No. of Shares
Q1	394	14,969	3,642	
Q2	600	27,440	6,224	
Q3	874	43,363	11,594	104
Q4	994	61,524	8,808	164
Total	2,862	147,296	30,268	268
Summary of website visits by Month				
Month	Monthly Total			
	Site Visits (per m/o)		Users (per m/o)	
Jan-20	8767		3403	
Feb-20	9347		3930	
Mar-20	11440		3202	
Apr-20	10123		2895	
May-20	9983		3246	
Jun-20	9516		2746	

Data Analytics and analysis

- A data analytics stock take was completed and the results show that approximately 44 reports are produced from the PSC Office with data each from division, received and collected from internal and external sources.
- Approximately 23% of the data is provided on a monthly basis with 64% of the data sourced internally. The divisions with the most data reports are the Corporate Service, Human Resource and Oversight Divisions.
- One of the main challenges of this activity were staff movements since AVI Dharma and Claire who first conducted the data stock take, however their time was completed and the request for TA and AVI were delayed due to Covid19.
- The Oversight Division has established data sharing (i.e. established staff, daily paid, professional contracts, overtime, no. of queries and budget transfers) with the Ministry of Finance on a monthly basis to assist with other deliverables of the Division.



Program 6: Remuneration Division

Job Evaluation

Total evaluated positions: 408 positions
Total resultant confirmed: 190 positions
Total re-evaluation cases: 78 positions

Classification of Positions (COP)

Classification of Positions (COP) approved by Commission
Cabinet Decision No.1343 of 29th November, 2019

Competency Framework (CF)

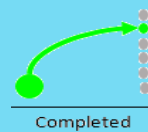
Competency Framework (CF) approved by Commission.
PSCD No. 831 of 18th December, 2019

Performance reward

APRA report approved as per
Cabinet Decision No. 1260 of 13th November, 2019

Output 6 - Remuneration

A fair, equitable and affordable remuneration and incentive framework to attract, retain and motivate public servants is established



Job evaluation & Re-evaluation

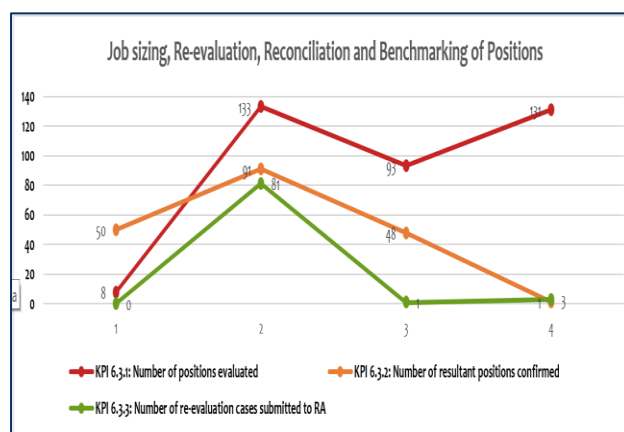
The job sizing responsibilities continue to be shared by the PSC and the Remuneration Authority (RA) with lower level positions S to L sized by the PSC whilst positions in Bands K to C were sized by the RA including contracts. Ongoing specialised HAY training for additional job sizers was completed in the first quarter.

A recruitment freeze as per CD No.936 of 23rd August, 2019 significantly slowed down job evaluations with only 51 positions in Q1, but opening recruitment increased sizing to 133 cases in Quarter 2, of which 91 positions were resultant.

For the third quarter, ninety three (93) positions were sized, of which forty eight (48) positions were resultant vacancies. Sizing increased in quarter 4 to one hundred and thirty one (131) positions.

Total positions sized during the year is 408, down from 455 positions sized in 2018/2019 FY. Of these, one hundred and six (106) were positions from Health and Education. The job evaluation cases continues to decrease due to freeze in recruitments and increase in benchmarked positions.

FIGURE 34: JOB SIZING, RE-EVALUATION, RECONCILIATION AND BENCHMARKING



Re-evaluation

For the 2019/2020 cycle, a total of seventy eight (78) positions from ten (10) Ministries under Schedule 1 were re-evaluated and approved by Cabinet Decision No.322 of 8 April 2020 with the following recommendations;

- Twenty nine (29) positions were recommended to move up to the next higher Band
- Forty nine (49) positions remain in their current Band.

There was a big decline in re-evaluation cases this year going down from 431 re-evaluated in 2018/2019 to only 78. This is to be expected as the remuneration framework is now well established.

Ongoing challenge for the division are late submissions of re-evaluation requests from MDAs which amounted to 85% of the re-evaluation submissions. An additional challenge was the departure of the most senior of the team, Linda Mokofisi in Quarter 3.

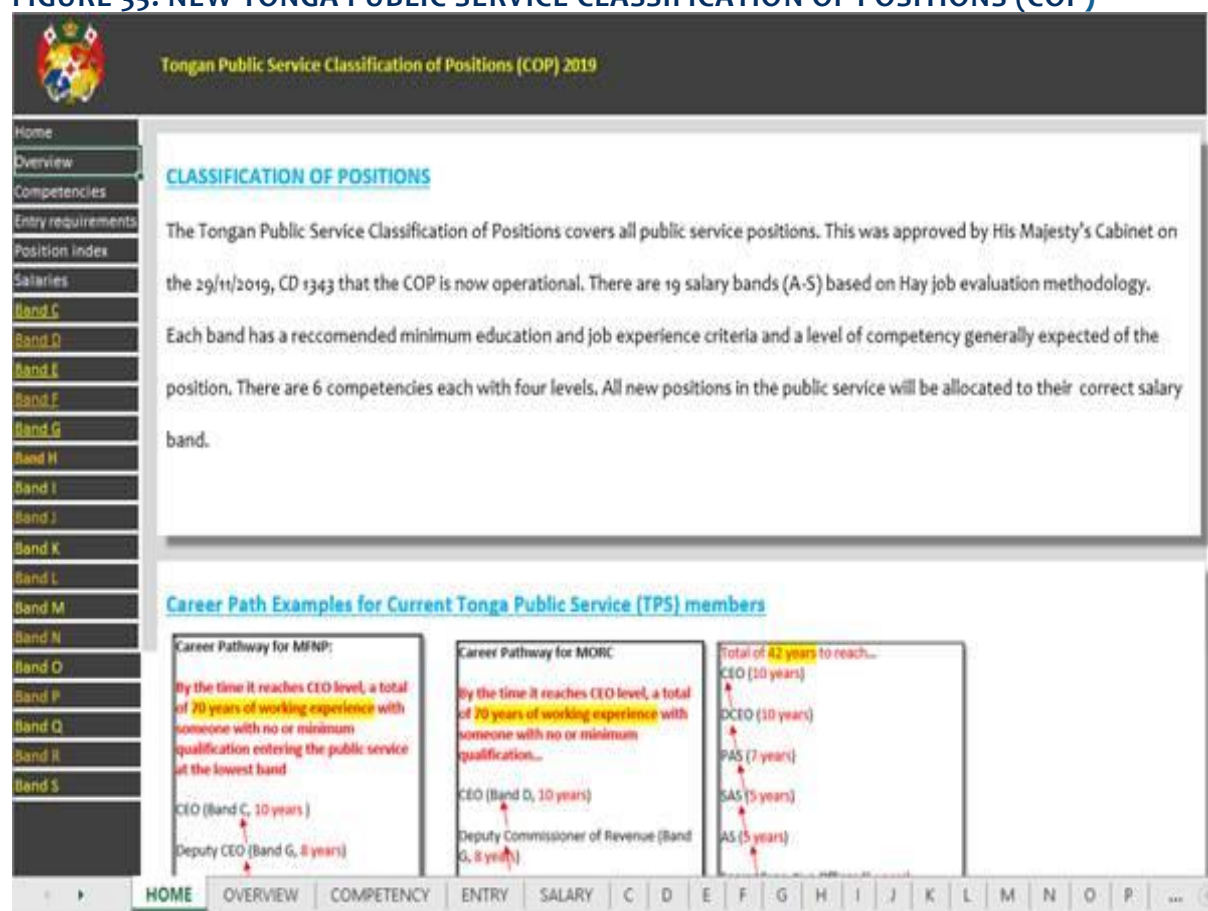


Classification of positions (COP)

On 18th October, 2019, the new Public Service COP architecture was approved by the Commission and endorsed in a Cabinet Decision No.1343 of 29th November, 2019. The Governments of Australia and New Zealand, funded the 3 phases of the COP development. A new Job Description (JD) template and guideline developed under government-wide consultation by a TA (Kelvin Andrews) funded by DFAT was also approved by the Commission in December 2019 as part of the budget impact triggers. These are JPRM trigger under the Fiscal anchors management strategy of remuneration and performance led by the Commission.

The COP is a living document with a guideline provided and accessible online in the PSC website.

FIGURE 35: NEW TONGA PUBLIC SERVICE CLASSIFICATION OF POSITIONS (COP)



The remaining part of this year focused on reviewing minimum requirements discrepancies for technical professional positions across technical ministries as the COP.

Public Service Competency Framework (CF)

On 18th December, 2019, the Commission approved the initial Competency Framework (CF) as part of the COP Report from TA Pia Algate, and the Job description guideline and template developed by TA Kelvin Andrews.



In Quarter 2 the Division commenced work on the JD development and new competency framework for full integration in 2020. There were Government staff consultations held with TA Mr. Kelvin Andrews including virtual discuss the foundations required for the JD development and competency framework particulars.

The transitioning of the existing JDs into the new template took longer to complete than planned, so this will be completed in the new FY; and a final competency framework will only be completed once the JD transition work is completed.

Performance rewards and incentives for the Public Service

Cabinet approved the recommendations from Annual Performance Reward Assessment (APRA) and the Commission in November 2019. The amount utilized for the performance rewards for the 2018/19 FY was **\$1,873,123.46** inclusive of CEO performance rewards (\$41,050.78) and PMS reconsiderations. This is within the approved budget for rewards for this period which was \$1,920,000. The increase this year is due to the full participation of the Ministry of Education and Training and Police as well as improved administration no COLA approved and commitment by employees to justify to their work.

The PMS on in versa, there continued to be no Cost of Living Adjustment (COLA) recommendation from the Remuneration Authority and the Commission for this period.

Non-financial incentives were awarded to Ministries in the December awards for PMS performance and compliance.

The amount of \$2.1 million paānga was approved by Cabinet as a recommendation from APRA and the Commission as performance reward for the 2019/2020 financial year, of Government for a while.



5. FINANCIAL MANAGEMENT of the PSC Office

5.1 Statement of responsibilities

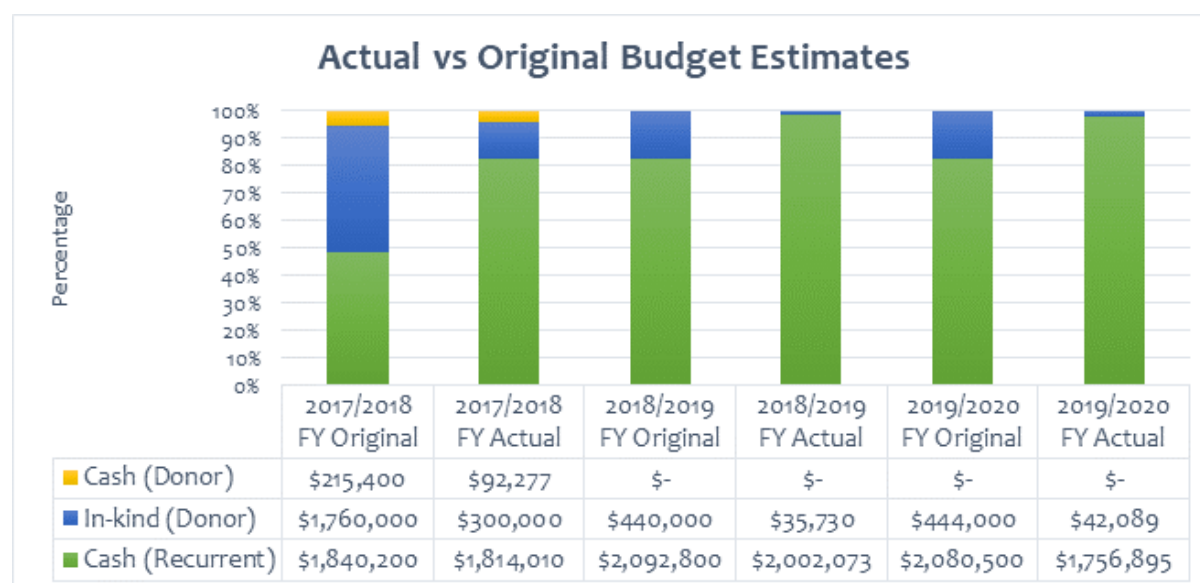
The CEO of the Commission, including the accountant and staff assisting with accounts are responsible for the prudent management of the financial affairs of the Commission in close working partnership with the Ministry of Finance in the preparation of the budget documents, monthly forecasts and acquittals. The Ministry of Finance provides the final statement of cash receipts and payments (Table 34) which should be subject to annual audits.

5.2 PSC Budget Estimates

PSC's budget estimates in 2019/2020 was **\$2,080,500** Budget has decreased by 0.58% or \$12,600 from previous FY mainly due to decrease in wages telecommunication, email and internet costs being pooled and paid from the Ministry of Finance . Of the approved budget for 2019/2020 FY, sixty six (66%) percent (i.e. \$1,373,300) is for salary and 34% (i.e. \$707,200) for operations. This is a 1% increase for salary and 1% decrease for operations as compared with the 2018/2019 FY.

TABLE 34 – PSC ACTUAL VERSUS ORIGINAL BUDGET ESTIMATES

TABLE 34 – PSC ACTUAL VERSUS ORIGINAL BUDGET ESTIMATES						
PSC Estimate	FY2017/18 Original	FY2017/18 Actual	FY2018/19 Original	FY2018/19 Actual	FY2019/20 Original	FY2019/20 Actual
Cash (Recurrent)	\$1,840,200.00	\$1,814,010.00	\$ 2,092,800.00	\$ 2,002,073.00	\$ 2,080,500.00	\$ 1,756,895.00
In-kind (Donor)	1,760,000.00	\$ 300,000.00	\$ 440,000.00	\$ 35,730	\$ 444,000.00	\$ 42,089.00
Cash(Donor)	\$ 215,400.00	\$ 92,277.00	\$ -	\$ -	\$ -	\$ -
Total	\$3,815,600.00	\$ 2,206,286.00	\$ 2,532,800.00	\$ 2,037,802.50	\$ 2,524,500.00	\$ 1,798,984.00



Eighty four percent (84%) (i.e. \$1,756,894) of the budget was utilized by the end of June 30, 2020 compared to 96% which was utilized in the 2018/19 FY. The reduced spending was due to deferred activities from Covid19, salary savings due to unfilled vacancies and prudent spending measures implemented by PSC in light of the Covid-19 pandemic.

5.2.1 Expenditure Analysis by Division

- Of the 84% spent (i.e. \$1,756,894), 66% of that amount accounts for the established staff category: salary (\$1,001,246), Overtime (\$30,654) and acting allowances (\$16,515). This is followed by purchases of goods and services at (27%), Capital (3%), Travel and Communication (2%) and Maintenance and operations (1%) and last unestablished staff at (1%).
- The highest utilized budget according to their divisional budget was Human Resources and Oversight with 3% and 5% remaining respectively due to salary savings.
- The ICT unit had a 25% balance due to salary savings as two senior positions (i.e. Senior Computer Programmer and Computer Programmer) were only recruited in the 2nd half of the 2019/20 FY.
- Corporate Services had the highest remaining budget of \$80,532, (25%) of the total PSC remaining budget (i.e. \$323,606). The three highest budget line items consist of Consultant and TA – \$30,000, Salary savings \$12,000 and rent \$9,000 amongst other operational line items.
- All divisions except the Commission had salary savings due to staff movements/staff being on special leave without pay and positions that were only successfully recruited mid-way through the FY.

TABLE 35 - ANALYSIS BY CATEGORY

Budget Per Category	Revised Budget	Total Actuals	Remaining Balance
Established Staff	\$ 1,312,600	\$ 1,161,811	\$ 150,789 (8%)
Unestablished Staff	\$ 20,700	\$ 17,617	\$ 3,083
Travel & Communication	\$ 99,700	\$ 37,102	\$ 62,598 (3%)
Maintenance & Operation	\$ 27,100	\$ 23,996	\$ 3,104
Purchase of Goods	\$ 564,800	\$ 466,113	\$ 98,687 (5%)
Grants % Transfers	\$ 6,000	\$ 5,998	\$ 2
Capital	\$ 49,600	\$ 44,257	\$ 5,343
Grand Total	\$ 2,080,500	\$ 1,756,894	\$ 323,606
	100%	84%	16%

- The 16% remaining budget (i.e. \$323,606) breakdown is as follows:
 - 8% (i.e. \$150,789) from Established staff from salary savings due to staff being on study leave and the struggle to find suitable applicants to fill the PSC vacant positions.
 - 5% (i.e. \$98,687) from Purchase of Goods and Services with two highest savings of meeting fees of \$30,990 and Technical assistant fees of \$30,498.



- 3% (i.e. \$62,598) from Travel and Communication mostly due to overseas travel being on hold due to the covid-19.

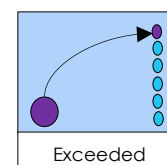
5.3 Statement of Cash Receipts and Payments.

TABLE 35: STATEMENT OF CASH RECEIPTS AND PAYMENTS

Budget	Revised Budget 2019/20	Actual Expenditure
Expenditure/Payments	2,524,500	1,798,984
Established Staff (10xx)	1,312,600	1,161,811
Unestablished Staff (11xx)	20,700	17,617
Travel, Communication (12xx)	169,700	37,102
Maintenance, Operations (13xx)	27,100	28,396
Purchase Goods Services (14xx)	938,800	466,113
Grants and Transfer (15xx)	6,000	5,998
Assets (20xx)	49,600	81,947
Recurrent Payments	2,080,500	1,756,895
Established Staff (10xx)	1,312,600	1,161,811
Unestablished Staff (11xx)	20,700	17,617
Travel, Communication (12xx)	99,700	37,102
Maintenance, Operations (13xx)	27,100	23,996
Purchase Goods Services (14xx)	564,800	466,113
Grants and Transfer (15xx)	6,000	5,998
Assets (20xx)	49,600	44,258
Development Expenditure	444,000	42,089
Travel and Communication (12xx)	70,000	-
Maintenance, Operations (13xx)	-	4,400
Purchase Goods Services (14xx)	374,000	-
Assets (20xx)	-	37,689

5.4 Budget Performance

PSC's budget performance (actual against forecast) maintains its above average performance with overall Budget Performance improving from 93% in last FY to 95% in the 2019/20 FY.



Total expenditure is at 84%, down from 96% in the previous FY.

Lowest Budget Performance is workforce division due to forecast for domestic and overseas travels for trainings that were cancelled due to Covid19.

Highest Budget Performance is the Human Resource division and the Oversight Division respectively.



TABLE 36: PERCENTAGE OF PERFORMANCE AGAINST FORECAST 2019/20 FY

Division	Total Forecast	Total Actual	Budget Performance
Commission	\$ 184,007	\$ 161,543	88%
CEO	\$ 209,858	\$ 221,658	106%
Corporate Service	\$ 617,385	\$ 554,968	90%
ICT	\$ 62,053	\$ 65,253	105%
Workforce Development	\$ 68,809	\$ 57,344	83%
Performance Development	\$ 166,286	\$ 153,710	92%
Human Resource Management	\$ 246,158	\$ 246,968	100%
Oversight	\$ 154,403	\$ 152,600	99%
Remuneration	\$ 149,288	\$ 142,845	96%
Grand Total	\$ 1,858,249	\$ 1,756,894	95%

5.4 Budget Transfers

Seven (7) budget transfers was processed and approved during quarters 3 and 4 in comparison to sixteen (16) budget transfers last FY.

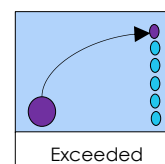


TABLE 37: BUDGET TRANSFERS

BUDGET Category	Original Budget	Transfers within	Revised Budget
CAT10-ESTABLISHED	\$ 1,352,600	\$ (40,000)	\$ 1,312,600
Acting Allowance	\$ 19,500	\$ 5,500	\$ 25,000
Overtime	\$ 20,000	\$ 11,000	\$ 31,000
Salaries	\$ 1,169,900	\$ (56,500)	\$ 1,113,400
CAT 12- TRAVEL AND COMMUNICATION	\$ 102,700	\$ (3,000)	\$ 99,700
Overseas Travel	\$ 63,700	\$ (3,000)	\$ 60,700
CAT 13 - MAINTENANCE AND OPERATION	\$ 24,600	\$ 2,500	\$ 27,100
Fuel	\$ 10,500	\$ 2,000	\$ 12,500
Maintenance of Buildings	\$ 4,000	\$ (2,000)	\$ 2,000
Maintenance of Vehicles	\$ 5,000	\$ 2,500	\$ 7,500
Waste Disposal	\$ 100	\$ -	\$ 100
CAT 14- PURCHASE OF GOODS/SERVICES	\$ 567,300	\$ (2,500)	\$ 564,800
Catering/Refreshment	\$ 19,600	\$ 1,500	\$ 21,100
Consultants & TA	\$ 110,000	\$ (12,000)	\$ 98,000
Hospitality	\$ 7,400	\$ 2,000	\$ 9,400
Meeting Fees	\$ 199,600	\$ -	\$ 199,600
Office Supplies	\$ 10,000	\$ 19,000	\$ 29,000
Printing	\$ 30,500	\$ (12,000)	\$ 18,500
Training & Conferences	\$ 23,800	\$ (1,000)	\$ 22,800
CAT 15- GRANTS AND TRANSFERS	\$ 3,000	\$ 3,000	\$ 6,000
Prizes and Awards	\$ 3,000	\$ 3,000	\$ 6,000
CAT 20- CAPITAL	\$ 9,600	\$ 40,000	\$ 49,600
New Office Equipment	\$ 4,600	\$ 45,000	\$ 49,600
Renovations	\$ 5,000	\$ (5,000)	\$ -
Grand Total	\$ 2,080,500	\$ -	\$ 2,080,500



As shown in the table 37 A total of \$45,500 was transferred from **CAT 10, 12 & 14** to top up the following three major line items;

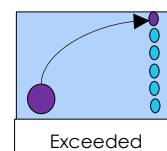
- ▶ New Equipment of \$45,000 for the purchase of the Interactive Whiteboard (IWB). The IWB allows for virtual and audio meetings to be conducted in light of the Covid19.
- ▶ Office supplies of \$19,000 again for Covid-19 measures such as hand sanitizers, soap, mask etc.
- ▶ Overtime of \$11,000 to facilitate urgent work that was conducted during the FY.

A substantial amount of the budget transfers was from Salary savings (i.e. \$56,500).

Over a three year period, the PSC has continued to reduce its transfers from 21 in 2017/2018; to 16 in 2018/2019 and now 7 reflecting strong financial planning, forecasting and a prudent approach to spending.

5.5 Procurement

There were no procurement breaches in this period.



Two (2) proposals were submitted to the Central Procurement unit of the Ministry of Finance;

- ▶ New Equipment \$40K – Approved
- ▶ ICT Consultant for Server \$19K – however due to the threshold being increased to \$20,000 during the FY this was returned to PSC to undertake internally.

TABLE 38: % OF PROCUREMENT COMPLIANCE

Financial Year	No. of Received Proposals	No. of Endorsed Proposals	No. of Compliance	No. of Non-compliance	% of Compliance	% of Non-Compliance
2018 - 19	6	6	6	0	100%	0%
2019 - 20	2	1	1	0	100%	0%

5.6 Asset Registry

Asset value continue to increase this year from **\$323,812.45** in 2018/2019 to **\$406,182.11** by end of June, a jump of 25.43%.

The total cost of assets purchased in this FY is \$66,634.23.

Quarter	No. of Assets Purchased	Accumulated value of Assets
Tot Q1	4	\$7,240.88
Tot Q2	1	\$8,735.00
Tot Q3	4	\$25,035.88
Tot Q4	3 (12 Assets tot)	\$66,634.23

The largest spent was in Q3 and Q4 due to purchase of an Interactive Whiteboard at \$38,871 and some more laptops in preparation for possible remote working by senior staff.



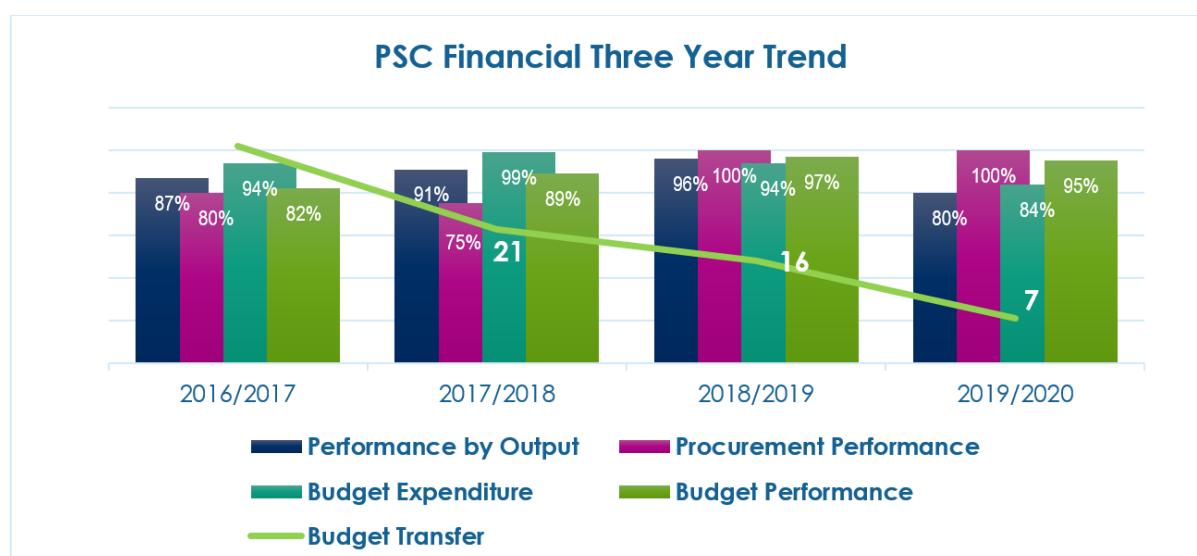
Assets have been updated quarterly except for Q4 (but now completed in July) due to relocation. The assets are as follows:

TABLE 39: PSC FIXED ASSET SUMMARY

Fixed Asset Registry	2019/20 FY Cost	Remarks
Building and Infrastructure	\$ -	Due to damage from Cyclone Gita PSC relocated to Tungi Colonnade building paying a monthly rent of \$11,000. Since
Vehicles	\$ 114,260.86	The value of four (4) vehicles remain the same as last FY since they have not met the 5 year period for depreciation.
Computer Software	-	-
Computer Hardware	\$ 126,452.01	Increased from last FY due to the purchase of laptops and an Interactive Whiteboard to assist with the changing work environment due to Covid19.
Other Plant and Equipment (i.e. Printers, Scanners, Office equipment)	\$ 15,497.23	Slight decrease in comparison to last FY, taking into account depreciation cost and the approval of government asset disposal committee to dispose certain assets.
Furniture & Fittings (i.e. Desk, Shelves)	\$ 109,325.72	Same as above.
Total Cost	\$406,182.11	Steady increase compared to last FY

5.7 Financial performance over three year period

The Office has continued to demonstrate a strong performance in budget management over the last three years. As shown in the graph, its budget performance has continued to improve, so as its procurement and transfer performance. Despite the lower than expected expenditure of 84%, for this financial year, this was to be expected. Over-all PSC recorded the lowest budget transfer for ministries under schedule I.



In FY2019/2020 the approved total budget estimate was \$2.08 million. A decrease from \$2.09m in the 2018/19 FY.

- As at 30th June 2020, overall budget performance (against forecast) was 95% which has improved from 93% in FY2018/2019.
- Total expenditure (actual) was 84% equivalent to a total of \$1.77 million. The decline in expenditure as compared to 96% in FY2018/2019 are due to the impacts of Covid19 on working conditions of the public service as a whole.
- A total of seven (7) budget transfers were issued this financial year which has decreased compared to FY2018/2019 with 16 transfers. For two (2) consecutive financial years the PSC Office has maintained a 100% Procurement performance. Overall, the PSC Office continues to manage its financial performance well.



6. SIGNIFICANT ISSUES and CHALLENGES

6.1 Issues and Challenges

The passing away of the former Prime Minister and the onboarding of a new Prime Minister and Cabinet in the first quarter of this financial year led to some delays of around two weeks in work plans; and to some significant operational and policy changes being made for PSC and MDAs. This meant rearranging priorities and timelines. For example, the budget strategy was put forward to December instead of February and so was the corporate planning and budgeting timelines. New priorities like the road works called for urgent processing by HR, Remuneration and Oversight.

In addition to this was the onset of COVID19 towards the end of Quarter 3, triggering additional reprioritizations and policy instructions.

Ongoing whole of government challenges within the context of Covid19

Extraneous

- Promotion of a spirit of service and shared vision in the Public Service.
- Coordinating a coherent approach to data analysis and analytics for reporting of performance especially among central agencies.
- Getting real time feedback and data to report on trends and make appropriate forecasts.
- Managing principles of political neutrality, code of conduct and ethics
- Managing the media and negative or misleading publicity
- ICT and Communication capacity to facilitate new modern work interface.

Within PSC

- Capacity: The lack of legal and policy capacity at the PSC meant that urgent legal and policy analysis compete with other priorities leading to overwhelming workload for the CEO and senior teams. The departure of the most senior HR and policy officer, Deputy CEO in HR Falemei Fale in November; followed by the departure of the two legal officers (Senior Legal Officer and Legal Officer in February and March) and the sudden untimely death of another senior Deputy Secretary Charlotte M. Vuki in May had a major impact on the momentum, flow and quality of the policy and management work of the Commission.
- Three attempts to fill the legal vacancies including upgrading to a higher post (Director) has not been fruitful as there is a scarce pool of legal officers that Ministries are vying for and so there is always the threat of losing legal staff to more lucrative offers. Likewise, there are scarce senior HR specialists across government.
- Management of the grievances and disputes including an increasing number of disciplinary cases during this period.



The following are Divisional operational challenges for the 2019/20 FY:

TABLE 41: CHALLENGES BY DIVISION, 2019/2020

Division	Challenges	Mitigation	Specific Way forward
Leadership & Program Administration	<p>Leadership</p> <ul style="list-style-type: none"> - Covid 19 new policy challenges for employees stranded abroad - Maintaining the wage bill threshold of 53% - Critical vacancies at Deputy CEO Level and Legal - Recruitment freeze/delays <p>Support Services, ICT</p> <ul style="list-style-type: none"> - Internet capacity and stability – old server breakdown and ongoing internet issues - ICT Division's capacity - Office renovation so relocation to another premises. 	<p>Leadership</p> <p>Improved coordination with MOFNP regarding maintain of wage bill</p> <p>Support Services</p> <p>ICT</p> <p>Engage ICT experts to complete upgrade</p> <p>Strengthening CHRIS/ Archiving/Digitisation of files</p> <p>Daily paid staff for archiving work</p>	<p>Leadership</p> <p>TA to be engaged to already for wage bill study</p> <p>Sub-committee (PSC & MOFNP) established to vet critical positions</p> <p>Support Services</p> <p>Move to PTH, PSC bldg. renovation commenced</p> <p>ICT</p> <p>Skills transfer by volunteer to ICT staff</p> <p>Recruit more staff for the ICT Division</p> <p>Encourage staff to use Helpdesk and to avoid impromptu requests</p> <p>Prioritize ICT Infrastructure Upgrade Project</p>
Workforce Development	<p>Discrepancies in workforce data due to incomplete workforce profiles from Line Ministries</p> <p>Familiarization with the new automation excel data for automatic generation of workforce data in tabulated or graphical format.</p> <p>Staffing skill gaps in the area of data analytics</p>	<p>Management and technical skills Training Plan for scholarship opportunities locally and internationally</p> <p>Proposal for funding/ partnership to USP, DFAT, MFAT, AVI etc</p>	<p>Development plan to establish a training centre for Public Service trainings</p> <p>Training Needs Report forwarded to Scholarship Committee on time</p> <p>Confirmed Annual Training Plan and TNA results</p> <p>Confirm development of Talent and Leadership especially Senior Management Officers</p>
Performance Development	<p>Non-compliance & Request extension of PMS EFY submissions from MIA & MET. Some Ministries still had issues with their PMS EFY submissions.</p> <p>Poor time management resulting in assessments being rushed often at the expense of quality</p> <p>Adherence to due process continues to be a challenge for some Ministries a significant improvement in the level of compliance compared to the two previous FYs</p>	<p>Report MDAs PMS Traffic Lights status to the Commission on a quarterly basis</p> <p>Coaching & Mentoring Program for HoDs, middle managers, front line supervisors on specific areas</p> <p>Proactive reminders/follow ups and support to the PMS Managers/supervisors</p>	<p>Implement a Coaching and Mentoring Program</p> <p>Ongoing Train the Trainer sessions focused on clarifying due process and improving compliance.</p> <p>New initiative and mechanisms implemented to facilitate improved compliance across MDAs</p>



		Continuation of the Train the Trainer initiative which has been a key contributor to the improvement in the 2018/19 FY.	
Human Resource Management	<p>Workload and the weekly timelines especially with the turnaround time for HR cases.</p> <p>Recruitment freeze</p> <p>Civil servants stuck abroad which raised many issues and concerns from Line Ministries due to COVID-19 and travel bans.</p>	Devolving HR management functions to Ministries	<p>Focus on the process improvement procedures such as the implementation of delegation to line Ministries.</p> <p>Devolution approved by the Commission on 22 November, 2019. Pilot commenced in January, 2020.</p>
Oversight	<p>Lack of expertise (M&E, Data Analysis)</p> <p>Lack of staff / staff retention</p> <p>Coordination of data submitted from the MDAs to Finance and PSC</p>	<p>Returning Scholar / Recruitment of M&E Specialist from AVI</p> <p>- Specialized training on data and analytics</p> <p>Clarity on instructions from Central agencies</p>	<p>Transfer of skills and knowledge from AVI to continue on the work</p> <p>Develop career pathways for staff to remain in the division and be able to transfer institutional knowledge to new staff</p>
Remuneration	<p>COP implementation delays due to processing time</p> <p>CF implementation delays due to processing time of the COP.</p> <p>Late Submission of re-evaluation</p> <p>Gathering of feedbacks from Line Ministries about the template to use by the public service.</p> <p>Non-compliance and incomplete submission, despite evaluation checklist already provided.</p>	<p>More consultations, trainings and forums to come in 2019/2020</p> <p>More information will be published on the new PSC website in line with the re-evaluation processes</p>	<p>Competency Framework & new JD implementation in 2019/2020</p> <p>More training on job re-evaluation processes</p> <p>Further work on the competencies framework refinement and achieving the 100% JD.</p> <p>Further trainings to MDAs on COP similar role concept and job evaluation submission.</p> <p>Full reconciliation of the current staff-list to recognize the changes to the position titles, salary bands and points</p>



6.2 Risks and Risk Management

The following risks were managed during the year.

TABLE 42: RISKS AND RISK MANAGEMENT

TABLE 42: RISKS AND RISK MANAGEMENT

Risks	Risk level			Risk Management
	High	Med	Low	
Strategic				
Change of Government	√			Proactive engagement of Ministers and CEOs. Frequent CEO forums with Commission and Ministers
Wage Bill	√			Critical vetting committee; establishment measures (overtime, recruitment)
Covid19	√			Proactive planning, emergency guideline activation, deferred activities replaced by other doable activities Investing in e-platforms and program software
New Policy directions and guidelines Recruitment freeze		√		Stronger engagement, clear structured communications with CEOs, employees; utilization of multimedia platforms
Operational				
Staff turnover and vacancies		√		Ministry to develop succession plans and identify potential leaders Stronger workforce monitoring by PSC
New COP		√		Better and timely engagement with Ministers to discuss CEO recruitment issues
No legal staff, departure and death of key HR staff	√			Task pooling, Work sharing with AGO's office
Specific expertise in data analytics and infographics			√	Request from Pacific Fale (MFAT iniricw)



7. DISCLOSURES and LEGAL COMPLIANCE

7.1 Audit Statements

The compliance audit for the period of July 2015 – June 2019 did not raise any issues of noncompliance. There is no performance audit as yet.

7.2 Detailed key performance indicators information

This has been discussed in section 4.

7.3 Ministerial directives

There were 30 Cabinet submissions including policy matters, performance, and pensioner gratuities, and CEO contracting matters that were all approved or noted by Cabinet.

7.4 Governance disclosures

At all times, the Commission declares conflict of interest in matters regarding appointments, terminations or disciplinary, dispute or grievance cases. There also applies to CEO recruitments/ appointments.

7.5 Government policy requirements

Compliance: Ministries compliance to the Public Service Act requirement especially employment policies, performance management and Code of Ethics are routinely addressed. However, the following summarizes key policy achievements:

Policy matters completed as follows:

- The *Social Media Guideline for Tonga's Public Service 2020* was gazetted under the Public Service Code of Ethics and Conduct.

Cabinet Approvals:

- PMS performance results rewards for 2018/2019;
- PMS budget rewards for 2019/2020
- Public Service Classification of Positions (COP) framework & Job Description Guideline; (Budget support trigger)
- Scarcity Allowance for CEO MOH on pathologist duties
- Hazard & Death allowance for Covid19 front line workers
- Eight (8) Special instructions on Covid19 and lockdown related leaves (3 submissions)
- Thirteen (13) Gratuities (13 cabinet submissions)
- Process flowcharting (administrative)
- Recruitment freeze (joint with MOF)
- CEO MOFA schedule 2 transfer
- Alternate Commissioner Amendment to PSC Act



Currently in draft form is a new Sexual Harassment Policy for the Public Service; A policy guideline for Fraud and a number of policy instructions being reviewed.

7.6 Board and Committee Remuneration.

The Public Service Commission consists of five part time Commissioners, who report directly to the Hon. Prime Minister. Commission meetings are normally conducted once a week to deal with HR cases, however two or more meetings have been the higher number of policy and HR cases. The total number of Commission decisions in a FY reflect the total amount of cases considered by the Commission.

Total cost for all five Commission meeting fees increased by 2.4% from last FY to \$159,670 for the 2018/19 FY. This constitutes 8% of the PSC overall budget.

TABLE 43: RATES FOR COMMISSIONERS

Chairperson	\$250 meeting fee plus \$150 per hour of preparation. Maximum of two hours preparation allowed.
Commissioners	\$150 meeting fee plus \$130 per hour of preparation. Maximum of two hours preparation allowed.



8. CONCLUSION

This report has been structured according to the Annual Report guidelines and also to provide quality information in a user friendly way in terms of simplicity, utility and accuracy.

The work of the Office has been considerably strengthened a full complement of Commissioners, and the reappointment of the CEO to continue the initiatives.

The leadership and active support by the Commission especially in addressing and managing challenging cases; and for ensuring that the principles and values of political neutrality, integrity and accountability inform and govern the work of the Commission at all times is gratefully acknowledged. Likewise, the efforts of our Heads of Division and all staff of PSC as well as fellow CEO Colleagues and the public service employees in promoting unity of service and good service delivery is gratefully acknowledged.

The ongoing guidance and genuine interest of the Prime Minister, Hon Rev Dr. Pohiva Tu'i'onetoa to engage and dialogue on a number of issues and the ongoing trust in the work and advice of the Commission; and to advancing the various reforms being undertaken across Government is grateful acknowledged. Most importantly, for the Spiritual innovation in Cabinet on national fasting that has united the spiritual leaders and churches in the nation.

