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KOMISONI NGĀUE FAKAPULE'ANGA
NUKU'ALOFA, TONGA
Tisema, 2019

'Eiki Dr. Pōhiva Tu'i'onetoa
Palēmia 'o Tonga
'Ofisi 'o e Palēmia
NUKU'ALOFA

'Eiki Palēmia

'Oku ou fiefia ke fakahū atu 'a e Lipooti fakata'u ki he ta'u fakapa'anga 2018/2019 ma'ae Komisoni Ngāue Fakapule'anga'.

'Oku teuteu 'a e lipooti' ni 'o fakatatau ki he ngaahi fiema'u 'a e Konga 13F (2) & (3) 'o e Lao ki he Ngāue Fakapule'anga 2002 kuo fakatonutonu', pea mo e fakahinohino fo'ou ki he Lipooti fakata'u (2019) ma'ae Ngaahi Potungāue Fakapule'anga'. 'Oku fakahū atu ke me'a ki ai 'a e feitu'u' na kimu'a pea toki fakahoko atu ki he Kapineti' pea mo e Falealea'.

'Oku fakahū atu 'a e Lipooti ni mo e loto hounga'ia 'i he fengāue'aki 'a e 'Eiki Palēmia Mālōloo' Samiuela 'Akilisi Pōhiva, Kau Komisiona', 'Ofisa Pule Ngāue mo e kau ngāue 'a e Komisoni' pea mo e hoa fengāue'aki kotoa pē 'o e Komisoni Ngāue Fakapule'anga'.

Faka'apa'apa atu
REPUBLIC OF TONGA
GOVERNMENT OF TONGA
Simione Sefania
Sea Le'ole 'o Komisina Kau Ngāue Fakapule'anga
.....17...../12...../2019

Tali;

Hon Dr. Pohiva Tu'i'onetoa
'Eiki Palēmia 'o Tonga
.....18...../12...../2019



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NGAAHI FAKANOUNOU

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
MOI	Ministry of Infrastructure
MOJ	Ministry of Justice
MOT	Ministry of Tourism
MPE	Ministry of Public Enterprise
MRC	Ministry of Revenue and Customs
NBS	National Bureau Statistics
OAG	Office of the Attorney General
PAL	Palace Office
PDD	Performance Development Division
PMO	Prime Minister's Office
PMS	Performance Management System
PSC	Public Service Commission
RA	Remuneration Authority
TA	Technical Assistance
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

A. TALATEU

‘Eiki Palēmia mo e ‘Eiki Minisitā ‘o e Komisoni Ngāue Fakapule’anga

‘Oku ou fiefia ke fakahoko atu ‘a e Lipooti Fakata’u ki he Ta’u Fakapa’anga 2018/2019 (Siulai 2018 ki Sune 2019) ma’ae Komisoni Ngāue Fakapule’anga’.

‘Oku hoko atu pe ‘a e poupou ‘a e Komisoni Ngāue Fakapule’anga’ ki he ngaahi polokalama ngāue fakalakalaka ke tokoni ki he taumu’ā ola ‘a ia ko “ha Ngāue Fakapule’anga ‘oku toe lavame’ā ange mo ‘aonga, ‘ikai fakamole, faitotonu mo e ‘ata kitu’ā, ‘oku nau lototaha ke fakalelei’i e fakahoko fatongia ‘o e Pule’anga’ ki he kotoa ‘o e kakai.”

‘Oku hulu’i ‘e he lipooti ko ‘eni’ ‘a e ngaahi ola kuo fakahoko ‘e he Komisoni Ngāue Fakapule’anga ‘i he taumu’ā ke fakahā “...ha founiga taki ‘oku kau kātoa, tu’uloa, mo ongongofua ange mo ha pule ‘a e lao kuo fakaivia.”

‘Oku ou fie puke ‘a e faingamālie’ni ke fakamālō’ia ‘a e ngāue mo e tataki ‘a e ‘Eiki Palemia kuo ne pekia’, Hon. Samiuela ‘Akilisi Pōhiva ‘a ia na’ā’ne hoko ko e ‘Eiki Minisitā ‘a e Komisoni Ngāue Fakapule’anga mei he ta’u 2014 ki he ‘aho na’ā’ne pekia ai, ‘aho 12 ‘o Sepitema 2019. Lolotonga ‘a ‘ene hoko ko e ‘Eiki Minisitā ‘a e Komisoni Ngāue Fakapule’anga’, na’e malava ai ke fakahoko ‘e he Komisoni’ ‘a e ngaahi ngāue na’e palani ke fakahoko mo a’usia ‘a e ngaahi taumu’ā ngāue ki he ta’u faka-Pa’anga 2018/2019 ‘o a’u ki he ‘aho 30 ‘o Sune 2019. ‘Oku hounga ‘a e tokoni ‘a e Sea Le’ole’o ‘o e Komisoni’, Simione Sefanaia pehē ki he toenga ‘a e kau Komisiona’ ‘i hono tataki lelei ‘a e ngāue ‘a e ‘Ofisi’ neongo ‘a e ngaahi pole ‘o e fatongia’. ‘Oku ou fakamālō foki kia Dr. Litili ‘Ofanoa ‘i he’ene poupou ki he Pule’anga’ pea pehē foki ki he fakahoko fatongia ‘a e Komisoni’.

‘Oku ou hounga’ia foki ‘i he ngaahi ngāue ‘a e kau ‘Ofisa Pule Ngāue ‘o e ngaahi Potungāue’, kau Ngāue Fakapule’anga pea mo e kau hoa ngāue kotoa pē, ‘i ho’omou poupou ki he ngaahi langa ngāue ‘a e Komisoni’ ke langa hake ha ngāue Fakapule’anga ‘oku lele lelei pea ola, faitotonu pea ho’ata lelei kitu’ā.

‘Oku tu’u mateuteu foki ‘a e Komisoni Ngāue Fakapule’anga’ ke tokoni ki hono siofi mo leva’i ‘a e ngaahi ngāue ‘a e Pule’anga’, ‘i he laumālie ‘o e ngaue fakataha, ‘oku ou tui ‘e malava ke fakahoko ‘a e ngaahi ngāue ki he lelei ‘a e Pule’anga’ pea pehē foki ki he lelei fakalukufua ‘a e kakai ‘o Tonga’.

Faka’apa’apa atu



Sea Le'ole'o, Komisoni Ngāue Fakapule'anga

'Oku ou faka'apa'apa mo fakamālō ki he 'Eiki Palemia kuo'ne pekia', Hon. Samiuela 'Akilisi Pohiva 'i he tataki na'a'ne fakahoko ki he Komisoni' pea mo e Pule'anga' fakalukufua 'i he ngaahi ta'u kuo maliu atu' 'o a'u ki he 'aho na'a ne pekia ai, 'aho 12 'o Sepitema 2019.

'Oku ou toe fakamālō'ia foki mo e ngaahi tokoni kotoa 'a e Hou'eiki Memipa 'o e Kapineti', mo hoku kaungā Komisiona' koe'uhī' ko 'enau fai 'osikiavelenga 'a e fatongia', pea pehē foki ki he kau 'Ofisa Pule Ngāue 'o e ngaahi Potungāue 'a e Pule'anga', koe'uhī' ko 'enau lototaha mo fakahoko lelei honau ngaahi fatongia'. Ko e fakamuimui 'o e fakamāloo', ki he 'Ofisa Pule Ngāue 'o e PSC', Dr. Lia Maka pea mo 'ene kau ngāue', 'i he'enau kei fakahoko lelei honau ngaahi fatongia', tukupā mo e vekeveke ke fakahoko 'a e tefito'i fatongia 'o e PSC', neongo 'a e ngāahi pole kehekehe 'oku na vaka taha ma'u pē pea mo e fatongia 'o e PSC'.

'Oku hulu'i mai 'e he lipooti ko 'eni' 'a e tu'unga kuo a'u ki ai 'a e ngaahi ngāue ki hono fakalelei'i 'o e ngaahi tafa'aki tefito 'a e ngāue fakapule'anga', 'a ia na'e takimu'a ai 'a e PSC' pea pehē foki ki he ngaahi ngāue fakakaukau fo'ou na'e kamata 'i he taimi ko eni'. 'Oku hokohoko atu ai pē hono 'analaiso 'e he lipooti ko 'eni', 'a e tu'unga 'oku 'i ai 'a e ngāue fakalukufua 'o e ngaahi Potungāue 'a e Pule'anga', pea mo e ngāue 'a e PSC' ko hono langa hake "ha Ngāue Fakapule'anga 'oku toe lavame'a ange mo 'aonga, 'ikai fakamole, faitotonu mo e 'ata kitu'a, 'oku nau lototaha ke fakalelei'i 'a e fakahoko fatongia 'a e Pule'anga' ki he kakai kotoa 'o e fonua'.."

'Oku ou lotolahi 'e malava pē ke fetokoni'aki 'a e ngaahi kupu fekau'aki 'o e fonua', pehē ki he kau Komisionā' pea mo e kau ngāue 'a e PSC', ki hono fakahoko lelei atu 'a e fatongia angamaheni 'o e PSC' ki he ngaahi Potungāue 'a e Pule'anga' pea moe kakai kotoa 'o e fonua'.

Faka'apa'apa atu,

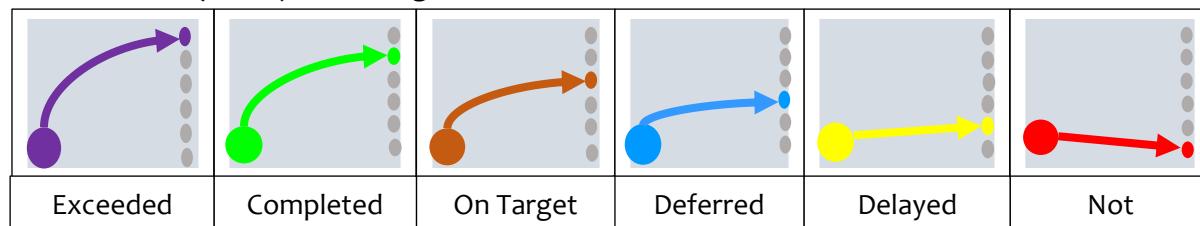


FAKAMĀ’OPO’OPO FAKALŪKUFUA ‘O E KAKANO ‘O E LIPOOTI’ NI.

Ko e ngāue ‘a e PSC’ ‘oku māfatukituki ‘i he lolotonga ‘o e ta’u’ kotoa, koe’uhī’ ko e ngaahi ngāue ki hono fakalelei’i e ngaahi tafa’aki tefito ‘o e ngāue Fakapule’anga’ pe a pehē foki ki he ngāue ki hono tokangaekina ‘o e kau ngāue’.

Kuo fokotu’u foki mo e me’afua (sikeili) ke vakai’i ‘aki e ngaahi fakahoko fatongia ‘a e ngaahi va’ā ngāue ‘a e PSC’, ‘o fakatatau ki he’enau ngaahi ola mo e me’afua kuo fokotu’u pe a ‘oku ‘omai foki mo hano ‘analaiso e fakahoko fatongia’ ‘o laka ‘i he ta’u e 3 kuo hili’. Ko e ola’ na’e faka’avalisi ‘a e ngaahi tu’unga ne nau a’usia e ngaahi ola/ tāketi ‘o e ta’u’.

Ko e me’afua (sikeili) ‘eni ne ngāue’aki’:



Na’e fakalakalaka ‘aupito kimu’ā, ‘a e fakahoko fatongia ‘a e ‘Ofisi’, ‘i hono fakahoko e ngaahi ngāue na’e fokotu’u’, pehē ki he fakahoko fatongia ‘a e kau ngāue’ pe a mo hono leva’i e patiseti ‘a e ‘Ofisi’, (Sune 2019) ‘i hono fakafehoanaki ki he ta’u fakapa’anga 2017/2018. Ko e ola ‘o e ngaahi ngāue na’e fakahoko na’e anga peheni.

I. Ngaahi ngāue ‘a e PSC’ ‘oku poupou ki he ngaahi taumu’ā ngāue ‘a e Pule’anga’ Fakalūkufua

Ko e ngaahi ngāue ‘eni ‘a e Pule’anga’ fakalūkufua ‘oku fakahoko ‘e he PSC’, ‘o kau ki ai ‘a hono vakai’i ‘a e fakahoko fatongia’, vāhenga’ pe a mo e ngaahi ngāue ki hono fakangāue’i ha taha.

‘I he poupou ki he ngaahi taumu’ā ngāue ‘a e SDG taumu’ā 5 (5.5.1; 5.5.2), Samoa Pathway (16.6.2 & 16.7.1), pe a mo e ngaahi taumu’ā ke vahevahe tatau ‘a tangata mo fafine, kuo tuku mai ai ‘a e tokoni fakatekinikale mei he Kautaha Kominiueli’, ke siofi pe a mo fa’u ha ngaahi tu’utu’uni ngāue, fekau’aki mo e ngaahi fakamālohi/ fakamamahi/ fakalielia ‘i he ngāue fakapule’anga’ ‘i he ta’u fakapa’anga 2019/2020. ‘E kamata foki mo e polokalama ako ‘i Siulai 2019 ki he ngaahi fakakaukau vahevahe tatau/ taau ‘a tangata mo fafine’, ko e ola ia ‘o e ‘Atita vahevahe taau ‘a tangata mo fafine na’e fakahoko ‘i he ‘Ofisi ‘i he 2017. Ko e tokolahi ‘o e kakai fefine ‘i he ngaahi lakanga fakataki ‘i he Kulupu I, na’e holo hifo ‘aki ‘a e peseti ‘e 33% ‘i he lakanga CEO’o peseti ‘e 77% ‘a e kau CEO tangata’ ‘o fakafehoanaki ki he peseti ‘e 23% ‘a e kau CEO fefine, makatu’unga pe ‘eni ‘i he toko si’i ‘a e kakai fefine ‘oku nau tohi ngāue mai ki he ngaahi lakanga’ ni.

‘I he kei poupou ai pe ki he taumu’ā ngāue SDG 16 (SDG 16.6.2), ko e ‘uluaki savea ki he ngāue fakapule’anga’ na’e kau ki ai ‘a e toko 2000 tupu, mei he ngaahi ‘otu motu lalahi ‘e fā kotoa ‘o Tonga ni’, pe a na’e fakakakato ia ‘i Tisema 2018, pe a ko e ola fakaangaanga’ na’e fakahoko mai ia ‘i Sune 2019, ‘a ia na’e hā ai ‘a e tu’unga fakafiemālie ki he kakai ‘o e fonua’, ‘a e fakahoko fatongia ‘a e ngaahi potungae’.

Ko e kātoa ‘o e ngaahi ola tefito ‘e ono (6) ‘a e PSC’, ‘oku nau poupou kotoa ki he ngaahi ngāue fakalūkufua ‘a e Pule’anga’ ‘a ia ‘oku fakaikiiki atu ko ‘eni’.

Ola 1: Founga Tataki/ Pule'i Fakapotungāue

Fakahoko fatongia lelei, faka-'ēfika, ongongofua pea 'i he tu'unga mā'olunga ki he kau Komisiona', 'Eiki Palēmia', Kapineti' pea mo e ngaahi Potungāue mo e va'a ngāue kotoa pē 'a e Pule'anga'.



Na'e kakato e ngaahi fakatonutonu kotoa ki he ngaahi Tu'utu'uni Ngāue ki he kau ngāue fakapule'anga' 'i Sune 2019, 'a ia 'e fakahū atu ki he Kapineti' ke nau me'a ki ai 'i Tisema 2019. Ko e lahi taha e ngaahi fakatonutonu ko eni', ko e toe fakama'ala'ala pē 'a e ngaahi faka'uhinga lea na'e kehekehe mo 'ikai mahino pea' ne hoko ai 'a e ngaahi faka'uhinga na'e kehekehe. Ko e ngāue ko 'eni ki he fakatonutonu ki he Tu'utu'uni Ngāue 'a e kau Ngāue Fakapule'anga', na'e fakahoko ia 'i he ta'u kakato 'e ua. Na'e tali lelei foki 'e he Kapineti' 'a e Tu'utu'uni Ngāue pea mo e ngaahi monū'ia ki he taukei 'oku si'isi'i hono ma'u 'i Tonga ni' ma'ae kau Toketā Mataotao Mā'olunga'.

Na'e tali 'e he Komisoni' 'a e founga fakahinohino 'e fā 'i he vaha'ataimi ko 'eni'. Na'e kau ki ai 'a e;

- i) Tu'utu'uni Faka'ulungaanga ki he kau Komisiona', ko e taha 'a e fokotu'utu'u ngāue mo e fakakaukau fo'ou 'a e Komisoni' (2018)
- ii) Tohi fakahinohino ki hono fakangae'i 'a e kau 'Ofisa Pule Ngāue pea mo e kau 'Ofisa Mā'olunga (2018)
- iii) Tohi fakahinohino ki he lipooti fakata'u ma'ae ngaahi Potungāue 'a e Pule'anga' (2019) 'a ia 'oku fakaha'i ai e ngaahi fakatonutonu fakamuimui taha, ki he 'aho ke 'osi mai ai 'a e ngaahi lipooti fakata'u', 'a ia na'e tali 'e he Fale Alea' pea mo e Fakataha Tokoni 'a 'ene 'Afio' mei Mē ki Sepitema. Ko e tohi fakahinohino ko 'eni', 'oku fakataumu'a ke hu'ufataha ia 'i he fa'unga ngāue pea mo e lipooti 'o e ngaahi Potungāue', ke fakapapau'i 'oku fakakau 'a e ngaahi fakamatala mahu'inga mo mā'opo'opo ki he Fale Alea', Kapineti' pea mo e ngaahi kupu fekau'aki', fakakau atu ki ai mo e kakai 'o e fonua' felāve'i pea mo e ngāue 'a e Pule'anga'.
- iv) Kuo fokotu'u ha fokotu'utu'u ngāue felāve'i pea mo hono tukutuku māmālie atu 'a e ngaahi fatongia tokangaekina 'o e kau ngae fakapule'anga (HR) mei he PSC ki he ngaahi Potungāue 'a e Pule'anga', ko e konga foki 'eni 'o e ngaahi fiema'u mei he ngaahi hoa ngae tokoni fakalakalaka 'oku nau fakapa'anga mo tokonia 'a ngaahi ngae 'a e Pule'anga.

Ne kakato foki e ngāue 'a e PSC 'i he kuata 4, ki hono fa'u e 'uluaki tohi fakahinohino ki he founga ngāue' 'i he ngaahi tapa kotoa 'o e ngāue 'a e PSC', pea 'e hoko faka'ofisiale ia ke ne tataki 'a e kau ngāue fo'ou' mo e ngāue lolotonga'..

Na'e tali foki 'e he Fale Alea' 'a e lao fakatonutonu (amendment bill) fekau'aki pea mo hono fakangāue'i 'o e kau 'Ofisa Pule Ngāue' (CEOs), 'i he kamata'anga 'o e ta'u fakapa'anga ko eni', ka na'e 'ikai ke mokoi ki ai e finangalo 'o 'ene 'Afio' 'i he Fakataha Tokoni 'i he kamata'anga 'o e ta'u 2019, pea 'oku kei ngāue'aki pē 'a e lao lolotonga'.

Ko e ngaahi pole felāve'i pea mo e Tu'utu'uni ki he ta'u penisoni' (ta'u 60), sivi'i 'o e fakahoko fatongia 'a e 'Ofisa Pule Ngāue', na'e malava ke fakahoko 'a e ngāue ki ai 'i he vaha'ataimi ko eni'.

Na'e fakafisi 'a Komisiona Toketā Litili 'Ofanoa 'i he 'uhinga ko e fokoutua fakaesino pe a na'e 'i ai leva 'a e Komisiona fo'ou 'e taha, ko Kaveinga Tu'itahi na'e fakanofa ia 'i Sune, pe a na'e kamata ngāue ai pe 'i he ta'u fakapa'anga fo'ou ko 'eni' (Siulai 2019).

Ola 2 – Fakalakalaka ki he kau ngāue fakalūkufua

Tanumaki mo fakalakalaka 'a e 'ilo mo e taukei 'a e kau Ngae'.



'Oku toko 3,854 'a e tokolahi 'o e kau ngāue' (hiki 'aki e toko 44 'i he taimi tatau 'i he 2018) 'a kinautolu 'i he Kulupu 1 'i he'ene a'u ki he 30 Sune 2019, 'o kei lahi taha pē Potungaue Ako mo e Ako Ngāue', 'aki e toko 1,179 (30.6%), hoko ki ai e Potungāue Mo'ui', 'aki e toko 1,039 (27%). Ko e kau ngāue fefine fakafehoanaki ki he kau ngāue tangata', ne 60:40 'a ia 'oku meimeい ke vahevahe tatau pē mo ia he ta'u fakapa'anga kuo 'osi'.

Ko e Kulupu 1 mo e 2 ne fakataha'i ki he toko 5,235, 'i he'ene a'u ki he 'aho 30 Sune 2019. Kulupu 1 ko e peseti 'e 73 (73%) ia 'o e fakakātoa 'o e kau ngāue fakapule'anga'.

Ko e Kulupu 1, ne tokolahi ange 'a e kau ngāue fo'ou ne hū mai' 'i he kau ngāue ne mavahe ki tu'a' mei he ngāue fakapule'anga'. Ko e mavahe ki tu'a anga maheni ia lolotonga 'a e kuata' 'oku ma'ulalo pē ia 'i he tokolahi 'o e kau ngāue fo'ou hū mai', 'a ia ko e 'uhinga ia 'oku tupu ai pē 'a e tokolahi 'o e kau ngāue fakapule'anga'. Ko e lahi taha 'o e mavahe ki tu'a mei he ngāue fakapule'anga', ko e toko 10 (27%) mei he kalasi tu'unga vāhenga L pea hoko ai 'a e kalasi tu'unga vāhenga M ko e toko 9 (24.3%) 'a ia ko e peseti fakakātoa ia 'e peseti 'e 51%.

Ko e tokolahi taha 'o e kau ngāue fakapule'anga', na'e 'i he kulupu 'o e ta'u motu'a, 31-40 ko e peseti 'e 31.9 (31.9%) 'a ia ko e toko 1,228, pea hoko ai 'a e ta'u motu'a 19-30, peseti 'e 27.3 (27.3%) ko e toko 1,052, pea mo e ta'u motu'a 41-50 ko e peseti 'e 23 (23%) 'a ia ko e toko 889. Ko e fakakātoa' ko e peseti 'e 59 (59%) 'oku 'i he ta'u motu'a 21-40, 'a ia ko e hiki hake ia 'aki 'a e peseti 'e 5 (5%) mei he peseti 'e 54 (54%) 'i he 30 Sune 2018.

'Oku 'i he peseti 'e 62 (62%) 'a kinautolu 'oku ma'u mata'itohi fakaako (Tipiloma 'o fai hake) pea 'i he levolo 'o e Tipiloma, ko e toko 1,683 (43.7%) pea ko e kau ma'u mata'itohi 'uluaki' ko e toko 669 (17.4%).

'Oku kei hokohoko lelei atu pē 'a hono muimui'i ke fakahoko 'a e ngaahi palani fakalakalaka 'o e ngāue fakapule'anga', na'e fakakakato 'a e peseti 'e 44 (44%); pea kau ki ai mo e ngaahi polokalama ako (Ako fekau'aki mo e tükunga fakaukau') pea mo e ako fakataukei ki he kau ngāue hū fo'ou 'e toko 86, fokotu'u 'a e kōmiti fokotu'utu'u halafononga ki he sekitoa ngaahi tafa'aki langa mo e ngaue lalahi (career committee); pea mo hono tuku atu 'o e lipooti fakata'u 'a e Pule'anga' ki he ngaahi fiema'u faingāmalie ako (sikolasipi) ki he ngaahi hoa ngāue fakalakalaka'.

Ola 3 – Fakalakalaka ki he Fakahoko Fatongia 'a e Ngāue Fakapule'anga'

Ko e ngaahi founga ke fakalakalaka, pule'i mo fakalelei'i 'a e fakahoko fatongia 'a e kau ngāue Fakapule'anga'.



Ola hono fakahoko e founga vakai'i e tu'unga 'o e fakahoko fatongia 'a e kau ngāue fakapule'anga' 2018/2019

Na'e kau kotoa e Potungāue 'e 26 mei he Kulupu 1 & 2 ('ikai kau ai e Fale Alea 'o Tonga') ki he polokalama ko 'eni' 'i he vaha'ataimi ko 'eni'. Ko e ola 'a e 'Ofisi 'o e 'Omipatimeni' na'e 'ikai ke fakahū ia ki he PSC', ke hange ko hono fakahū e ola 'o e toenga 'a e ngaahi Potungāue 'e 25

kehe ‘a e Pule’anga’, ki hono vakai’i fakalūkufua ‘a e tu’unga ‘o e fakahoko fatongia’. Ko e ta’u ‘aki ‘eni hono ua (2) ‘a e ‘ikai ke kau mai ‘a e ‘Ofisi ‘o e ‘Ompatimeni’.

te’eki ke fakapapau’i ‘a e ola’ faka katoake kakato ki he ‘aho 30 Sune 2019, ka ko hono tokangaekina ‘o e PMS fakataha mo hono ola’, na’e hā mahino ai ‘a e fakalakalaka lahi ‘aupito ‘o fakafehoanaki ki he ola ‘o e ta’u kimu’a’. Ko e kotoa ‘a e ola ‘a e ngaahi Potungāue’, kau ki ai mo e kau ‘Ofisa Pule Ngāue’, na’e ‘omai ia ki he PSC’ i he faka’osinga ‘o ‘Aokosi 2019, pea ‘e lipooti kotoa atu ia ‘i he lipooti ‘o e 2019/2020. Ka neongo ia ko e fakamā’opo’opo lalahi ‘eni ‘o e ola’:

Mei he kau ngāue fakapule’anga’ ‘e toko 5,269, ko e toko 4,190 (80%) ai’ ko e kau ngāue, mo e kau ‘Ofisa Pule Ngāue ‘e toko 13, na’e fakahoko hono vakai’i ‘a e tu’unga ‘o ‘enau fakahoko ngāue’. Mei he tokolahi fakalūkufua’, na’e ‘i ai ha kau ngāue ‘e toko 788 na’e ‘ikai ke ngofua ke nau kau (koe’uhī’ na’a nau kei ngāue ‘ahi’ahi, livi ako etc) pea ko e toko 291 na’e ‘ikai pē ke nau fakahoko ‘enautolu ‘a ‘enau sivi ngae (PMS) fakata’u’, ko e holo lahi eni mei he kau ngāue ‘e toko 1,297 ne ‘ikai ke nau fakahoko ‘a ‘enau sivi ngāue’ ‘o e 2017/18. Ko e toko 69 na’e ‘ikai fakafiemālie ‘enau fakahoko fatongia’.

Ko e peseti ‘e 37% na’e mahulu ‘enau fakahoko ngāue’ (maaka ko e 4 & 5) pea ko e hiki lahi eni mei he peseti ‘e 12 (12%) ‘i he 2017/18, pea ko e tokolahi taha ‘o e kau ngāue fakapule’anga’ ko e peseti ‘e 61 (61%) ‘oku ‘i he tu’unga fakafiemālie pē ‘enau fakahoko fatongia’. Na’e ‘i ai pea mo e holo ki he peseti ‘e 2 (2%) ko e toko 69 ‘o e ni’ihī na’e ‘ikai fakafiemālie ‘enau fakahoko fatongia’, ‘o fakafehoanaki ki he peseti ‘e 5 (5%) ‘i he ta’u fakapa’anga kuo ’osi’.

Totongi e Ngaahi Fakapale ki he Kau Ngāue Fakapule’anga’

Ko e fakafuofua ki he lahi ‘o e pa’anga ne ngaue’aki ki hono fakapale ‘o e kau ngāue’, ki he ta’u fakapa’anga 2018/19 ko e \$1.8 miliona, ‘a ia na’e ‘i lalo pē ‘i he \$1.92 miliona ne tali ‘i he patiseti ‘o e 2018/2019.

Kuo a’usia ‘a e ngaahi ola na’e fiema’u ke a’usia’ (budget support triggers) kae lava ke tuku ange mai ‘a e ngaahi tokoni ki hono fakalelei’i ‘a e patiseti ‘a e Pule’anga’ mei he ngaahi hoa ngāue fakalakalaka’.

Mahina mo e ‘Aho ‘o e Ngāue Fakapule’anga

Ko e ta’u eni hono ua (2) ‘o e polokalama ko eni’, ki hono faka’ai’ai ‘a e laumālie fiengāue mo e ngāue uouongataha ‘i he kotoa ‘o e ngāue fakapule’anga’. Ko e taha ‘o e ngaahi fatongia na’e fakahoko he māhina ko ia’, ko e ‘a’ahi ki he ngaahi Ako’anga’ ki hono tu’uaki mo hono faka’ilo atu ‘a e ngaahi ngāue ‘oku fakahoko mei he Pule’anga’, ‘a ia na’e fokotu’u ‘a e polokalama fe’auhi fa’u vitio, pea ko hono taumu’ā’ **“Ko Hoku Tonga, Mo Ho’o Tonga, Ko Hotau Tonga’ ia”**.

Na’e lava lelei hono fakalele ‘a e fuofua Konifelenisi ke faka’ai’ai ‘a e fe’inas’aki e ngaahi founiga fakahoko ngae lelei taha’, ‘a ia na’e faka’ali’ali ai ‘a e ngaahi founiga ‘e 9 ki he fakahoko fatongia’, ‘o kau atu ki ai ‘a e PSC’. Na’e toko 83 ‘o e kau ‘Ofisa ngāue fakapule’anga mā’olunga’ na’e kau ki ai. Na’e ‘aonga lahi eni pea ‘e tokoni eni ke toe fakalakalaka ange ‘a e Konifelenisi hono hoko’.

Ko e ngaahi Potungāue ‘e 23 (kau ki he Kulupu I mo e Kulupu II) ‘o ‘ikai kau ki ai ‘a e Fale Alea ‘o Tonga’, ngaahi sekitoa taautaha ‘e 10, kau ki ai mo e ‘Univēsiti ‘o e Pasifiki Tonga’ (USP), na’a nau kau atu ki he ‘aho ‘oku fakamanatua ai ‘a e kau ngāue fakapule’anga’ mo ‘enau ngaahi faka’ali’ali ngāue’. Na’e tokolahi ‘aupito ‘a e kakai na’a nau lava atu ki he polokalama’ ni, kau atu ki ai ‘a e ‘u kulupu fānau aka, mātu’ā tauhi fānau mo e kau Minisitā ‘e toko 5, na’a nau lava atu ‘o ‘a’ahi ki he ngaahi tafa’aki Potungāue taautaha’, ko e fie’ilo ki honau ngaahi fatongia ‘oku

fakahoko'. Ko e ngaahi polokalama faka'ali'ali ko 'eni', na'e 'i ai hono ngaahi pale, 'a ia na'e fakakalakalasi pē, 'o fakatatau ki he 'aho'. 'I he'ene pehee', 'oku 'i ai 'a e fokotu'utu'u ki he ta'u fo'ou', fakatatau ki he ngaahi ola tānaki mai', ke fokotu'u ha ngaahi polokalama felāve'i mo e ngaahi faingamalie ngāue kehekehe' (career fair).

Ko e tu'utu'uni Kapineti (fika 642 'o e 'aho 29 Me 2019), 'o kamata 'a e ngāue ki hono mape'i 'o e ngāue faka'aho 'a e kau ngāue fakapule'anga', 'e toe fakalahi ange 'a e ngāue ko 'eni' 'i he ta'u fakapa'anga 2019/2020. 'E tokoni 'a e ngaahi fakalelei ko 'eni', ki he fokotu'utu'u fekau'aki mo e polokalama ki he liliu fakakomipiuta & faka'elekitulōnika 'a e ngaahi ngāue 'a e Pule'anga'(e-government)

Ola 4: Pule'i mo hono tokangaekina 'o e kau ngāue'

Ko e ngaahi founiga tokangaekina 'o e kau ngāue' 'oku ola lelei, 'o kau ai hono tukutuku atu 'a e ngaahi fatongia tokangaekina 'o e kau ngāue' ki he ngaahi Potungāue'



Na'e malava pē ke fakahoko 'a e ngaahi ngāue anga maheni, tokangaekina 'o e kau ngāue'ki he ngaahi Potungāue 'a e Pule'anga', 'a ia 'e lipooti fakaikiiki atu ia 'i he lipooti ko 'eni', pea na'e 'i ai mo e ngaahi makamaile na'e fakakakato. Na'e kau ki he makamaile ko 'eni', 'a e tali 'e he PSC' 'a e fokotu'u fekau'aki mo hono tukutuku māmālie atu 'a e ngaahi fatongia tokangaekina 'o e kau ngāue' ki he ngaahi Potungāue', pea mo e palani ki hono fakahoko 'a e ngāue' ni, 'a hono founiga'pea mo hono tukuhifo 'o e mafai' 'i he ngaahi lēvolo kehekehe, 'i he ta'u fakapa'anga fo'ou'.

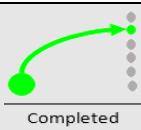
Na'e lahiange 'a e ngaahi keisi na'e fakahū ki he PSC' 'aki 'a e 140 (keisi 'e 821) 'i he faka'osinga 'o Sune 2019, 'o fakafehoanaki ki he 681 na'e fakahū 'i he faka'osinga 'o Sune 2017/2018. Ko e peseti 'e 91 (91%) na'e 'osi 'i ai hono tu'utu'uni pea si'sisi'i hifo 'i he peseti 'e 1% ko hono toe 'eke 'a e ngaahi tu'utu'uni.'

Na'e tali 'e he Kapineti' 'i Siulai 2019 'a e fakahinohino ki hono fa'u 'a e lipooti fakata'u', pea ko e fuofua taimi 'eni ke ngāue'aki ai 'a e fōtunga lipooti fo'ou, 'a ia na'e fiema'u ke toe fakahoko 'a e ngaahi 'analaiso fekau'aki pea mo e ngaahi me'a fakapa'anga'.

Na'e fakalakalaka 'aupito kimu'a 'i he ta'u' ni 'a e ngāue' felāve'i pea mo e fakangāue'i 'o e kau 'Ofisa Pule Ngāue', 'a ia na'e fa'a tuai foki hono fakahoko 'a e ngāue' ni 'i he ngaahi 'uhinga kehekehe pē. Na'e malava ai ke fakakakato hono fakangāue 'o e kau 'Ofisa Pule Ngāue 'e toko 6, 'i he taimi na'e totonu ke fakahoko ai', tuku kehe pē 'a e 'Ofisa Pule Ngāue ki he Potungāue Fefakatau'aki mo e Fakalakalaka Faka'ēkonomika'(MTED) 'a ia na'e tuku 'atā 'a e lakanga' talu mei Sepueli 2019.

Ola 5: Siofi Fakalūkufua 'a e fakahoko fatongia'

Ke fakalelei'i 'a e ngaahi founiga tānaki fakamatala' ki hono vakai'i, sivi'i mo fakamāloha 'a e ngaahi tefito'i fatongia' pea mo e anga 'a hono fakahoko, mo hono fakafehokotaki 'a e ngaahi fatongia', pea pehē ki hono siofi 'a e fakamole ki he vāhenga 'o e Pule'anga' fakalūkufua.



Na'e lava 'o fakakakato 'a e 'uluaki palani ke ne muimui'i mo sivi'i 'a e fakahoko fatongia 'o e PSC', pea koe taha ia 'a e ngaahi lelei 'i he kau mai ki he PSC' 'a e ongo ngāue'ofa mei he Pule'anga 'Aositelēlia'(AVI), ko Claire Welsh ko e mataotao ia 'i he tafa'aki muimui'i mo sivi'i ofi 'a e ngaahi fakahoko fatongia', pehē kia Toketa Dharma Dassanayake, ko e mataotao ia ki he tanaki 'o e ngaahi fakamatala', ko e fakataumu'a ke tokoni ki hono fakalelei'i 'a e ngāue', pe

ko e tu'utu'uni ngāue'. Ne toe fai 'a e ngaahi fakalelei ki he papa ola (results dashboard) 'o hono muimui'i mo hono sivi'i 'a e fakahoko fatongia 'o e PSC' pea pehē ki he founiga 'a hono lipooti mai 'a e ngaahi ngāue', 'o fakatatau ki he'emaupi lipooti fakata'u 'o e 2017/2018, pea mo e ngaahi lipooti kehe pē foki.

'I he'ene a'u mai ki he 'aho 30 Sune 2019, ne malava lelei 'e he PSC' 'o fakakakato 'a e peseti 'e 97.4 (97.4%) 'o e ngaahi ngāue kotoa pē na'e palani ke fakahoko'. Ko e fakaikiiki ki he ngaahi ngāue ko ia', 'e toki fakakakato atu ia 'i he lipooti ko eni', fakatatau ki he ngaahi va'a ngāue na'a' nau fakahoko'.

Na'e lava foki 'o fakakakato 'a e vakai'i 'o e ngaahi lakanga 'ataa', 'i he Potungaue 'e 7 ke malava 'o muimui'i 'a e vāhenga fakapa'anga fakalūkufua 'o e kau ngāue fakapule'anga'. Ko e konga lahi 'o e ngāue', na'e fakahoko ia 'i he kuata hono 4 ke fakafonu 'a e lakanga 'ataa' 'e 700 tupu pēa mo 'atita'i fakatatau ki he tu'utu'uni Kapineti', ke kakato ki he faka'osinga 'o Sune 2019. 'Oku kau eni hono leva'i e pa'anga vāhenga fakalūkufua' 'a ia 'oku fakangatangata pē ke 'i lalo 'i he peseti 'e 53 (53%).

'I he a'u mai ki he faka'osinga 'o Sune', na'e holo 'a e ngaahi lakanga 'ataa', mei he Kulupu 1 ki he 510 kau atu ki ai 'a e Potungāue Ako' mo e Ako Ngāue'. Ko e ngaahi lakanga 'atā ne te'eki ai ke fakangae'i ha taha ngāue ki ai', ne fakafoki ia ki Falepa'anga. Na'e hoko e kaveinga'ni ke fengāue'aki vāofi ai 'a e ongo Potungaue tefito 'a e Pule'anga', ko e Potungāue Pa'anga' mo e PSC' ke leva'i 'a e ngāue tu'a taimi', fehikitaki 'o e pa'anga 'i loto 'i he patiseti 'a e ngaahi Potungāue taki taha pea mo e ngaahi lakanga 'ataa'.

Ko e ngāue ko ia ki he ngaahi fiema'u lakanga vivili' na'e te'eki ke kamata ia koe'uhī' ko e fiema'u ke 'uluaki fakakakato 'a e fakangāue'i ha kau ngāue ki he ngaahi lakanga 'ataa'.

Ola 6 - Vāhenga'

Ha founiga fakahoko-ngaue 'oku potupotu tatau, mapule'i lelei, faka'ai'ai, tauhi-ma'u mo faka-lotolahi ki he kau ngāue fakapule'anga' hono kotoa



Ko e ngāue lavame'a na'e fakakakato' ko hono fakakakato 'a e peseti 'e 90% pe ko e 5,000 tupu lahi 'o hono sivi'i 'o e ngaahi lakanga pea mo e talafatongia'o e kotoa e kau ngāue fakapule'anga'i he Kulupu 1. Ko e ngāue ko 'eni ki hono fakakalakalasi 'o e ngaahi lakanga' (Classification of Positions), ko 'ene toki lava eni 'o liliu mei he founiga motu'a 'o e fakahoko ngāue 'ki he founiga fo'ou' ni hili ia ha ngaahi ta'u 'e 24, pea 'oku hanganaki mo tokateu 'a e ngāue fo'ou' ni ke tuku atu ke ngāue'aki 'e he kau ngāue fakapule'anga' 'i Tisema 2019/2020.

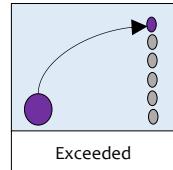
Na'e lava hono sivi mo fakafuofua'i 'o e vāhenga ngaahi lakanga 'e 455 (fakafehoanaki ki he lakanga 'e 450 'i he 2017/2018). Ko e ngaahi lakanga 'e 431 na'e toe fai hono sivi'i mo fakafuofua'i', pea na'e toe 'i ai foki mo e ngaahi lakanga 'e 144 na'e fakalelei'i pea liliu (fakafehoanaki ki he lakanga 'e 7 'i he 2017/2018.)

Na'e fokotu'u 'e he polokalama' ni, ha ngaahi me'afua (benchmarks) ki ha ngaahi lakanga 'e 245 'i he ta'u' ni (na'e 'ikai ke 'i ai ha taumu'a 'i he 2017/2018 ke fakafehoanaki ki ai).

Ko e totongi 'o e ngaahi fakapale 'o e ola 'o e fakahoko ngāue'

Ko e lahi 'o e pa'anga na'e ngāue'aki ki he fakapale 'o e fakahoko ngāue ki he 2018/19, ko e \$1.2 miliona, 'a ia 'oku tō loto pē 'i he patiseti fakangāue ne tali 'e he Kapineti' ko e \$2.2 miliona.

Ko e lahi ‘o e pa’anga na’e tali ‘i he vaha’ataimi ko ‘eni’, ke ngāue’aki ki he fakapale ‘o e fakahoko ngāue ki he ta’u fakapa’anga 2018/2019 ko e \$1.92 miliona.



Na’e hokohoko atu pē ‘a e ‘ikai ke toe ‘i ai ha fokotu’u mai, ki ha fakalelei vāhenga ‘i he vaha’ataimi ko ‘eni’.

II. Ola ‘a e ‘Ofisi ‘o e Komisoni Ngāue Fakapule’anga ‘i hono fakafehoanaki pea mo e palani fakata’u 2018/19

Na’e fakamāvae ‘a e ‘Ofisi ‘o e PSC’ pea mo e kau ‘ofisa mā’olunga ‘e toko fitu (7) ‘i he kuata tolu (3) mo e kuata fā (4). Na’e hoko eni ‘o kaungatāmaki faka-kaungāue ai va’a ngāue ki he Vāhenga ‘i he taimi na’e fu’u lahi mo taulōfu’u ‘a e ngāue’

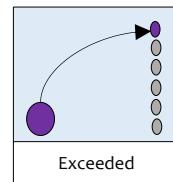
i) Fakahoko fatongia ‘a e ngaahi tafa’aki ngāue ‘a e Komisoni Ngāue Fakapule’anga ki he ta’u fakapa’anga 2018 – 2019

Ko e ola fakalūkufua’ na’e fu’u lelei ‘aupito.

‘I he fakalūkufua’, ko e peseti ‘e 97.4 % ‘o e ngaahi taumu’u a ngāue ‘a e PSC’ ki he vaha’ataimi ko ‘eni’, na’e kakato ‘o fakafehoanaki ia mo e peseti ‘e 91 (91%) ‘i he fakahoko fatongia ‘o e 2017/18. ‘Ikai ngata ai’, na’e hā mahino ‘a e lahi ‘o e ngaahi taumu’u a ngāue na’e ngae’i’ ‘o “mahulu” ‘i he fiema’u’, ‘a ia na’e hiki hake ‘aki ‘a e peseti ‘e 37% ‘i he faka’osinga ‘o 30 Sune 2019.

ii) Fakahoko fatongia ‘a e Komisoni Ngāue Fakapule’anga ‘i he tafa’aki fakapa’anga 2018/19

Ko e patiseti fakalūkufua na’e tali, ki he ta’u fakapa’anga 2018/2019 ko e \$2.09 miliona.



‘I he ‘aho 30 Sune 2019, ko hono fakakātoa ‘o e patiseti kuo ngāue’aki ‘e he PSC’ o fakatauhua kihe fakafuofua , ‘oku lelei ‘aupito he na’e peseti ‘e 93% fakafehoanaki ki he peseti ‘e 89% ‘i he 2017/2018.

Ko e fakamole totolu’ na’e peseti ‘e 96%, ‘o toe ai ‘a e palanisi ko e \$9,0728. ‘I hono fakafehoanaki ki he 2017/18, na’e peseti ‘e 99% ‘a e fakamole fakalūkufua’.

‘I he ‘aho 30 Sune 2019, ko e peseti ‘e 76% ‘o e patiseti fakalakalaka’, na’e ‘osi ngāue’aki.

Ko e lahi ‘o e ngaahi fe’unu’aki ‘i he patiseti’, ‘oku fakalakalaka ki mu’u he ko e fe’unu’aki ‘e 16 fakafehoanaki ki he 21 ‘i he ta’u fakapa’anga kuo ‘osi’.

Ko e fakahoko ngāue fekau’aki mo e fakatau ‘o e ngaahi koloa lalahi’, na’e peseti ‘e 100% ‘a e muimui pau ki he ngaahi tu’utu’uni ngāue’, fakafehoanaki ia ki he peseti ‘e 75% ‘i he 2017/2018.

Ko e fakalūkufua’, ‘oku ‘i he tu’unga lelei ‘a e fakahoko fatongia ‘a e PSC’ ‘i he ngaahi ngāue fakapa’anga’.

Tēpile 1: Fakamā’opo’opo ‘a e ngāue fakapa’anga ‘a e ‘Ofisi ‘o e PSC’ ‘i he ta’u fakapa’aga ‘e 3 2016/2019

ITEM	Ta’u Faka-pa’anga	‘Uluaki ‘Esitimetia na’e tali	Fakamole Fakafuofua Siulai - Sune	Fakamole Totolu Siulai - Sune	Faikehekehe	Patiseti Fe’unu’aki	% Ngāue’aki Siulai - Sune	(%) Kātoa ngāue’aki	Palanisi Sune
Fakamole	2016/17	\$1,600,000	\$1,418,317.64	\$1,500,492	(83,454.70)	34	94%	106%	\$99,508
Fakamole	2017/18	\$1,840,200	\$2,121,615	\$1,815,378	\$306,237	21	99%	89%	\$24,822
Fakamole	2018/19	\$2,092,800	\$2,158,63	\$2,002,073	\$156,558	16	96%	93%	\$90,728

iii) Fakahoko fatongia mo e ‘a’ahi ‘a e ‘Atitā

Na’e fakahoko ‘e he ‘Ofisi ‘o e ‘Atita Seniale’ ‘a ‘enau sivi’i ‘a e fakahoko fatongia ‘a e PSC’ fakatatau ki he Fā’unga fakamatala fakahoko fatongia fo’ou’ (Performance information audit), pea mo e ‘ātita ‘o e malava ke muimui pau ki he tu’utu’uni ngāue (Compliance audit) ‘i he ta’u ‘e fā (4) kuohili’, mei Siulai 2015 ki Sune 2019. Na’e ‘ikai ke ‘i ai hapalopalema ‘i he fakahoko ngāue ‘a e PSC’ mei he ‘ātita ‘o mahino ne malava pe ‘a e PSC ke muimui pau ki he tu’utu’uni ngāue’, pea ko hono sivi’i ‘o e fakahoko fatongia ko ia, ‘oku te’eki ai ke tuku atu ‘a hono lipooti’.

iv) Ola fakalūkufua ‘o e fakahoko fatongia ‘a e Komisoni (PSC)ki he ta’u fakapa’anga 2018/2019

Ko e peseti ‘e 95 na’e fakafiemalie pe mahulu ange ‘i he ola fakahoko fatongia ‘o e kau ngāue ‘a e PSC’ ‘i he ta’u fakapa’anga 2018/19 FY (fakalakalaka mei he peseti 91% ‘i he ta’u 2017/18 ‘a kinautolu na’e maaka 3, 4 mo e 5); na’e ‘i ai ‘a e fakalakalaka ki he ola ‘o kinautolu na’e mahulu (21% fakalaka) ‘o fakakatoa ki he peseti ‘e 53% ‘a ia ‘oku ‘i ‘olunga ‘i he vaeua ‘o e kau ngaeue ‘Ofisi PSC. ‘Oku ho’ata mai ai ‘a e fakalaka kimu’a mei he peseti ‘e 22% ‘i he 2016/17 ki he peseti 32% ‘i he 2017/18 ki he peseti ‘e 53% ‘i he 2018/19 ‘a e kau mahulu

v) Ngaahi pole ‘o e fakahoko ngāue’

‘I he kuata 4, na’e lahi ‘a e ngaahi pole ki he PSC’, kau ki henihonovakai’i ‘o e ngaahi lāunga ‘a e Potungāue Ako’ ki he ola ‘o e fakahoko ngāue ‘o e ta’u 2017/18; mo e ngaahi lāunga tatau mei he kau ngāue ‘a e Potungāue Pa’anga’, pea tānaki atu ki ai ‘a hono tokangaekina ‘a hono fakangāue’i ‘a e lakanga ‘atā ‘e 700 ‘a ia na’e tu’utu’uni ‘a e Kapineti’ ke fakapapau’i ‘oku kakato ki he faka’osinga ‘o Sune 2019.

Ko hono fakakātoa ‘o e ngaahi pole’ ‘oku hā atu ko ‘eni’:

Ngaahi pole mei tu’ā

- ‘Ikai ke mahino ‘a e tu’unga ‘o e fakalelei ki he ‘ofisi totonu ‘a e PSC’ pea mo e ‘ikai lelei ‘a e tu’unga malu mo e mo’ui lelei ‘a e fale Tungī Colonade’ ‘a ia ‘oku lolotonga ‘ōfisi ai ‘a e PSC’. ‘I he taimi tatau, ko e lahi e fakamole ki Tungī Colonade’ \$11,074.39 ki he mahina, te’eki ke lau ki ai ‘a e totongi ki he vai mo e ‘uhila’
- Ko hono tokangaekina ‘a e vā ngāue pea mo e kau Minisitaa’ mo e ni’ihi ‘i he ngaahi lakanga fakapolitikale’, ‘o fakatatau ki he Lao ki he Ngāue Fakapule’anga’ pea mo e Tu’utu’uni Ngāue fekau’aki pea mo e tau’ātina mei ha fakafa’ahi fakapolitikale.
- Tokangaekina e kau ngāue “i ha ngaahi fakalelei ‘oku felāve’i pea mo e pa’anga ke fakahoko’aki ‘a e ngaahi fakapale’.
- Tokangaekina ‘o e fakahoko fatongia mo e ngaahi pole faka’ēfika/faka’ulungaanga ‘a e kau ‘Ofisa Pule Ngāue’.
- Fengāue’aki mo e ngaahi kautaha ongoongo/ mitia’.

Ngaahi pole ‘i loto he PSC

- Tokosi’i faka-kaungāue kau ki ai pea mo e mavahe fakatu’upakē atu ‘a e kau ‘ofisa ‘e toko 6 ‘i he kuata 3 (Sanuali – Ma’asi) pea mo e ‘Ofisa Tauhi Tohi ‘i he kamata’anga ‘o e kuata 4. ‘Oku toe kau mo e ngaahi lakanga ‘atā ‘a e PSC’, ‘oku toutou tu’uaki kae ‘ikai ma’u ha taha (hangē ko e CEO Performance Coordinator) ‘o toe fakalahi ‘a e ngāue ‘oku hilifaki ki he ‘Ofisa Pule Ngāue’ pea mo e kau ngāue ‘o e PSC’.
- ‘Oku faka’ilonga’i fakata’u ai ‘a e māhina ‘o e ngāue fakapule’anga’ mo e ‘aho ‘o e ngāue fakapule’anga’ ‘i Sune, pea ‘oku lahi ‘a e ngaahi ngāue tefito ke fakahoko lelei ‘a e polokalama’ ni. Koe ngaeue eni ‘oku fetokoni’aki mo fepoupou’aki ‘a e kotoa ‘o e ngaahi tafa’aki ngāue’ pea ko e teuteu ko ‘eni’ ‘oku kamata pē ‘i he kuata 3.

1. FAKALŪKUFUA KI HE ‘OFISI ‘O E KOMISONI NGĀUE FAKAPULE’ANGA’

1.1

Talateu

Talu ‘a hono fokotu‘u ‘o e Komisoni Ngāue Fakapule’anga’ ‘i he ‘aho 1 Siulai 2003, mo e hokohoko atu ai pē ‘ene tokanga taha ki hono fakalelei‘i ‘a e ngāue fakapule’anga’. ‘I he vaha’ataimi ko eni’, na‘e hokohoko atu ai pe ‘a e fakapapau‘i ‘e he PSC’ ko e ngaahi ngāue fakalelei ko ‘eni’ ‘oku poupou ia ki he fakalelei ki he ngaahi ola fakafonua’, ‘i he malumalu ‘o e Fa‘unga Langa Fakalakalaka ‘a Tonga hono II (TSDFII), ‘a ia ‘oku’ ne fakataumu‘a‘aki “Ha Tonga ‘oku fakalakalaka pea ‘oku fai poupoua ha mo‘ui ‘oku ‘i ha tu‘unga mā‘olunga”, pea fenāpasi foki ia mo e Ola Fakafonua ko ha “fā‘unga pule ‘oku kau kātoa, tu‘uloa mo ongongofua ki he pule lelei’ ‘i hano fakamālohaia ‘e he pule ‘a e lao”.

‘Oku tokanga lahi ‘a e PSC’ ke poupou ki he maka tuliki kuo fokotu‘u’ ki he ngaahi ngāue fakapolitikale ‘i Tonga ni’, pea ke hoko ‘a e ngāue fakapule’anga’ ke faka‘apa‘apa‘i, pea mo falala‘anga fakalotofonua pea mo fakavaha‘apule’anga foki. ‘Oku ‘uhinga ‘eni ki hano paotoloaki ha kau ngāue ‘oku mahino kiate kinautolu ‘a e mahu‘inga honau fatongia’, ma‘u ‘a e loto fie-ngāue faka-sevāniti, pea ke ngāue‘aki ‘a e fakahoko fatongia ‘oku vave mo ‘ata kitu‘a ke ma‘u ‘a e ola fakalūkufua ko ‘eni’:

Ko e ngāue fakapule’anga ‘oku lavame‘a, ‘aonga, ‘ikai fakamole pa‘anga, faiotonu mo ‘ata kitu‘a, ‘oku ‘i ai ‘enau tokanga mavahe ki he ngaahi fiema‘u vivili’, ‘o ngāue ‘i he kolomu‘a pea ‘i he toenga e fonua, mo ha fakapapau ke fakahoko e fakalelei ki he fakahoko fatongia pea lava e Pule‘anga’ ‘o fakahoko e ngaahi fatongia ‘oku totonu ke ne fakahoko ki he kotoa ‘o e kakai e fonua (TSDF II 2015 – 2025)

1.2

Lao Tefito, Taumu‘a Ngāue mo e Ngaahi Kupu Fekau‘aki’

Na‘e fakahoko fatongia ‘a e PSC’ pea mo ‘ene kau ngāue’, ‘o fakatatau ki he ngaahi Lao mo e Tu‘utu‘uni Ngāue ko ‘eni’;

Ngaahi Lao

- Lao ki he Ngaue Fakapule’anga 2002;
- Lao (Fakatonutonu) Ki he Ngaue Fakapule’anga 2010, 2012, 2014, 2015 moe 2016;;
- Ngaahi Tu‘utu‘uni (Ngaahi Founga Tautea) He Ngaue Fakapule’anga 2003;
- Ngaahi Tu‘utu‘uni (Ngaahi Founga Tautea) (Fakatonutonu Ki he Ngaue fakapule’anga 2010;
- Ngaahi Tu‘utu‘uni ki he (Founga Ngaue Ki He Loto mamahi moe Va Tamaki) Ngaue Fakapule’anga 2006;;
- Ngaahi Tu‘utu‘uni Ki he (Founga Ngaue Ki He Loto Mamahi moe Va Tamaki (Fakatonutonu) Ngaue Fakapule’anga 2010;
- Tu‘utu‘uni Ngaue ‘ae Ngaue Fakapule’anga 2010;
- Tu‘utu‘uni Ngaue mo hono fakahinohino (Fakatonutonu) Ngaue Fakapule’anga 2013 moe 2016;
- Tu‘utu‘uni Faka‘ulungaanga ki he Ngaue Fakapule’anga 2010.

Tefito‘i Fakahinohino

- a) Fakahoko fatongia ‘i ha founga ta‘efilifilimanako, fakapalofesinalo mo lelei;
- e) Fakapapau‘i ‘oku Ngaue‘aki ha tu‘utu‘uni ngae ‘o e ngae ‘oku makatu‘unga ki he lelei taha;
- f) Fakapapau‘i ‘oku ‘inasi tatau ‘a kinautolu ‘oku faingamalie ngae;
- h) ‘Oatu ha ngae‘anga ‘oku ‘ataa mei he filifilimanako pea ‘oku ne tokangaekina ‘ae ngaahi natula kehekehe fakafiamalie;
- i) ‘Oatu ha ngae‘anga ‘oku totonu, ala liliu ngofua, malu mo fakafiamalie ki he kakai moe kau ‘a‘hi kotoa mai ki Tonga;
- k) Fokotu‘u ‘ae ngaahi va ‘i he ngae‘anga ‘a ia ‘oku mahu‘inga ai ‘ae fetu‘utaki, femahino‘aki moe fengae‘aki moe kau ngae ‘i he ngaahi me‘a ‘oku uesia ‘a hono ngae‘aki;
- l) Fokotu‘u ha va fakangae ‘oku fetokoni‘aki ‘o makatu‘unga ‘i he fevahевеhe‘aki mo e fetu‘utaki
- m) Vakai‘i ‘ae lao ngae mo;
- n) Fakapapau‘i ‘oku fakatefito ‘i he taumu‘a ke ma‘u ha ola mo hono pule‘i ‘o e fakahoko ngae.

Ko e Komisoni Ngāue Fakapule'anga' ko e tefito'i va'a fakahoko fatongia ia 'oku nau tokanga'i hono fakalele lelei 'a e ngāue fakapule'anga'. Ko e ngāue tefito 'a e PSC' 'oku fakamahino 'e he Lao (Fakatonutonu) ki he ngāue akapule'anga 2010 'a ia ko hono;

- a) fokotu'u ha ngaahi fakahoko ngāue, ngaahi tu'unga mo e ngaahi founa ngāue ki he fakalelei hokohoko atu 'o e fakahoko ngāue mo e pule'i 'o e fakahoko ngāue 'a e Ngāue Fakapule'anga;
- b) ngāue ko ha taha fale'i ki he Pule'anga 'i hono pule'i 'o e Ngāue Fakapule'anga;
- c) femahino'aki mo e Palēmia 'i ha taimi angamaheni felāve'i mo e fakahoko ngāue 'a e Ngāue Fakapule'anga
- d) fale'i 'a e Palēmia' pea siofi 'a e ngāue'aki 'o e ngaahi tu'utu'uni ngāue ki he ngāue Fakapule'anga (public employment);
- e) fakapapau'i 'oku tauhi 'e he Ngāue Fakapule'anga' 'a e Ngaahi Tefito'i Taumu'a 'a e Ngāue Fakapule'anga;
- f) fakanofo, hiki lakanga, fakapapau'i, tautea'i mo tuli ha kau ngāue mo fakalelei'i ha ngaahi vātamaki fakangāue;
- g) tu'utu'uni 'a e ngaahi fokotu'utu'u takitaha mo e ngaahi tu'unga mo e ngaahi makatu'unga kehe, kau ki ai 'a e vāhenga, ki hono fakangāue'i 'o e kau ngāue fakatatau ki he fakangofua 'a e Kapineti;
- h) hiki hake, tauhi mo fakapapau'i 'a e fakahoko totolu 'a e tefito'i taumu'a ki he lelei taha 'i hono fili 'o e ni'ihi koe, pea mo e hiki lakanga mo e hiki 'o e kau ngāue;
- i) ke tu'utu'uni ki he ngaahi ngāue mo e ngaahi founa fakahoko ngāue fekau'aki mo hono fakangāue'i mo hono fakanofo 'o e ni'ihi ko e kau ngāue, ko e hiki lakanga 'o e kau ngāue pea mo e ngāue, fehikitaki, ngāue ua (secondment), toe fokotu'utu'u (redeployment), tautea'i mo e fakangata 'o e ngāue 'o e kau ngāue mo ha ngaahi me'a kehe fekau'aki mo e pule'i 'o e kau ngāue (human resource management);
- j) femahino'aki mo e pea fale'i 'a e Kau 'Ofisa Pule Ngāue 'o felave'i mo e fakalakalaka mo e ngāue'aki 'o e ngaahi ngāue mo e founa ngāue totolu ki he kau ngāue (human resource) 'I honau ngaahi Potungāue takitaha;
- k) femahino'aki mo e Kau 'Ofisa Pule Ngāue 'o felave'i mo hono ngāue'aki 'o e ngaahi tu'utu'uni ngāue ki he ngāue Fakapule'anga (public employment) 'i honau ngaahi Potungāue takitaha;
- l) fokotu'utu'u 'a e ngaahi polokalama aka (training), aka (education) mo e fakalakalaka fekau'aki mo e Ngāue Fakapule'anga fakataha mo e Kau 'Ofisa Pule Ngāue;
- m) tokoni ko ha Kau 'Ofisa Pule Ngāue totolu 'i hono sivi'i 'a e fakahoko ngāue 'a e kau ngāue 'oku ngāue'i honau ngaahi Potungāue;
- n) femahino'aki mo e Kau 'Ofisa Pule Ngāue 'i hono fakalakalaka 'o e ngaahi polokalama mo e ngaahi tu'unga totolu 'o e mo'ui lelei mo e malu fakangāue;
- o) fakahoko pe fokotu'u ke fakahoko 'a e ngaahi faka'eke'eke mo e ngaahi fakatotolo ki he, mo e ngaahi toe vakai'i 'o e ngaahi ngāue pule'i 'a e Ngaahi Potungāue;
- p) tokoni ko e Kau 'Ofisa Pule Ngāue totolu 'i hono fakahoko 'o honau ngaahi fatongia felave'i mo hono pule'i 'o 'enau Ngaahi Potungāue;
- q) pule'i mo fakasi'isi'i 'a e ngaahi vā tamaki mo e ngaahi lāunga;
- r) toutou femahino'aki mo kinautolu 'oku felave'i 'i he ngaahi me'a fekau'aki mo e ngaahi totolu 'a e kau ngāue;
- s) ke sivi'i mo fakahoko, 'i ha femahino'aki mo e Minisitā fekau'aki', 'o ha toe vakai'i fakata'u 'a e fakahoko ngāue 'a e Kau 'Ofisa Pule Ngāue;
- t) ha ngaahi fatongia kehe ko ia kuo hilifaki 'e he pe 'i he Lao' ni pe ha toe Lao kehe, pe 'i ha tu'utu'uni 'a e Palēmia."

Ko e ngaahi ola ‘o e fakahoko fatongia ‘a e PSC’ ‘oku fakahokohoko hangatonu hifo ia pea tu’utu’uni’i ‘e he ngaahi fatongia ‘oku hā atu ‘i ‘olunga’.

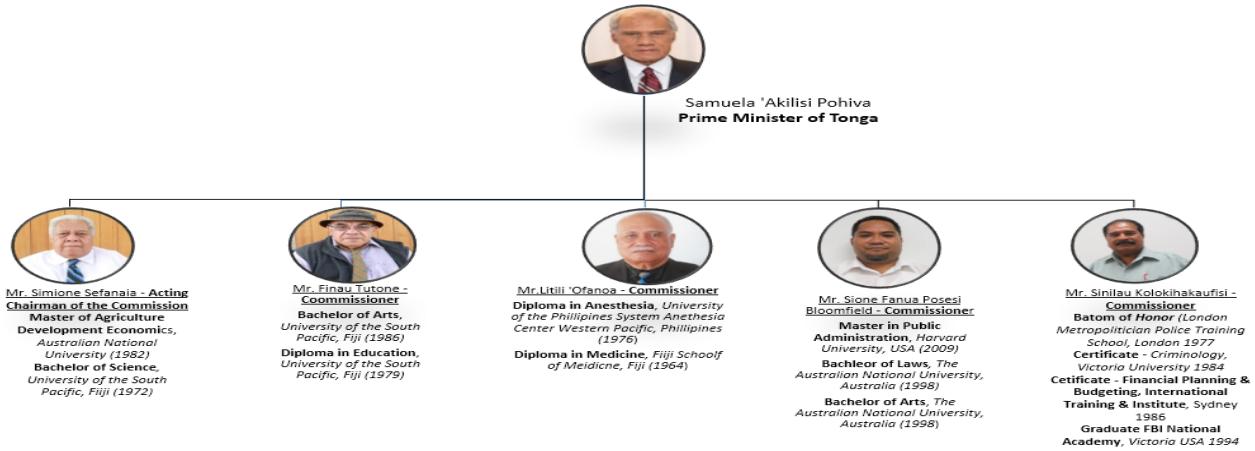


1.2.2 Ngaahi Hoa Ngāue

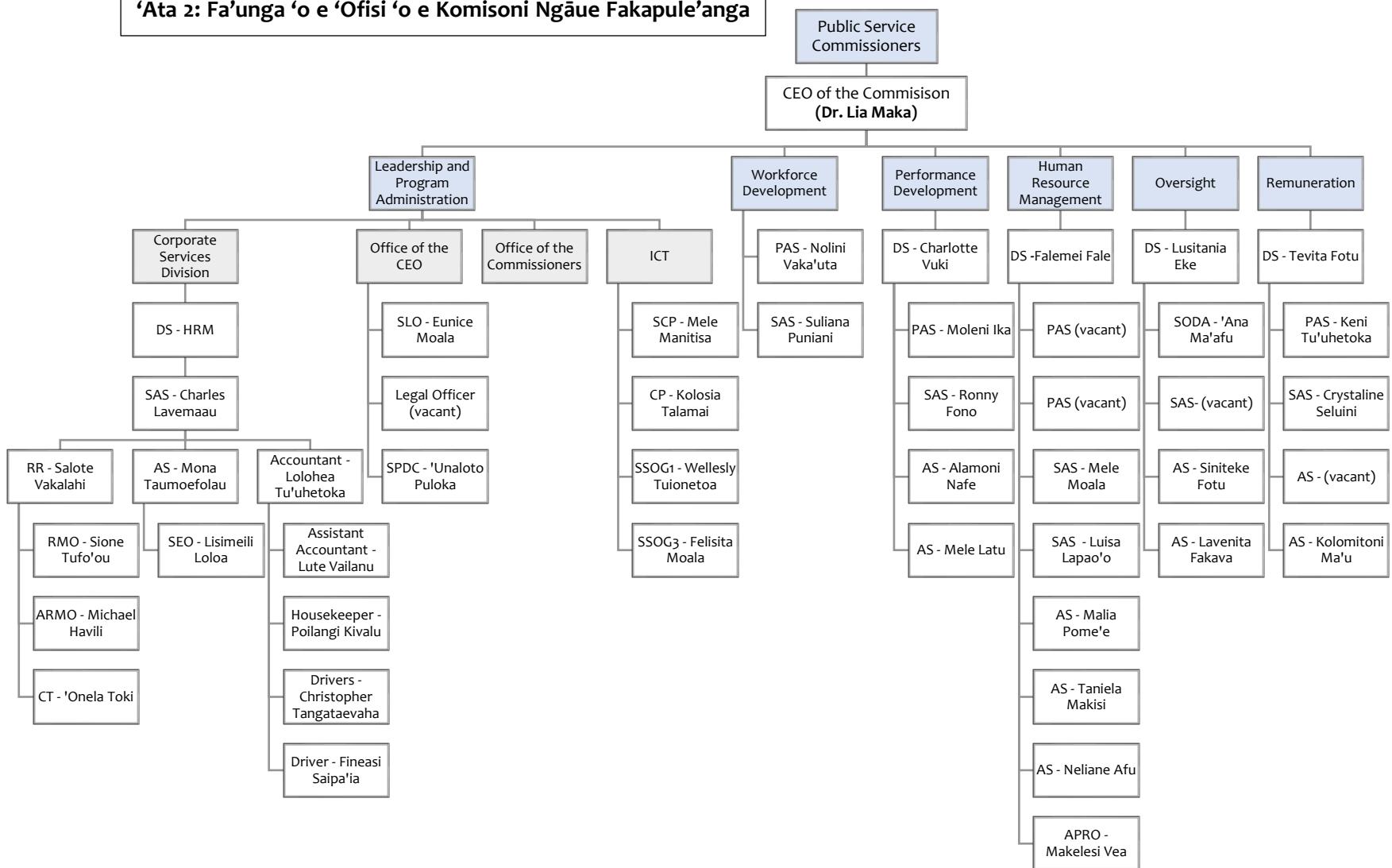
Ko e Komisoni Ngāue Fakapule’anga’ (PSC) ko e tefito’i Potungāue ia ‘oku’ ne tokangaekina ‘a e lelei fakalükufua ‘o e fakahoko fatongia ‘a e ngaahi Potungāue ‘e 20 ‘a e Pule’anga’, ‘a ia ‘oku nau ‘i he malumalu ‘o e Kapineti’. ‘Oku toe tokanga foki mo e PSC’, ki hono fatongia ko hono vakai’i ‘a e tu’unga ‘o e fakahoko fatongia’ (PMS Moderation oversight), ke fengāue’aki mo e ngaahi Potungāue ‘e 5 ‘i he Kulupu 2 (Polisi, Tāmate Afi, Kau Tau Malu’i ‘Ene ‘Afio’, ‘Atita, Pilisone)

1.3 Fa’unga Pule mo e Fa’unga Fakahoko ‘o e Ngāue

‘Oku muimui ‘a e PSC ‘i he ngaahi tataki ‘a e ‘Eiki Palēmia’, mo e ngaahi tu’utu’uni ngāue ‘oku fakahoko ‘i he malumalu ‘o e Sea ‘o e Komisoni’, ‘a ia ‘oku poupou ki ai ‘a e kau Komisiona fakataimi ‘e toko 4. Ko e fuofua taimi ‘eni na’e kakato ai ‘a e kau mēmipa ‘o e Komisoni’, pea na’e kei hokohoko atu pē ‘a e fakahoko fatongia ‘a Simione Sefanaia ko e sea le’ole’o ‘o e Komisoni’. ‘I he fakafisi ‘a Dr. Litili ‘Ofanoa ‘i he ‘aho 11 Fepueli 2019, na’e fakahū leva ‘a Kaveinga Tu’itahi ‘o fetongi ‘a hono lakanga’ ‘i he ‘aho 19 ‘o Siulai 2019.



‘Ata 2: Fa’unga ‘o e ‘Ofisi ‘o e Komisoni Ngāue Fakapule’anga



Ko e fakamatala fakaikiki ki he ngaahi ola 'a e PSC ' i he ta'u 'e tolu ko 'eni' 2017/2018 – 2019/2020.

Tēpile 2: Fakaikiiki 'o e ngaahi ola 'a e PSC '

Taumu'a Fakafonua "A more progressive Tonga supporting higher quality of life for all"							
Ola Fakafonua: "A more inclusive, sustainable and responsive good governance with strengthen rule of law"							
Ngaahi Ola Lalahi 'a e PSC	Ngaahi 'elia mahu'inga	Ngaahi Ola iiki (Sub Outputs)	Ngaahi me'afua	Kamata: Faka'amu 2016/2017/2018	Taumu'a Fehokotaki ki he ngaahi ola fakafonua mo fakapotungaue	Ngaahi Pole	Tokangaekina 'a e Pole
1. Tataki mo hono tokangaekina 'a e ngaahi Polokalama Ngaue Maau, tali 'a e fiema'u pea mo tu'unga ma'olunga 'a e ngaue ki he kau Komisiona, Eiki Palemia, Hou'eiki Kapineti moe kau ngaue PSC (fakalotofale) Pea pehe foki ki he kotoa 'o e pule'anga (ngaue'aki 'a e ICT – CHRIS – mei tu'a)	Sivi 'a e fakahoko fatongia 'a e kau Pule Ngaue Ngaahi tu'utu'uni moe founa ngaue fakalotofale	Fakatonutonu 'a e kau pule ngaue ma'olunga ki he ngaahi founa ki hono tokangaekina 'a e fakahoko fatongia 'aia kuo tali. Langa fakalakalaka 'a e 'ilo moe tu'unga lavame'a 'a e kau Pule Ngaue moe kau taki ngaue ma'olunga	Tu'unga 'o e Pule Ngaue (savea ki he kau ngaue pea koe savea ki he 'atakai ngaue fakapotungaue) Fakahoko fatongia 'a e Pule Ngaue - % 'o kinautolu kuo nau a'usia kakato 'a e ngaahi taumu'a ngaue na'e fiema'u	Kamata: N/A Faka'amu: 100% kau mai 'a e kau Pule Ngaue 80% 'oku a'usia 'a e ngaahi taumu'a ngaue 10% na'e mahulu atu	Fakasi'isi'l, maau, 'ata ki tu'a pea taliui kakato 'a e fakahoko ngaue 'o fou 'i he - Fakalelei'i 'a e ngaahi tu'utu'uni (3.1d) - Founa taki 'oku toe lavame'a ange - Hiki hake 'a e PMS e kau ngaue (3.1 d) - Ngaahi tu'utu'uni 'oku makatu'ung a 'i he ngaahi fakamo'oni fekau'aki	Uesia fakapolitikale Toe lahi ange 'a e fe'ave'aki - Lahi 'a e ngaahi tonounou 'i he tu'utu'uni ngaue – lahi 'a e mole he ngaahi hopo fakapotungaue (Tribunal) Si'isi'i 'a e loto 'aki he kau ngaue honau fatongia Kau ngaue lau'aho ke fakahoko 'a e	Tomu'a ange 'a e fengae'aki moe palani 'a e PSC moe Hou'eiki Minisita, kau Pule Ngaue, kau ngaue PSC pea moe ngaahi hoa ngaue 'i he fakalakalaka Tomu'a 'a hono vakai'i mo hono fokotu'u 'a e ngaahi tu'utu'uni Lahi ange 'a e fengae'aki 'a e kau ngaue Kau ngaue lau'aho ke fakahoko 'a e
	Sivi mo hono palani 'a e fakahoko fatongia fakafo'ituitui 'a e kau ngaue (fo'ou)	% 'o e fiemalie 'a e kau ngaue – savea fakapotungaue / 'atakai ngaue Malu mo tali-angi 'a e ngaahi fietu'u ngaue'anga ki he OHS	Peseti 'o e ngaahi fakatau lalahi na'e tali-angi 100% hono fakama'opo'opo	Kamata: NA Faka'amu: % toutou hiki hake hono holoki 'a e taimi fakahoko ngaue pea moe ngaahi lipooti launga 80% fiemalie 'a e kau ngaue 80% kau ngaue 'oku malavalava 'enau fakahoko fatongia 100% tali-angi 'a e ngaahi fakatau lalahi			

			fakakuata 'a e Tohi Lesisita Koloa	Laukoloa 'a e ngaahi Koloa 'a e 'Ofisi 'i Sune 2017/2018/2019	mo e liliu fo'ou 'a e PSC, M&E moe PMS (3.1g)		ngaue ki hono tauhi 'a e lekooti
	<p>Langa'i hake 'a e CHRIS</p> <p>Tauhi / liliu fakakomipiuta 'a e ngaahi lekooti</p>	<p>Tali 'a e ngahi tu'utu'uni fakakomipiuta (ICT)</p> <p>Malo mo fakaonopooni 'a e ngaahi naunau fakakomipiuta 'oku ma'u</p>	<p>Fakatonutonu 'a e ngaahi palani ngaue ki he nga'unu fakatekinolosia 'a e pule'anga ki he ngaahi palani ICT</p> <p>Kau mataotao / pa'anga fe'unga ke fokotu'u ha founa lipooti pe M&E 'oku 'osi fakatahataha'i</p>	<p>Kamata: N/A</p> <p>Faka'amu –</p> <p>2016: 40% 'o e ngaahi lekooti fakafo'ituitui (PF) kuo liliu fakakomipiuta</p> <p>2017 – 60%</p> <p>2018 – 100%</p> <p>2016 - 30% 'o e ngaahi Potungaue kuo nau ngaue'aki 'a e CHRIS; 2017 –60%</p> <p>2018 – 80%</p>		<p>'Ikai he pa'anga ngaue – matavaivai 'a e fokotu'utu'u 'a e ngaahi fiema'u vivili</p> <p>Si'si'i 'a e tuku taimi kiai 'a e kau Pule Ngaue</p>	<p>Kole ha kau ngaue 'ofa mei muli (AVI pe AYAD) pe ko ha kau mataotao mei he COMSEC/DFAT, MFAT/WB/ADB ke tokoni ki he ngaue</p>
<p>2. Fakalakalaka ki he kau ngaue fakalukufua</p> <p>Fakatokolahi e kau ngaue Fakapule'anga 'oku nau mateuteu, lava 'o pule'i pe kinautolu pea mo ma'u faka'ilonga fakaako lelei 'oku nau 'i he ngaahi tu'unga falala'anga 'i he mala'e ko hono tataki mo fai e ngaahi tokoni 'i he tekinolosia ke tokoni ki hono</p>	<p>Ko e fakalelei mo tuku atu e ngaahi taukei faka-pule mo faka-tekinikale</p> <p>Ko e palani fakalelei 'oku tu'unga 'i he fiema'u ki hono kotoa e ngaahi Potungaue</p> <p>Ko e palani fakalelei 'oku tu'unga 'i he fiema'u ki hono kotoa e ngaahi Potungaue</p>	<p>Tuku atu e kau ngaue kuo taau ki he ngaahi 'elia 'oku fiema'u</p> <p>Fa'unga fo'ou ki he kau ngaue</p> <p>Me'a ngaue ki hono fakatokanga'i mo faka'ilonga'i 'aki e ngaahi ako taimi nouhou 'oku fakahoko</p>	<p>Ma'u e pa'anga ki he ngaahi ngaue ke fakahoko leva mo e ngaahi ngaue e malava ke toki hokohoko mai</p> <p>% 'o e kau ngaue fakatekinikale mo polofesinale kuo nau ngaue</p> <p>Tali 'e he TNQAB pe fakapapau'i kuo tu'utu'uni ki ai e PSC</p>	<p>Makatu'unga: Lipooti ki he polokalama ako 2014/2015</p> <p>Taumu'a: Fakalaka 'aki e peseti 'e 2 he ta'u 'a e tokolahi e kau ngaue 'oku taleniti'iia</p> <p>8% 'o e ngaahi fakamo'oni fakaako kuo faka'ilonga'i mo tali</p>	<p>Halanga mei he tu'unga taki lotoloto ki he taki ma'olunga, mei he kau pule pule'i ngaue ki he tu 'unga taupei</p> <p>Kau ngaue 'oku nau loto-ma'u, poto mo taau mo ngaue 'aonga</p>	<p>'Ikai ha pa'anga 'e vahe'i ki ai</p> <p>Toe toko lahi ange 'a e mole 'a e kau ngaue pule ma'olunga mo taupei he ngaue'anga ki muli</p>	<p>Fakahu atu e palani 'a e PSC ki he ngaahi polokalama ako – fakalotofonua mo tu'a</p> <p>Lahi ange e ngaahi palani ngaue ki he hokohoko atu, muimui'i e ngaahi faingamalie polokalama ako mo e ngaahi ako kehe</p> <p>Ngaue'aki lelei e ngaahi koloa mei he ngaahi hoa ngaue he fakalakalaka</p>

fakahoko lelei e fatongia	Ko ha feitu'u kuo fakanaunau kakato ke fai ai e ako						
3. Fakalakalaka 'o e Fakahoko Fatongia Fokotu'u ha ngaahi Founga Ngaue makatu'unga he Fakahoko fatongia ki hono langa'i hake, tokangaekina pea mo hiki'i hake 'o e Ngaue Fakapule'anga	Tokangaekina fakalukufua 'a e PMS Tu'ukimu'a 'o e Fakahoko Ngaue (Excellence)	Muimui'i mo Vakai'i (M&E) 'a e tukunga Fakahoko Fatongia 'a e Ngaue Fakapule'anga Sivi 'a e tu'unga maau mo tonu pea mo hono fakapapau'i 'a e Fakahoko Fatongia. Polokolama ki he Fisifisimu'a 'o e Fakahoko Ngaue (Excellence)	% 'o e ni'ihi na'e tolalo 'enau fakahoko fatongia kae hiki hake 'enau fakahoko fatongia 'i he ta'u fakapa'anga Tokolahi 'o e ngaahi Potungae 'oku nau ngaue'aki 'a e ngaahi fokotu'u fekau'aki moe Fisifisimu'a 'o e Fakahoko Ngaue 'i Tonga ni. Lahi 'o e ngaahi founga ngaue tu'ukimu'a kuo vahevahe Lahi 'o e ngaahi Polokolama Ngaue 'oku makehe atu hono aonga 'aia kuo fakamahu'inga'i	Holoki 'aki ha 60% mei he ta'u fakapa'anga kuo hili Potungaue 'e 2 Founga ngaue tu'ukimu'a 'e 1 kuo tufaki Fakamahu'inga'i ha Polokolama Ngaue '2 'aia 'oku makehe atu hono aonga	Hokohoko atu 'a e hiki hake 'o e Fakahoko fatongia Improved efficiency and effectiveness of Public Service Hiki hake 'a e tu'unga ola moe lavame'a 'a e Ngaue Fakapule'anga	Matavaivai hono fusia'u 'a e lao Si'isi'i 'a e kau mai ki he Polokolama Fisifisimu'a (Excellence)	Tuku ke taliui kakato 'a e kau Pule Ngaue ki he tu'unga fakahoko fatongia 'a e Ngaue Fakapule'anga Toe lahi ange mo faka'auliliik ange 'a e ngaahi polokolama fevahева'aki ka a'u ki he ngaahi tu'unga kotoa p eke ma'u 'a e poupou kakato mei he Kapineti moe kau Pule Ngaue
4. Tokangaekina mo Pule'i e kau ngaue. 'Oku fakahoko ha founga fakalele/ leva'i 'o e kau ngaue 'oku ola lelei	➤ Tukuatu e ngaahi mafai ki he tokanga'i e kau ngaue ki he ngaahi Potungae takitaha ➤ Toe vakai'i e ngaahi	➤ Tali e ngaahi 'elia 'e 'ahi'ahi'i ai e tukuatu e ngaahi mafai pule ➤ Fakaivia e ngaahi va'a fakahoko fatongia ki he kau ngaue 'i he ngaahi Potungae takitaha	% 'o e ngaahi Potungae 'oku nau muimui ki he ngaahi tu'utu'uni mo e tu'utu'uni ngaue % 'o e ngaahi Potungae na'a nauako ki hono tokanga'i e kau ngaue	'Uluaki Ola: NA Taketi: % 'o e fakatupulaki e taimi tonu e fakahoko fatongia % hono fakatatau e ngaahi fakahoko fatongia 'a e ngaahi	Tu'unga ma'olunga e taimi tonu e fakahoko fatongia 'a e kau ngaue Fakapule'anga	Vaivai e mafai 'i he ngaahi va'a fakahoko ngaue'i he tafa'aki ko hono tokanga'i 'enau kau ngaue Vaivai hono muimui'i mo	Hokohoko atu e ngaahi faingamalie ako moe ako ngaue ki he PSC Pule Tokangaekina mo Pule'i e kau

ngaue'aki hono tukutuku mamalie mai e ngaahi fatongia ngaue ki he ngaahi Potungaue	tu'utu'uni mo e tu'utu'uni ngaue	➤ Tali hono fakahoko 'a e ngaue tuku atu e ngaahi mafai pule 'e ni'ihi	% 'o kinautolu 'oku 'I hono 'ahi'ahi'i e tukuatu e ngaahi mafia pule -Tu'unga mateuteu e ngaahi va'a ngaue ki he kau ngaue	Potungaue ki hono tokanga'i e kaungaue kihe tu'utu'uni 'a e Komisoni Ngaue Fakapule'anga		hono tokangaekina 'Ikai ko ha me'a 'oku fu'u tokanga ki ai e pule'anga	ngaue ki he ngaahi Potungaue kotoa Hokohoko atu e fengae 'aki mo e Minisita pea mo e Potungaue Pa'anga mo Palani Fakafonua
5. Siofi Fakalukufua e fakahoko fatongia Ke fakalelei'i á e ngaahi founa tanaki fakamatala ki hono vakai'i, sivií mo fakamalohia á e ngaahi tefitoí fatongia pea moe anga á hono fakahoko, mo hono fakafehokota ki á e ngaahi fatongia, pea pehe ki	Ko e ngaahi ola mei hono muimuií mo sivií e ngaue kuo fakahokoo pea moe ngaahi lesioni kuo ako mei aii, ke ngaue'aki ia ke fakalelei'i 'aki e fa'unga ki hono siofi fakakatoa á e ngaue ke fakahoko Fakaivia e ngaahi mafai 'i he ngaahi Potungaue ke nau lava 'o vakai'i pee 'enau ngaue	Ko e fa'unga 'oku vakai'i 'aki e fakhoko fatongia 'oku matu'aki lelei mo ma'opo'opo pea 'oku ne fakatupunga e ngaahi ola ma'olunga ma'a e PSC mo e ngaahi Potungaue 'a e pule'anga Fakahoko hono vakai'i e fakahoko fatongia; pea fakanga'unu e ngaahi fokotu'u 'e ni'ihi Palani ki he fengae'aki mo	% 'o e ngaahi ola iiki 'a e PSC pe Potungaue kuo hulu atu, a'usia mo lele lelei fakatatau ki he taaketi % 'o e ngaahi ola 'a e PSC pe Potungaue kuo hulu atu, pe áusia, pe lele lelei, fakatatau ki he taaketi Lahi e ngaahi vakai'i e founa ngaue 'oku fakahoko 'o hange ko e taketi % 'o e ngaahi fokotu'u kuo fakanga 'unu	80% 80% 4 20%	Tokoni e PSC ki he tu'unga ma'olunga 'oku a'usia 'i he TSDFII koe'uhiko e: - (3.1f) Lelei ange e ngaahi fakamatala ki hono muimui'i e ngaahi fatongia - Lelei ange e fakahoko fatongia 'a e ngaahi Potungaue koe'uhiko e ngaahi fokotu'u mei hono vakai'i kinautolu	'Ikai ha loto fakapolitikale 'Ikai ke fakama'opo'opo á e ngaahi fakamatala á e ngaahi Potungaue - Lelei ange e fakahoko fatongia 'a e ngaahi Potungaue koe'uhiko e ngaahi fokotu'u mei hono vakai'i kinautolu	Tuúnga ma'olunga e fakafehokotak i 'i he levolo 'o e kau Minisita mo e kau 'Ofisa Pule Ngaue Hokohoko atu e ngaahi ako fakaPotungau e ki hono muimuií mo sivií á e fakahoko fatongia 'i he loto PSC pea mo e kau ngaue HR mei he ngaahi Potungaue

hono siofi á e fakamole ki he kotoa á e vahenga ó e Puleánga fakalukufua.	Fengaue'aki mo fetuútaki mo e ngaahi hoangae	fetalanoa'aki mo e ngaahi hoangae	Ola 'o e ngaahi savea fekau'aki mo e ngaue Fakapule'anga	Ola 'Uluaki - o % 'o e ngaahi poupou/ launga Nga'unu 'i he ngaahi 'a'ahi ki he uepisaiti Ola Úluaki Lipooti Fakamahina: 1 Lipooti Faka-Kuata: 1	- Lelei ange 'a e taimi tonu mo 'aonga e fai fatongia - Ko e PSC ko e taki lelei pea óku faka'apa'apa'i 'i he ngaue Fakapule'anga - Lelei ange hono leva'i e lao ki he ngaahi vahenga		
5. Remuneration Ha founa fakahoko-ngaue 'oku potupotu tatau, mapule'i lelei, faka'ai'ai, tauhi-ma'u mo faka-lotolahi ki he kau ngae fakapule'anga hono kotoa	Ngaahi Fokotu'utu'u lakanga fo'ou Ngaahi Fokotu'utu'u taukei-fakangaue fo'ou Ngaahi founa sivi mo e fakafuofua lakanga	Ngaahi savea fakatotolo ngaue mo e feputalanoa'aki mo e ngaahi potungae	kakato e 1 konga-ngauee) kakato e konga-1 e ngauee hokohoko atu e ngaue te'eki ke 'osi	Ko e makatu'unga 'oku fe'unga mo e 0.143 miliona Ngaahi Fokotu'utu'u lakanga fo'ou fe'unga mo e peseta 'e 10 'a e ngaahi langalanga ngaue mo e palani	Toe leleiange; to e falala'anga; mo to haa-ki-tu'a ange e fakahoko ngaue	'Ikai ke tali lelei 'o e fokotu'utu'u ki he ngaahi fokotu'utu'u lakanga fo'ou: COP & CF Me'a fua sivi faka-pa'anga ngaue'aki e ngaahi fakakauakau fakapotopoto	Talanga'i mo alea'i e ngaahi kaveinga ngaue lalahi fekau'aki mo e COP & CF Toe fakapapau'i e me'a fua ngaue mei he kautaha Hay Group

2. KO HONO TOKANGAEKINA ‘O E NGĀUE FAKAPULE’ANGA’ – TU’UNGA ‘O E FAKAHOKO FATONGIA’

‘Ata 3: Tūkunga ‘o e Kau Ngāue ‘i he Ngāue Fakapule’anga’ ‘i Sune 2019.

TŪKUNGA ‘O E KAU NGĀUE ‘I HE 01 Siulai 2018 ki 30 Sune 2019

A ‘Ata ‘o e Kau Ngāue

- Tokolahi fakakatoa ‘o e kau ngāue (malumalu ‘o e PSC): 3854
- Tokolahi fakakātoa ‘o e kau ngāue (malumalu ‘o e PSC moe Fale Alea): 5235
- Kulupu faka ngāue tokolahi taha: Faiako (26.5%); Neesi (13%); Ngaue Faka’ofisi (16%)
- Kulupu fakangāue tokosi’i taha (malumalu ‘o e Komisoni): Ngaue Tufunga (0.05%)
- Potungae tokolahi taha (malumalu ‘o e PSC): Potungae Ako - 31% (1179)
- Potungae ‘e 3 tupu vave taha (malumalu ‘o e PSC): Potungae Takimamata – 130%; Potungae MEIDECC – 77% Potungae Ngaahi Ngaue Lalahi- 53% ‘Ofisi ‘o e Palemia – 52%
- Potungae ‘e 3 lahi taha e fetongi ‘a e kau ngaue (malumalu ‘o e PSC): ‘Ofisi Komisoni - 12% Potungae Takimamata - 9% Potungae Pa’anga - 7%
- Potungae Tokosi’i taha (malumalu ‘o e PSC): ‘Ofisi Palasi - 0.6% (23)

C Fe’unu’aki ‘a e Kau Ngaue (Founga kehekehe hono fakangae’i ‘o e Kau Ngaue)

- % ‘o e nofo: 3.1%
- % ‘o e hu mai: 7.5%
- Hiki fakalakanga: 187 (hiki ‘aki ha 120% mei he 2018)
- Ngaue ki tu’a (Secondment): 8 (Hiki ‘aki ha 33% mei he 2018)
- Fehikitaki: 7 (Hiki ‘aki ha 17% mei he 2018)

B TAUKEI (Ngaahi ‘ilo mo e lavame’ā)

- Tu’unga Vahenga I, J, K, L (Kau taki ngaue ma’olunga kuo ma’u mata’itohi): 48%
Tu’unga Vahenga I (4%)
Tu’unga Vahenga J (5%)
Tu’unga Vahenga K (7%)
Tu’unga Vahenga L (31%)
Tu’unga Vahenga M (21%)
- Vahevahe ‘o e ma’u faka’ilonga ako: (PhD - 15 (0.4%) MA - 200 (5%) BA - 669 (17%) Dip - 1683 (44%) Cert – 324 (8%)
Toenga (ma’ulalo ange) - 771 (20%)

D TU’UNGA FAIKEHEKEHE

Vahevahe ‘oe ta’u motu’ā:
20 pe si’i hifo – 23 (0.4%)
21 ki he 30 - 889 (27.3%)
31 ki he 40 - 1162 (31.9%)
41 ki he 50 - 850 (23%)
50+ - 670 (17.4%)

Tokolahi ‘o e fefine fakafehoanaki ki he tangata - 60%:40%
Potungae ‘oku tokolahi taha he kakai tangata: Potungae Fonua 65%; Potungae ngaahi Ngaue Lalahi 64%; Potungae MEIDECC 59%; Potungae Ngoue 59%; Potungae Toutai 55%
Potungae ‘oku tokolahi taha he kakai fefine: ‘Ofisi Komisoni 76%; ‘Ofisi Sitesitika 71%; Potungae Mo’ui 69%; ‘Ofisi ‘o e ‘Ateni Seniale 69%;
% ‘o e kau Pule Ngaue - Fefine (28%), Tangata (72%)
% ‘o e kau Tokoni Pule Ngaue - Fefine (50%), Tangata (50%)
Vahenga ‘o e tangata moe fefine (Tu’unga Vahenga tokolahi taha - K, L, M, R, S) – Fefine – 62%; Tangata – 38%

2.1 Tokolahi fakakātoa 'o e Kau Ngāue 'i he Ngāue Fakapule'anga (Kulupu 1 mo e 2)

Ko e ngāue fakapule'anga 'o Tonga' 'oku fakahoko fatongia 'i he malumalu 'o e mafai kehekehe 'e 2. Koe Kulupu 1 'oku kau ki ai 'a e Potungāue 'e hongofulu mā nima (15) pea moe 'Ofisi fakapule'anga 'e nima (5); Ko e Kulupu 2 'oku kau ki ai 'a e Potungāue Polisi', Tāmate Afi' mo e Pilisone', Kau Tau 'a 'Ene Afio' mo e 'Ofisi 'o e 'Atita Seniale' 'a ia 'oku nau 'i he malumalu 'o e Fale Alea' (LA). Ko e kau ngāue fakakātoa 'e 5,235 'i he'ene a'u mai ko ia ki he 'aho 30 'o Sune 2019; koe toko 3,854 (73%) ki he Kulupu 1 pea 1,381 (27%) ki he Kulupu 2. 'Oku 'asi mai mei hen'i 'a e hiki 'i he toko lahi 'o e kau ngāue' 'aki ha 184 (3.6%) mei he 5,051 'i he vaha'a taimi 2017/2018.

2.1.1 Kulupu 1 pe ko e kau ngāue 'i he malumalu 'o e PSC'

Ko e tokolahi fakakātoa 'o e kau ngāue 'i he Kulupu 1, 'oku hā mai ai 'a e hiki 'aki ha kau ngāue 'e toko 44 (1%) mei he ta'u fakapa'anga kuo 'osi'. Ko e tokolahi fakakātoa 'o e kau ngāue mei he ta'u ki he ta'u 'oku hā atu 'i lalo' pea 'oku 'i ai 'a e tupu faka'avalisi 'aki 'a e peseti 'e 2.5 (2.5%) 'i he ta'u 'e tolu kuo hili';

Tēpile 3: Fakakātoa 'o e kau ngāue fakapule'anga

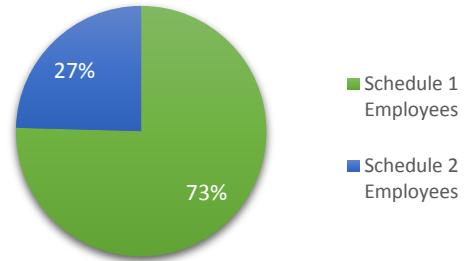
Ta'u (a'u ki Sune)	Fakakātoa 'o e kau ngāue	% 'o e hiki
2015/16 FY	3,575	-
2016/17 FY	3,606	1%
2017/18 FY	3,810	5.5%
2018/19 FY	3,854	1%

Ko e Potungāue Ako' mo e Ako Ngāue' na'e peseti 'e 31 (31%) pea ko e Potungāue Mo'ui' na'e fe'unga mo e peseti 'e 27 (27%) mei he tokolahi fakalūkufua 'o e kau ngāue 'i he Kulupu 1. Ko e ongo Potungāue lalahi taha 'eni 'a e ngāue fakapule'anga' 'i he ta'u hokohoko 'e tolu kuo hili'. Ko e vahevahe 'o e kau ngāue fakapotungāue' 'oku hā ia 'i he Tēpile 5.

Tēpile 4: Vahevahe 'o e kau ngāue fakapotungāue' pea mo e peseti (%) 'o e tupu tokolahi 30 Sune 2016 - 30 Sune 2019

Potungāue	30-Sune-16	31-Tisema-16	30-Sune-17	31-Tisema-17	30-Sune-18	31-Tisema-18	30-Sune-19	(%) 30 Sune 2019	Tupu (%) Sune 16 – Sune 19	Fefine	Tangata	Katoa 30-Sune-19
MET	1189	1178	1221	1212	1217	1202	1179	31	-0.8%	778	401	1179
MOH	999	984	988	990	1023	1043	1039	27	4%	718	321	1039
MAFF	185	172	173	170	173	188	189	5	2%	78	111	189
FINAN	133	131	157	161	160	155	153	4	15%	99	54	153
MRC	154	153	151	170	179	168	164	4	6%	84	80	164
MEIDECC	111	118	139	168	176	180	196	5	77%	81	115	196
MOI	112	101	116	134	142	156	171	4	53%	61	110	171
MLNR	112	110	111	127	131	127	138	4	23%	48	90	138
MOJ	100	97	95	103	116	113	117	3	17%	73	44	117
MTED	76	75	73	75	85	81	79	2	4%	46	33	79
MIA	63	65	57	56	56	35	44	1	-30%	24	20	44

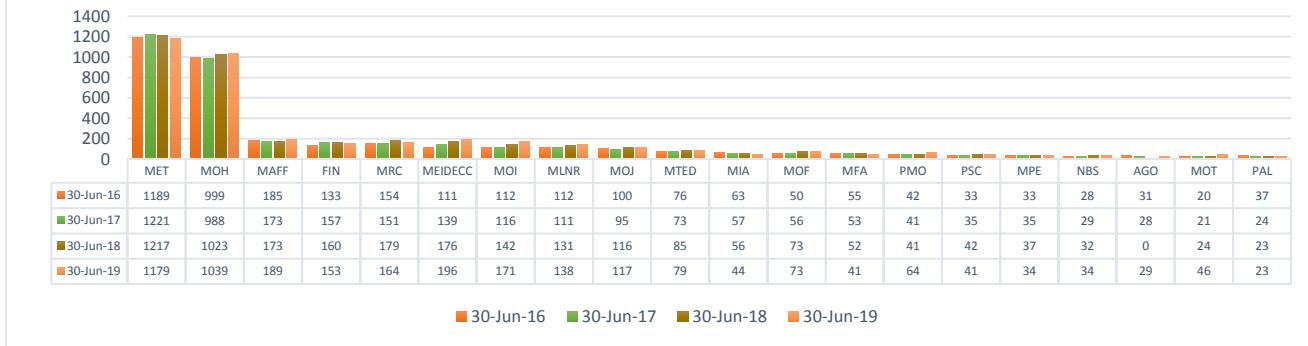
'Ata 4: Tokolahi 'o e Kau Ngāue he FY2018/2019



- ❖ Potungāue tokolahi taha – MET (31%)
- ❖ Potungāue fiika ua 'i he tokolahi taha – MOH (27%)
- ❖ Potungāue tupu tokolahi taha – Takimamata (130%), MEIDECC (77%)
- ❖ Potungāue na'e lahi taha 'a e holo honau tokolahi – Palasi (-38%) & MIA (-30%)
- ❖ Potungāue tokosi'i taha – 'Ofisi Palasi (0.6%)

MOF	50	57	56	61	73	70	73	2	46%	33	40	73
MFA	55	56	53	51	52	36	41	1	-25%	27	14	41
PMO	42	42	41	42	41	54	64	2	52%	37	27	64
PSC	33	34	35	40	42	40	41	1	24%	31	10	41
MPE	33	33	35	36	37	33	34	0.9	3%	22	12	34
NBS	28	29	29	31	32	31	34	0.9	21%	24	10	34
AGO	31	29	28	28	28	28	29	0.8	-6%	20	9	29
MOT	20	30	21	25	24	34	46	1.2	130%	28	18	46
PAL	37	32	24	23	23	24	23	0.6	-38%	13	10	23
	3575	3545	3603	3703	3810	3798	3854	100		2325	1529	3854

'Ata 5: Tokolahi 'o e Ngāue Fakapule'anga mei Sune 2016 ki Sune 2019



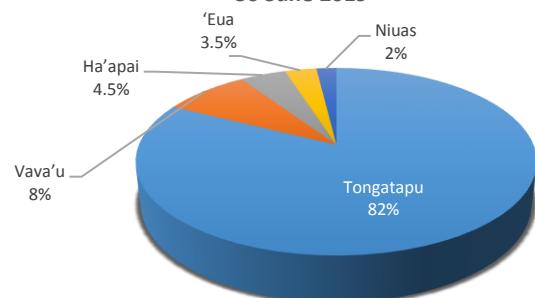
2.1.2 Tokolahi fakakātoa 'o e kau ngāue 'i he ngaahi 'otu motu' 30 Sune 2019

Ko e tokolahi taha 'o e kau ngāue fakapule'anga' (82.3%) 'oku nau 'i Tongatapu. Ko e toenga' leva 'oku vahevahe ia ki he ngaahi va'a 'o e Pule'anga' 'oku 'i Vava'u, Ha'apai, 'Eua pea mo e ongo Niua'. Hangē ko ia na'e 'osi lipooti 'i he lipooti fakata'u 'o e ta'u kuo 'osi', 'oku fakafuofua 'e toe lahi ange 'a e ngaahi ngāue 'e fakahoko mei Vava'u 'i he ta'u 'e tolu ka hoko mai' pea 'e tupu ai 'a e tokolahi 'a e kau ngāue' te nau ngāue ki ha ngaahi poloseki langa fakalakalaka.

Tēpile 5: Kau ngāue 'i he Kulunu 1 pe a mo honau feitu'u

Motu	2018/19	2017/2018
	Tokolahi 'o e kau ngāue	Tokolahi 'o e kau ngāue
Tongatapu	3171	3133
Vava'u	312	313
Ha'apai	169	166
'Eua	118	115
Niua	84	73
TOTAL	3854	3810

'Ata 6: Ngāue fakapule'anga ngaahi 'otu motu 'i he 30 Sune 2019



2.2 Ko e fōtunga 'o e ngāue fakapule'anga'

Ko e kau ngāue fakapule'anga' 'oku fakangāue'i kinautolu 'i he ngaahi Potungāue, ngaahi va'a mo e ngaahi va'a fakahoko ngāue, 'oku nau fakahoko 'a e ngaahi ngāue kehekehe; faka-kalake fakapule, ki he ngāue faka-analaiso, tekinikale, tu'utu'uni ngāue, tu'unga pule, vakai'i e fakahoko fatongia pea mo e ngaahi ngāue fekau'aki mo e fakamatala 'i he ngaahi ngāue kehekehe 'a e Pule'anga'.

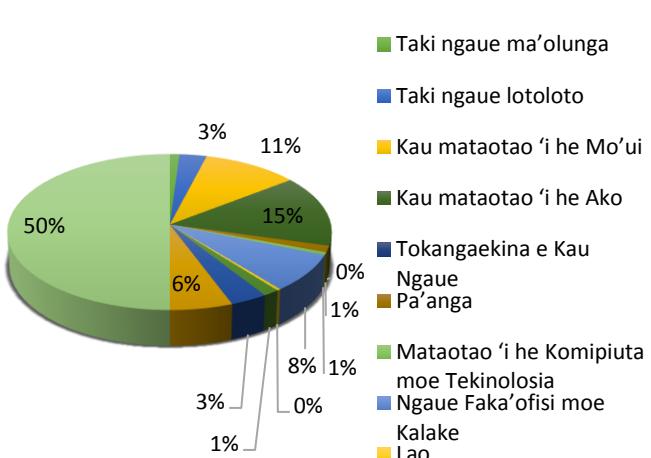
2.2.1 Ko e fakakulupu ‘o e ngaahi ngāue’ i 30 Sune 2019

Kulupu Ngāue Tokolahi taha
 Kau Faiako (26.5%)
 Kau Neesi (13%)

Ko e ongo kulupu ‘oku tokolahi taha ai e kau ngāue tu’uma’u’, ko e Potungāue Ako’ mo e Potungāue Mo’ui’, ‘a ia ko e peseti ‘e 58 (58%) ‘o e kau ngāue fakapule’anga’. ‘Oku ‘ikai ke ‘i ai ha liliu ki he tokolahi ‘o e ngaahi lakanga faka-kulupu’ mei he 2017/2018. Ko e faiako’ ko e ngāue ia ‘oku tokolahi taha’, ‘a ia ‘oku ne kei tauhi pe ‘a e peseti ‘e 26 (26.5%) i he vaha’ a taimi ko ‘eni’, pea hoko atu ki ai ‘a e kau neesi’ mo e peseti ‘e 13 (13%). ‘Oku kei tokosi’i pe ‘a e kau ngāue fefine ‘i he ngaahi tafa’aki fakasaienisi’ pea mo e teklinikale’ (MAFF/MEIDECC/MLNR) ‘o fakafehoanaki ki he Potungāue Ako’ mo e Potungāue Mo’ui’.

Ko e ngaahi kulupu fakangāue ko ‘eni’, ne ngāue’aki ia ‘i he fa’unga vāhenga motu’ā’ pea na’e ‘ikai toe ngāue’aki mei he ‘aho 1 Siulai 2016. ‘E toki a’u ki ha taimi kuo ngāue’aki ai ‘a e fa’unga mo hono fakakalakalasi fo’ou ‘o e ngaahi lakanga’, ko e Tēpile fika 7 ko ‘eni’, ‘oku ne fakafofonga’i atu ai ‘a e ngaahi faka-kulupu ‘i he ngāue fakapule’anga’ neongo ‘oku ‘ikai ho’ata mai mei ai ‘a e natula totonu ‘o e ngāue fakapule’anga’ ‘i he ‘aho’ ni.

‘Ata 7: Kulupu Fakangāue ki he 2018/2019



Tēpile 6: Kulupu fakangāue i Sune 2019

NGAAHI KULUPU FAKANGĀUE	TOKOLAHİ
Taki ngae ma'olunga	79
Taki ngae lotoloto	238
Kau mataotao 'i he Mo'ui	796
Kau mataotao 'i he Ako	1142
Tokangaekina e Kau Ngaue	3
Pa'anga	92
Mataotao 'i he Komipiuta moe Tekinolosia	50
Ngae Faka'ofisi moe Kalake	618
Lao	27
Ngoue moe Toutai	116
Ngaue Fakatekinikale	271
Toenga	422
FAKAKATOA	3854

2.2.2 Vahevahe ‘o e kau ngāue tangata mo e fefine ‘i he ngāue fakapule’anga’

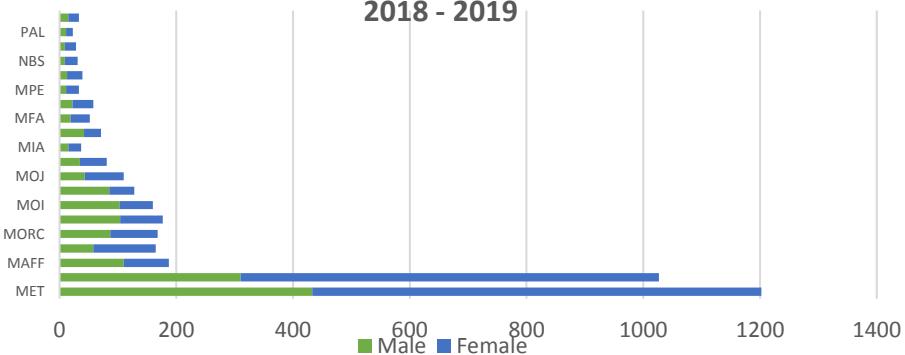
‘I he faka’osinga ‘o Sune 2019’, ne fe’unga mo e kau ngāue fefine ‘e toko 2,325 pea mo e kau ngāue tangata ‘e toko 1,529. Ne kei hokohoko atu pe ‘a e tokolahi ange ‘a e kau ngāue fefine’ ‘i he kau ngāue tangata’, ‘aki ‘a e peseti ‘e 60%: 40%, ‘a ia na’e toe tokolahi ‘aki ‘e fefine ‘ia tangata ‘a e peseti ‘e 7% (59%: 41%) mei he ta’u fakapa’anga kuo ‘osi’.

Ko e PSC ‘oku mā’olunga taha ai ‘a e peseti tokolahi ‘o e kau ngāue fefine’ ‘a ia ko e peseti ‘e 76%; hoko ai ‘a e ‘Ofisi ‘o e Sitetisitika ko e peseti ‘e 71% pea hoko atu ai ‘a e ‘Ofisi ‘o e ‘Ateni Seniale mo e Potungāue Mo’ui’ ko e peseti ‘e 69%. Ka ‘i he lau fakafo’ituitui’, ko e Potungāue Ako’ mo e Potungāue Mo’ui’ ‘oku kei tokolahi taha pē ai ‘a e kau ngāue fefine’, ‘o fakataha’i ki he peseti ‘e 64% ‘o e tokolahi fakakātoa ‘o e kau ngāue fefine ‘i he ngāue fakapule’anga’.

‘Oku ‘i ai ‘a e hiki hake ‘i he tokolahi ‘o e kau ngāue tangata ‘i he Potungāue Ngoue’, Potungāue Ngaahi Ngaue Lalahi’ mo e Potungāue Fonua mo e Ngaahi Koloa Fakaenatula ‘i he ta’u fakapa’anga ko ‘eni’, ‘o kātoa eni mei he tafa’aki ngāue faka-tekinikale’, ngaahi ngāue lalahi’, ‘ātakai’, koloa fakanatula’ mo e ngaahi tafa’aki fakaesaienisi, ‘a ia ‘oku hā atu ‘i he ‘Ata 7 mo e 8.

'Ata 8: Fakafehoanaki 'o e kau ngāue tangata mo e fefine

2018 - 2019



Vahevahe 'o e kakai Fefine mo e Tangata
60%:40%

Ko e tupu tokolahi taha 'i he kau ngāue fefine 'i he vaha'a taimi ko 'eni 'na'e mei he MEIDECC, pea hoko ki ai 'a e Tanaki Pa'anga mo e Tukuhau 'pea mo e Toutai'; pea ko e holo lahi taha 'i he tokolahi 'o e kau ngāue fefine' na'e mei he Potungāue Fakalotofonua'. 'I he kau ngāue tangata', ko e tokolahi taha 'na'e mei he Potungāue Ngaahi Ngāue Lalahi', pea hoko ki ai 'a e MEIDECC 'pea mo e Potungāue Fonua mo e Koloa Fakaenatula'. Ko e holo lahi taha 'i he kau ngāue tangata' na'e mei he Potungāue Ako'.

Tepile 7: Vahevahe 'o e kau ngāue tangata mo e fefine 'i he ngaahi Potungāue 'i he 'aho 30 Sune 2019

Potungāue	Fakakatoa e kakai fefine 30 Sune 2018	Fakakatoa e kakai fefine 30 Sune 2019	Tupu Sune 2018 - Sune 2019	Fefine (%) Sune 2019	Fakakatoa e kakai tangata 30 Sune 2018	Fakakatoa e kakai tangata 30 Sune 2019	Tupu Sune 18 - Sune 19	Tangata (%) Sune 2019	Fakalukufua 30 Sune 2019
MET	751	778	3%	66%	452	401	-13%	34%	1179
MOH	710	718	1%	69%	308	321	4%	31%	1039
MAFF	69	78	12%	41%	101	111	9%	59%	189
MFNP	100	99	-1%	65%	57	54	-6%	35%	153
MRC	73	84	13%	51%	75	80	6%	49%	164
MEIDECC	65	81	20%	41%	101	115	12%	59%	196
MOI	52	61	15%	36%	79	110	28%	64%	171
MLNR	43	48	10%	35%	72	90	20%	65%	138
MOJ	63	73	14%	62%	40	44	9%	38%	117
MTED	41	46	11%	58%	31	33	6%	42%	79
MIA	21	24	13%	55%	13	20	35%	45%	44
MOF	29	33	12%	45%	37	40	8%	55%	73
MFA	25	27	7%	66%	13	14	7%	34%	41
PMO	30	37	19%	58%	23	27	15%	42%	64
PSC	27	31	13%	76%	13	10	-30%	24%	41
MPE	23	22	-5%	65%	12	12	0%	35%	34
NBS	22	24	8%	71%	11	10	-10%	29%	34
AGO	19	20	5%	69%	10	9	-11%	31%	29
MOT	18	28	36%	61%	15	18	17%	39%	46
PAL	12	13	8%	57%	11	10	-10%	43%	23
FAKAKĀTOA	2193	2325			1474	1529			3854

‘I he tu’unga ‘o e ngaahi lakanga taki mo mā’olunga ange’, ‘oku ‘i ai ‘a e holo ‘i he tokolahi ‘o e kakai fefine ‘i he lakanga Pule Ngāue’, ‘aki ‘a e peseti ‘e 28% ‘i hono fakahoa ki he 2018, ‘a ia na’e peseti ‘e 50%, pea ko e kau fefine ‘i he lakanga Tokoni Pule Ngāue’ ne tu’uma’u pe ‘a e fika ko ia ‘i he peseti ‘e 50%.

2.2.3 Vahevahe taau ‘a tangata mo fafine

‘I he’ene hā ‘i he Fika 9’, ko e kau ngāue fakapule’anga fefine’ ‘oku tokolahi taha ‘enau ma’u vāhenga’, ‘i hono fakafehoanaki ki he kau ngāue tangata’ pea ko e hiki lahi taha ‘i he vaha’ataimi ko ‘eni’, 2015/2016. ‘I hono toe fakafehoanaki ‘o e vāhenga ‘oku ma’u ‘e he kau ngāue tangata mo fefine’, ‘oku kei hokohoko atu pē ‘a ‘ene tu’uma’u ‘i he vahevahe ko eni 60%:30%, ‘oku ‘i ai ‘a e ki’i holo ‘i he tokolahi ‘o e kakai fefine’ mei he ta’u kuo ‘osi’. ‘Oku tokolahi ange ‘a e kakai fefine ‘oku nau ‘i he kalasi tu’unga vāhenga mā’olunga ange’ (H, I, J, K, L, M). Ko e tokolahi taha’ ‘oku nau ‘i he kalasi tu’unga vāhenga L mo e M ‘a ia ‘oku fakatokanga’ ai ‘a e tokolahi ‘o e kau ngāue fefine’ ‘i he Potungaue Mo’ui’ (neesi) pea mo e Ako’ (faiaako).

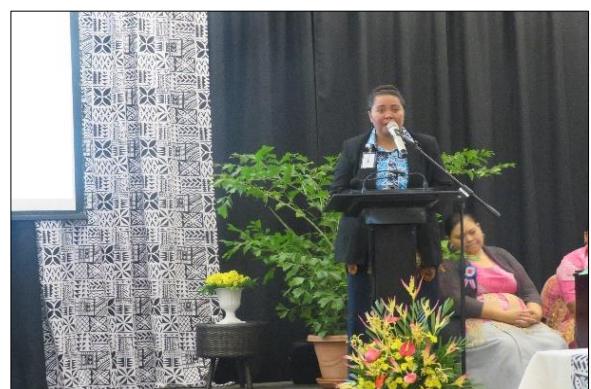
**Fakafehoanaki vāhenga ‘o e kau ngāue Tangata mo e Fefine’
Fefine (60%): (30%) Tangata**

Pule Ngāue Fefine

- ❖ 2015 – 31%
- ❖ 2016 – 48%
- ❖ 2017 – 43%
- ❖ 2018 – 50%
- ❖ 2019 – 22%

Tokoni Pule Ngāue Fefine

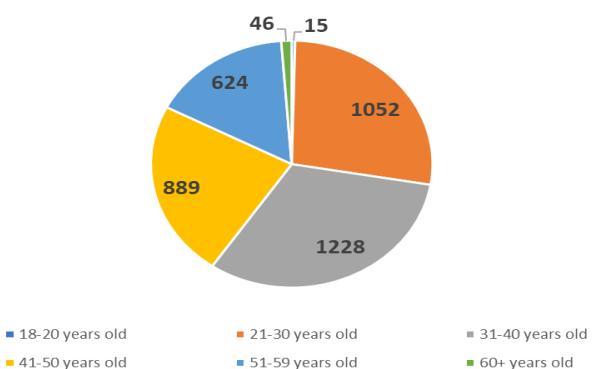
- ❖ 2016 – 49%
- ❖ 2017 - 54%
- ❖ 2018 – 50%
- ❖ 2019 – 50%



2.2.4 Fakakulupu ‘o e ta’u motu’a ‘o e kau ngāue fakapule’anga

Ko e tokolahi ‘o e kau ngāue fakapule’anga’ ‘oku nau kei si’i, ‘i he vaha’ata’u motu’a ko e 18 – 40, ko e peseti ‘e 60% ia ‘o e kau ngāue’ fakakātoa. Ko e peseti ‘e 40% ‘oku mei he vaha’ata’u motu’a ‘o e ta’u 41 – 60. Ko e peseti ‘e 23% ‘oku nau ‘i he vaha’ata’u motu’a ‘o e ta’u 41 – 50. ‘Oku ‘i ai ‘a e toko 670 (17%) ‘oku nau ‘i he vaha’ata’u motu’a ‘o e ta’u 51 – 60+; ‘a ia ko e peseti ia ‘e 52% mei he Potungāue Ako’ mo e Potungāue Mo’ui’.

Figure 11: Age Group as of June, 2019



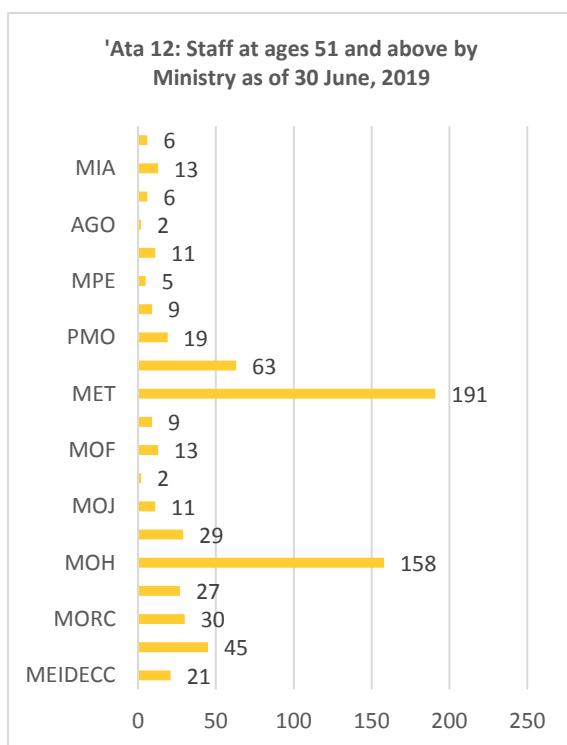
Kuo toe fakalōlōa ‘a e taimi ngāue ‘o ha ni’ihī kuo nau a’usia ‘a honau ta’u 60, pea ko e tokolahi ‘o kinautolu’ ‘oku nau fakahoko fatongia ‘i he Potungāue Ako’ pea mo e Potungāue Mo’ui’, ‘o makatu’unga ‘i he fu’u fiema’u ‘enau tokoni’ mo ‘enau taukei ngāue’.

‘I hono fakafehoanaki ki he 2017/2018, ‘oku ‘i ai ‘a e tupu (‘aki ‘a e peseti ‘e 6%) ‘a e tokolahi ‘o kinautolu ‘i he vaha’ata’u motu’ a 18 – 40.

‘I he lau fakamata’ifika’, ko e Potungāue Ako’ ‘oku tokolahi taha ai ‘a kinautolu kuo nau ofi ki he ta’u ke mālōlō ai mei he ngāue fakapule’anga’, ‘i he

- ✓ Ta’u 18 - 40 (60%)
- ✓ Ta’u 41 – 60 (40%)
- ✓ Ta’u 51 – above (17%)

ta’u 51 mo laka hake ai’ ko e toko 191 (28.5%), hoko atu ki ai ‘a e Potungāue Mo’ui’ ko e toko 158 (23.6%) pea mo e Potungāue Ngoue’ ko e toko 63 (9.4%).



‘Oku tō leva ‘a e fakamamafa’, ki ha palani mo ha fetongi ‘o e peseti ‘e 17 ‘o e kau ngāue, ‘oku ‘i he vaha’ a ta’u motu’ a 51 – 60+, pea ko e konga ia ‘o e palani ngāue ‘a e PSC’, ki he ngaahi Potungāue’ ke fokotu’ u ‘enau palani’, pea mo toe tokanga ange ke fakavavevave ‘enau kumi ha kau ngāue fo’ou kae tokoni ‘a e PSC’ ki hono teuteu mo ako’i ‘a e kau taki’ mo e kau pule ngāue’.

‘I he taimi tatau pē koe’uhi’ ko e liunga ua pe tolu ‘a e tokolahi ange ‘a e kau ngāue fo’ou’ mei he kau ngāue kuo nau mavahe mei he ngāue fakapule’anga’ (‘oku fu’u mā’olunga ‘a hono faikehekehe’); ‘e si’isi’i ange ‘a e ngaahi lakanga ‘oku ‘atā ki ha kau ngāue fo’ou, pe a ‘e ngalingali ‘e ta’ofi fakataimi ha toe fakangāue’i ‘o ha

ngaahi lakanga ke tokoni ki hono leva’i ‘o e fakamole fakalūkufua ‘oku totongi ki he ngaahi vāhenga kotoa pē ‘o e ngāue fakapule’anga’.

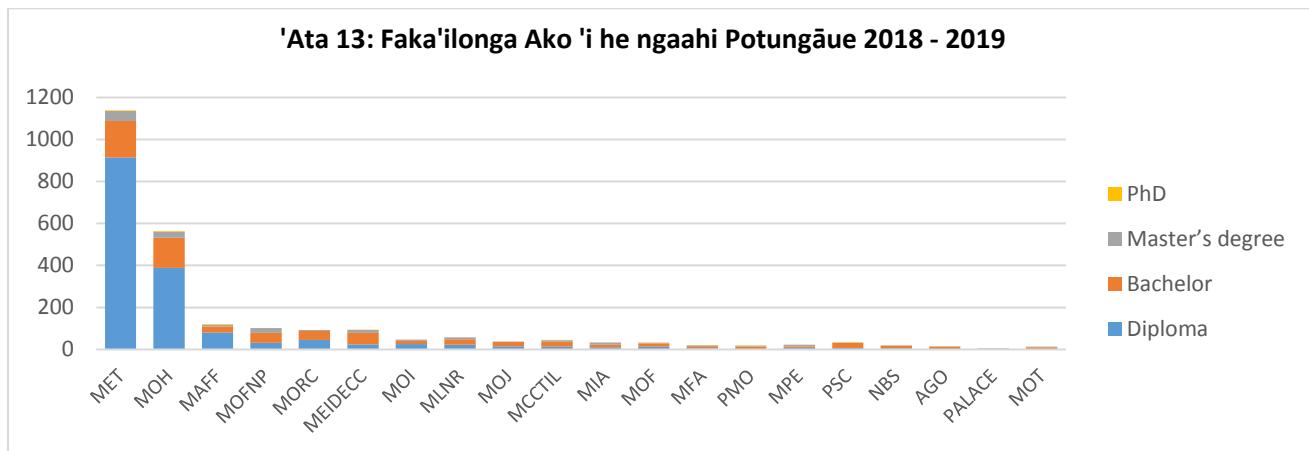
Tēpile 8: Ta’u motu’ a ‘i he 30 Sune 2019

Ta’u Motu’ a	18-20		21-30		31-40		41-50		51-59		60+		KATOA		FAKAKĀTOA
	T	F	T	F	T	F	T	F	T	F	T	F	T	F	
MEIDECC	0	1	31	36	36	21	30	20	18	3	0	0	115	81	196
MOI	0	0	21	20	27	13	27	18	32	10	3	0	110	61	171
MORC	0	0	22	39	26	26	13	8	18	10	1	1	80	84	164
MLNR	0	0	23	24	21	12	24	7	21	5	1	0	90	48	138
MOH	2	9	106	279	101	205	55	124	48	92	9	9	321	718	1039
MOFNP	0	0	12	33	13	27	13	26	16	13	0	0	54	99	153
MOJ	0	0	13	38	10	17	15	13	6	5	0	0	44	73	117
PSC	0	0	5	16	2	11	3	2	0	2	0	0	10	31	41
MOF	0	1	9	10	9	13	10	8	12	1	0	0	40	33	73
MTED	0	0	4	12	10	14	12	18	7	2	0	0	33	46	79
MET	0	0	48	160	157	326	122	175	70	110	3	8	400	779	1179
MAFF	0	1	13	11	13	22	41	25	39	18	1	5	107	82	189
PMO	0	0	3	10	6	12	5	9	11	5	2	1	27	37	64
NBS	0	0	1	4	3	11	2	4	4	5	0	0	10	24	34

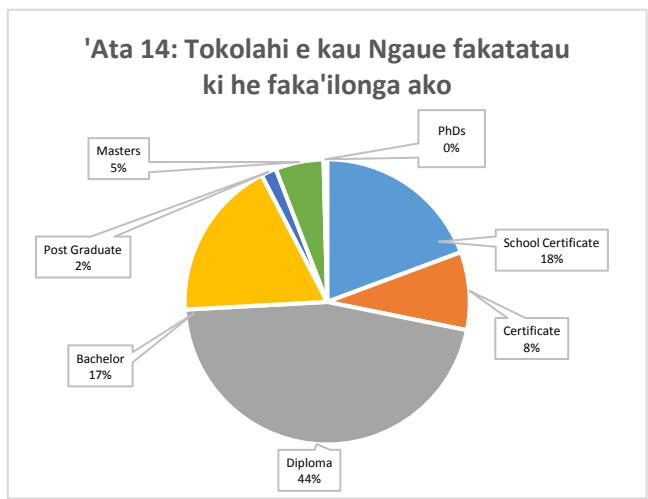
MPE	0	0	4	7	2	11	4	1	2	3	0	0	12	22	34
MOT	1	0	4	10	1	8	5	6	6	4	1	0	18	28	46
AGO	0	0	5	9	1	7	2	3	1	1	0	0	9	20	29
MFA	0	0	1	1	5	11	7	10	1	5	0	0	14	27	41
MIA	0	0	4	4	3	5	6	9	7	6	0	0	20	24	44
PALACE	0	0	0	0	2	8	3	4	5	0	0	1	10	13	23
FAKAKĀTOA	3	12	329	723	448	780	399	490	324	300	21	25	1524	2330	3854
			15	1052		1228		889		624		46		3854	

2.2.5 Ngaahi faka'ilonga fakaako 30 Sune 2019

Ko hono ua 'aki eni 'o e taimi ke fakakau atu ai 'a e ngaahi faka'ilonga fakaako' 'i he lipooti' he na'e 'osi fakahū kotoa ia ki he polokalama CHRIS.



Ko e tokolahi taha 'o e kau ngāue fakapule'anga' 'oku nau ma'u faka'ilonga Tipiloma 'a ia ko e toko 1,683 (43.7%), hoko atu ki ai 'a kinautolu 'oku nau ma'u sitifikeiti mei he ngaahi 'apiako kolisi', 'a ia ko e toko 708 (18.4%) pea toki fika tolu hake 'a kinautolu 'oku nau ma'u faka'ilonga mata'itohi 'uluaki' ko e toko 669 (17.4%).



'I hono fakakātoa', ko e peseti 'e 44% 'o e kau ngāue fakapule'anga', 'oku nau ma'u faka'ilonga Tipiloma pe ma'olunga hake ai', pea peseti 'e 25% 'oku nau ma'u faka'ilonga mata'itohi pe mā'olunga hake ai, 'o fakakātoa leva 'a e kau ma'u Tipiloma mo e mata'itohi'ko e peseti 'e 69%.

'I he ngaahi Potungāue' 'oku fakafuofua ki he peseti 'e 66%, 'a kinautolu 'oku ma'u Tipiloma pe ma'olunga hake ai', 'oku nau ngāue 'i he Potungāue Ako' mo e Potungāue Mo'ui'.

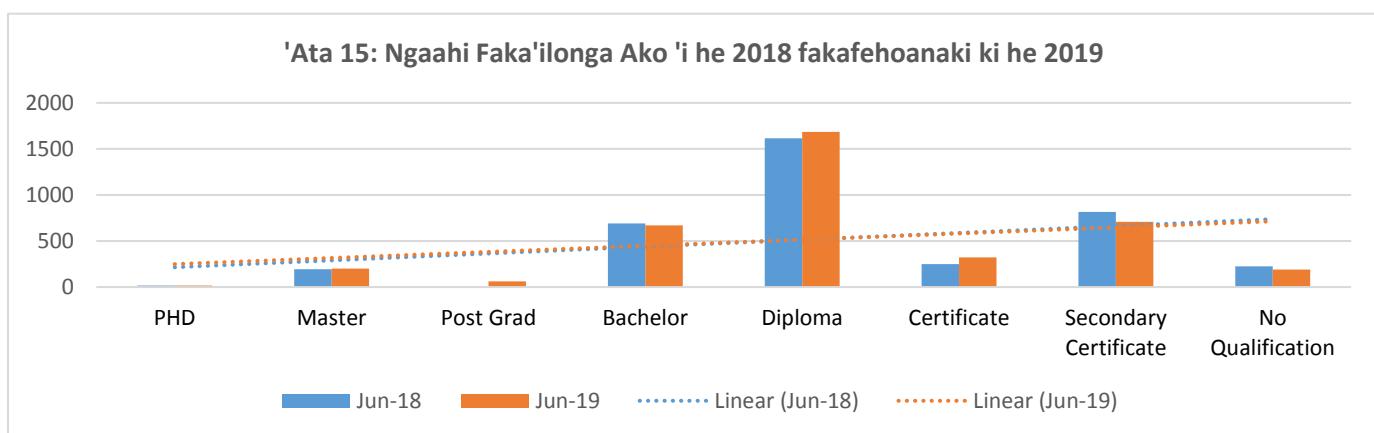
Ko e kau ngāue leva 'e toko 192 (5%) 'oku 'ikai ke 'i ai ha'anau faka'ilonga ako.

Tēpile 9: Vahevahe 'o e ngaahi faka'ilonga fakaako fakapotungāue 'i he 30 Sune 2019

Ministry	Secondary Certificate		Certificate		Diploma		Bachelor		Postgraduate		Master's degree		PhD		No Qualification		Total
	T	F	T	F	T	F	T	F	T	F	T	F	T	F	T	F	
MET	20	19	8	12	298	636	59	77	0	4	14	29	1	2	0	0	1179
MOH	43	100	52	132	96	301	52	86	5	33	12	19	0	2	61	45	1039
MAFF	35	18	2	4	50	42	16	9	2	0	5	4	1	1	0	0	189
MOFIN	24	24	1	6	9	21	15	31	0	1	5	15	0	1	0	0	153
MORC	40	26	2	5	13	32	23	19	0	0	2	2	0	0	0	0	164
MEIDECC	18	16	14	7	8	23	39	24	1	2	11	7	1	0	23	2	196
MOI	33	30	29	3	22	14	15	9	0	1	2	4	0	0	9	0	171
MLNR	44	14	9	6	10	14	21	9	2	0	4	5	0	0	0	0	138
MOJ	15	42	0	0	6	10	8	17	1	0	1	1	0	0	13	3	117
MTED	17	13	1	3	5	8	9	16	0	1	1	4	0	1	0	0	79
MIA	1	4	0	4	7	3	3	6	0	0	5	6	1	0	4	0	44
MOF	24	3	4	4	5	10	3	12	2	1	1	3	1	0	0	0	73
MFA	5	8	0	2	2	6	2	3	0	2	4	4	1	0	0	2	41
PMO	6	15	1	0	2	3	3	12	0	0	2	3	0	1	14	2	64
MPE	3	2	0	3	1	6	1	4	0	0	6	5	0	0	1	2	34
PSC	2	1	0	2	1	6	5	17	0	3	1	3	0	0	0	0	41
NBS	2	6	1	1	2	4	2	9	0	2	0	2	1	0	2	0	34
AGO	1	7	0	1	0	0	6	11	0	0	0	0	0	0	2	1	29
PALACE	8	9	0	1	1	2	1	0	0	0	0	1	0	0	0	0	23
MOT	2	8	1	3	2	2	5	10	0	0	2	5	0	0	6	0	46
TOTAL	343	365	125	199	540	1143	288	381	13	50	78	122	7	8	135	57	3854
	708	324	1683		669		63		200		15		192				

'Oku hā 'i he 'Ata 15 mo e Tēpile 11, 'oku 'i ai 'a e ki'i hiki hake 'i he tokolahi 'o e kau ngāue hū fo'ou ki he ngāue fakapule'anga', 'oku nau ma'u faka'ilonga mata'itohi 'uluaki mo ma'olunga ange mei Sune 2018 ki Sune 2019 pea kau atu ki ai mo e kau ngāue 'oku nau ma'u sitifikeiti'; pea ki'i holo 'a e tokolahi 'o e kau ngāue 'oku nau ma'u faka'ilonga Tipiloma'.

'Oku hā atu foki 'a e tokolahi 'o e kau ngāue 'i he ngaahi lakanga mā'olunga 'i he kalasi tu'unga vāhenga (L, K, J, I) 'o e Kulupu 1', ko e peseti fakakātoa 'e 48%.



‘Oku ‘ikai foki ke malava ‘o fakamatala pe ko e ngaahi faka’ilonga fakamo’oniako ko ‘eni’ ‘oku ne fakapapau’i mai ‘oku lelei ange ai ‘a e fakahoko fatongia’ ‘a e Pule’anga’. Ko e ngaahi taukei faka’ulungaanga hangē ko e ‘ulungaanga faka-taki, ngāue fakataha, fetu’utaki mahino, ngāue ‘osikiavelenga mo e ma’u e ngāue fakapotopoto’ ‘oku nau mahu’inga tatau pe mo e faka’ilonga fakaako’.

‘Oku ma’u ‘e Tonga ‘a e fika ma’olunga ‘aupito ki he ma’u mata’itohi Toketa Filosefa ‘o fakatatau ki he tokolahī ‘o e kakai ‘o e fonua’ ka ko e kau ma’u mata’itohi Toketā Filosefa pē ‘e 15 ‘oku ngāue ma’ae Pule’anga’.

‘Oku hokohoko atu ai pe ‘a e faingata’a ki he ‘a e Pule’anga’ ke ma’u ha kakai fe’unga ke fakangāue’i ha kau ngāue ‘i he ngāahi lakanga taki mā’olunga’ (‘Ofisa Pule Ngāue pea mo hono Tokoni’) he ‘oku ‘ikai ke tokolahī ‘akinautolu ‘oku tohi mai ki ai’. ‘Oku fiema’u ke toe fakapotopoto ange ‘a hono leva’i ‘a e ngaahi aleapau sikolasipi moe ngaahi monū’ia peheni’ ke fakatatau ki he ngaahi fiema’u ‘a e Pule’anga’ pea mo e ngaahi fakamole ‘o hono fakahoko fakalelei ‘a e fatongia ‘o e Pule’anga’. Ko e ngaahi ngāue ‘oku ‘ikai fiema’u ha faka’ilonga ako ki ai’ ‘oku meimeī ki he faka’uli, tauhi ‘api pea mo e ngāue lau ‘aho’, ‘o ‘ikai fiema’u ha faka’ilonga fakaako ki ai, ko e ngata pē ke ako ‘i ha ngaahi ta’u, ‘i he ako kolisi’.

Tēpile 10: Ngaahi faka’ilonga fakaako 2018 vs 2019

	PHD	Master	Post Grad	Bachelor	Diploma	Certificate	Secondary Certificate	No Qualification
Sune-18	16	194	0	691	1615	251	817	226
Sune-19	15	200	63	669	1683	324	708	192

2.2.6 Hū mai pea mo e mavahe atu mei he Ngāue Faka-Pule’anga 2018/2019

Ne tokolahī ange ‘a e hū mai ki he ngāue fakapule’anga’ ‘i he mavahe atu kitu’a’, pea ko e mā’olunga taha ‘i hono fakafehoanaki’, ko e peseti ‘e 29%:12%. ‘Oku kei hokohoko atu pē ‘a e tokolahī taha ‘i he kau ngāue hū fo’ou’ mei he Potungāue Mo’ui’, pea hoko atu ki ai mei he Potungāue Ngaahi Ngāue Lalahi’, Potungāue Ako’ pea hoko lōua mai ‘a e Potungāue Ngoue’ mo e MEIDECC’. ‘I he mavahe atu kitu’a’, ko e Potungāue Mo’ui’ mo e Potungāue Ako’, ‘oku’ na takimu’ā he tokolahī taha’. ‘Oku fiema’u ke toe fai ‘a e tokanga mavahe ki henī, he ‘oku’ ne uesia ‘a e tu’utu’uni ki he fakangatangata ‘o e fakamole fakalūkufua ki he ngaahi vāhenga kotoa pē ‘a e Pule’anga’.

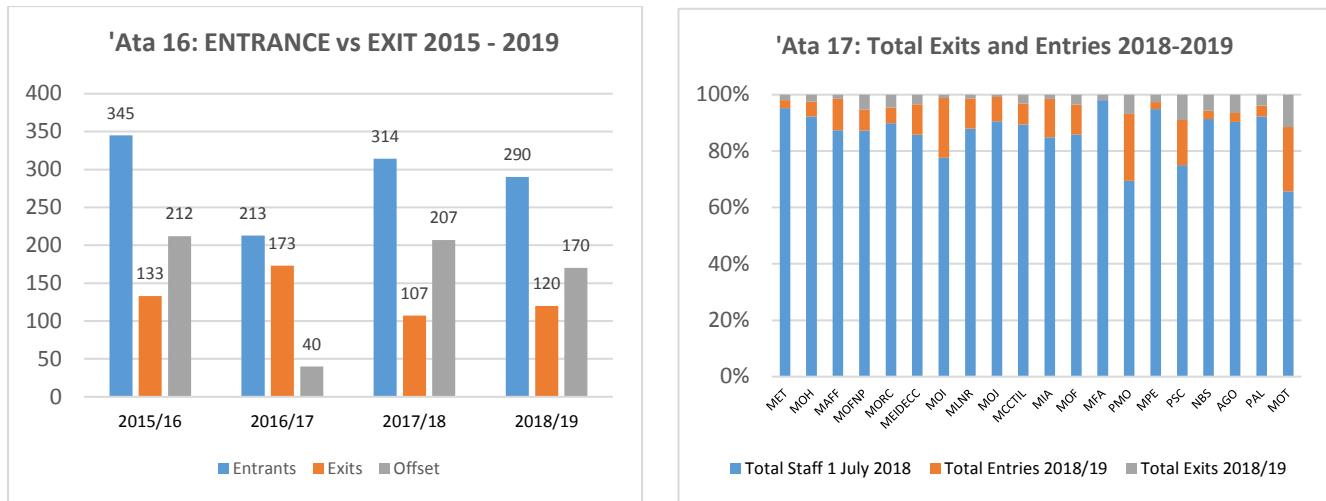
‘I he Potungāue MEIDECC’, ‘oku lahi ‘a e ngaahi poloseki ‘oku lauimiliona hono mahu’inga’, pea ‘oku ‘i ai ‘a e fakafuofua ‘e toe tokolahī ange ‘a e kau ngāue hū fo’ou’ ‘o hangē ko e Potungāue Ngaahi Ngāue Lalahi’ (MOI).

Lahi ange ‘a e mavahe kitu’a’ ‘i he hū fo’ou mai’

Fakafehoanaki mavahe atu mo e hū fo’ou mai’ - 29%: 12%

Lahi taha ‘o e hū fo’ou mai’:
MOH, MOI, MET, MAFF & MEIDDEC

Lahi taha ‘o e mavahe atu kitu’a’:



Tēpile 11: Fakakātoa e hū mai mo e mavahe atu mei he ngāue faka-Pule'anga' Siulai 2018 ki Sune 2019

Potungāue	Kau ngāue fakakatoa 1 Siulai 2018	Tokolahi hu mai	Tokolahi mavahe atu	Fakakātoa 'a e kau ngāue 30 Sune 2019
		Siulai 2018 - Sune 2019	Siulai 2018 - Sune 2019	
MET	1217	37	24	1179
MOH	1023	58	27	1039
MAFF	173	22	3	189
MOFNP	164	14	10	153
MORC	179	11	9	164
MEIDECC	176	22	7	196
MOI	142	39	2	171
MLNR	131	16	2	138
MOJ	116	11	1	117
MCCTIL	85	7	3	79
MIA	56	9	1	44
MOF	73	9	3	73
MFA	52	0	1	41
PMO	41	14	4	64
MPE	37	1	1	34
PSC	42	9	5	41
NBS	32	1	2	34
AGO	28	1	2	29
PAL	24	1	1	23
MOT	23	8	4	46
KATOA	3810	290	120	3854

2.3

Fakalelei ki he Kau Ngāue Faka-Pule'anga

'I he lipooti fakata'u 'o e 2017/2018, na'e fakaha atu ai 'a hono fakahoko ko ia 'o e fa'unga fo'ou ki he kau ngāue fakapule'anga', 'oku ne tataki ai 'a e ngaahi ngāue ke fakahoko ke fakapapau'i 'oku lava 'o ma'u ha ngaahi faingamālie ako ngāue ma'ae kau ngāue fakapule'anga' (ako angamaheni mo e ako 'ikai angamaheni), ke fakapapau'i 'oku ma'u ha ngaahi faingamālie ako 'o fakatatau ki he ngaahi fiema'u sikolasipi 'a e ngaahi Potungāue'.

‘I he’ene pehee’, ‘oku fiema’u leva ‘a e PSC’ ke ne fakahoko ‘a e savea fakata’u ki he ngaahi fiema’u faingamālie ako ko ia ‘a e ngaahi Potungāue’. Ko e savea fakata’u ko ‘eni’, ‘oku’ ne ma’u ai ‘a e fakamatala ke tokoni ki he ngaahi fonua tokoni mai’ mo e Pule’anga’ foki, ke vahevahe lelei ‘a e ngaahi faingamālie ako sikolasipi’. Ko e ola ‘o e savea fakata’u ko ‘eni’ i he 2019, ko hono ma’u ai ‘a e ngaahi sikolasipi ‘e 55 ‘a ia ‘oku holo eni mei he 66 i he 2018.

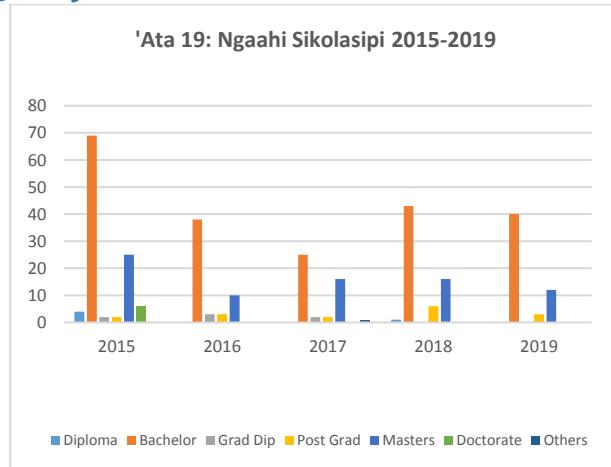
Ko e 2015 ‘oku’ ne lekooti ai ‘a e fika mā’olunga taha ‘i he ta’u ‘e 5 kuohili’, ko e ngaahi sikolasipi ‘e 108, pea ko e tokolahī ‘o kinautolu ne ma’u sikolasipi’ kuo nau ‘osi foki mai ‘o fakahoko fatongia ‘i Tonga’ ni.

Ko e peseti ‘e 62 ‘o e ngaahi sikolasipi na’e foaki ‘i he 2019, ko e ngaahi polokalama ako ki he mata’itohi ‘uluaki’; hoko atu ki ai ‘a e ngaahi mata’itohi mā’olunga ange’ ko e peseti ‘e 38%.

‘I he ta’u 2018-2019, ko e ngaahi sikolasipi fakakātoa ‘e 121 na’e foaki’.

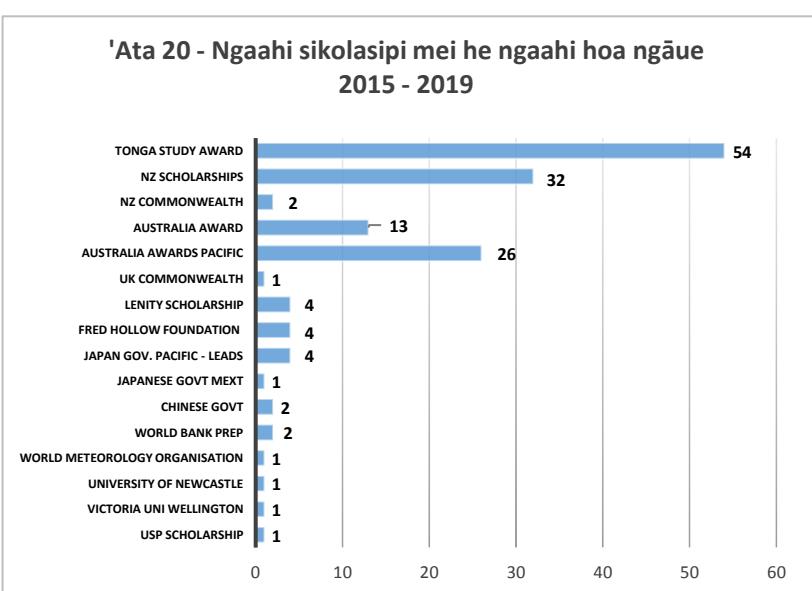
Tēpile 12: Fakamā’opo’opo ‘o e ngaahi sikolasipi 2015 - 2019

Faka'ilonga	2015	2016	2017	2018	2019
Tipiloma	4	0	0	1	0
Mata’itohi	69	38	25	43	40
Mata’itohi ma’olunga ange	2	3	2	6	3
Tipiloma Ma’olunga (Grad Dip)	2	3	2	0	0
MA	25	10	16	16	12
Toketa	6	0	0	0	0
Faka'ilonga kehe	0	0	1	0	0
Fakakātoa	108	54	46	66	55



Ngaahi sikolasipi na’e foaki mei he ngaahi hoa ngāue 2019

Ko e ngaahi sikolasipi lahi taha’ na’e foaki ia ‘e he Pule’anga Tonga’, ko e sikolasipi ‘e 54 ‘i he 2019; pea hoko atu ki ai ‘a e Pule’anga ‘Aositelelia’ pea mo e Pule’anga Nu’usila’. Ko e mahu’inga fakakātoa ‘o e ngaahi sikolasipi ko ‘eni’, ‘oku te’eki ai ke lava ‘o fakapapau’i ‘i henī.



‘Oku kei hoko atu pē foki ‘a hono foaki mai ‘e he Pule’anga Nu’usila’ ha ngaahi faingamālie fakata’u, taimi nounou pē. ‘Oku kau atu henī ‘a e ngaahi polokalama ako ngāue pea mo e polokalama ako taimi nounou pē, ‘a ia ‘oku fakahoko kotoa ‘i Nu’usila.

Kuo kamata ke ‘omi mo e ngaahi faingamālie ako mei he Pule’anga Siaina’, ke ma’u ha ngaahi faingamālie ako ‘a ia ‘oku ‘atā kiate kinautolu kuo nau toki ‘osi mai mei he Kolisi pea mo e ngaahi

faingamālie ki he ako ki ha ngaahi mata'itohi ma'olunga ange ma'ae kau ngāue fakapule'anga'. Na'e liunga ua 'i he 2019 'a e ngaahi sikolasipi kuo foaki mai mei he Pule'anga Siaina'.

'Oku 'i ai foki mo e ngaahi sikolasipi mei Siapani ki he 'uluaki mata'itohi' mo mā'olunga ange 'o 'ikai fa'a laka hake 'i he toko 5 'i he ta'u kotoa pē.

'Oku te'eki 'i ai ha ngāue 'a e Komiti Sikolasipi 'a e Potungāue Ako' 'e fakahoko ki hono muimui'i mo hono leva'i 'o e ngaahi aleapau mo kinautolu kuo ma'u sikolasipi' mei he Pule'anga Siaina' mo e Pule'anga Siapani'.

'Oku kei 'i ai 'a e ngaahi pole 'o fekau'aki mo hono tali mo hono fakatokanga'i 'o e ngaahi faka'ilonga ako mei Siaina mo e ngaahi fonua kehe hangē ko Kiupa' 'a ia 'oku fa'a ma'u faingamālie ako ki ai 'a e kakai Tonga kae tautatefito ki he kau ako Toketā fakaesino'.

Na'e tokoni fakapa'anga 'e he ngaahi hoa ngāue' pea mo e PSC', ha ngaahi ako 'ikai anga maheni', pea na'e fakapa'anga foki 'e he PSC' mei he'enau patiseti lolotonga' 'a e ngaahi polokalama ako ko 'eni';

- (1) Ako ki he 'Uluaki Tokoni' ki he kau ngāue fakapule'anga 'i Ha'apai mo 'Eua pea na'e fakahoko ia 'e he Kolosi Kula 'a Tonga';
- (2) Ako ki he Tangata/Fefine ma'ae kau ngāue 'i Tongatapu' na'e fakahoko ia 'e Kepreen 'Aho Ve'etūtū pea fakapa'anga eni 'e he 'Ofisi 'o e Kominiueli' 'i 'Okatopa 2018.
- (3) Ako fekau'aki mo e Tükunga Fakakaukau' ki he kau ngāue fakapule'anga', kau ngāue 'a e Siasi Uesiliana', Kosilio 'a e ngaahi Siasi' (Tongatapu pē), 'a ia na'e tokoni fakapa'anga ki ai 'a e International Youth Fellowship (IYF) 'i Novema, 2019 pea mo Ma'asi 2019.
- (4) Ako ki he "Laumālie 'o e fakahoko fatongia" pea mo e "Founga fetu'utaki lelei" ki he kau ngāue fakapule'anga 'i he vahefonua Vava'u, Ha'apai pea mo 'Eua, pea na'e fakahoko eni 'e he PSC' 'i 'Okatopa 2018.
- (5) Ako ngāue faka-kuata ki he kau ngāue fo'ou ki he ngāue fakapule'anga', 'o tokoni mai 'a e
- (6) Poate Sino'i Pa'anga Mālōlō, Potungāue Pa'anga' pea mo e Potungāue Tanaki Pa'anga mo e Tukuhau'. Ko e ngaahi ako peheni ki he 'otumotu', na'e fakahoko tu'o ua ia 'i he ta'u.

3. KAU NGĀUE ‘AE PSC

‘I he faka’osinga ‘o Sune 2019, na’e ‘i ai ‘a e kau ngāue fakakātoa ‘i he ‘Ofisi ‘o e Komisoni Ngāue Fakapule’anga ‘e toko 45. ‘Oku kau ki he tokolahī ko ’eni ‘a e kau ngāue tu’uma’u ‘e toko 34 mo e kau ngāue lau’aho ‘e toko 5. ‘I he kau ngāue tu’uma’u’, ‘oku ‘i ai ‘a e kau ‘ofisa mā’olunga ‘e toko 24 mo e kau ‘ofisa ma’ulalo ‘e toko 10. Ko e ngaahi ngāue fekau’aki mo e kau ngāue’ pea mo hono tokangaekina kinautolu, ‘i he ta’u fakapa’anga 2018/19:

- Kau ngāue fo’ou ‘e toko fitu (7)
- Kau ngāue na’e hiki hake fakalakanga ‘i loto pe ‘i he PSC ‘e toko fā (4)



Mei to’ohema ki to’omata’u:

- **‘Otu ‘uluaki;** Ms. Lute Vailanu, Ms. Kolosia Talamai, Ms. Siniteke Fotu, Ms. Malia Pome’e, Ms. Claire Welsh, Mr. Dharmasirri Dassanayake, Dr. Lia Maka (CEO of the Commission), Ms. ‘Alamoni Nafe, Mrs. Kato’one Fa’aoa, Mrs. Makelesi Vaea, Mr. Tevita Fotu, Mr. Ronny Fono, Mrs. Florence Eke.
- **‘Otu ua;** Mrs. Lisimeili Loloa, Ms. Lavenita Fakava, Ms. Linda Mokofisi, Ms. ‘Asupa Latu, Mrs. Suliana Wolfgram, Ms. Meliame Lea, Mr. Sione Ta’ufo’ou, Mrs. Victorina Kioa, Mr. Moleni Ika, Mrs. Nolini Vaka’uta, Ms. Mona Taumoefolau, Mrs. Lu’isa Lapao’o, Ms. Mokaleini Fifita, Mr. Taniela Makisi, Mrs. Maa’imoa Mafile’o, Ms. Neliane Afu, Mrs. Falemei Fale.
- **‘Ikai kau hen;** Ms. Eunice Moala, Mrs. Mele Fatai, Mr. Charles Lavemaau, Mrs. Salote Vakalahi, Mr. Christopher Tangataevaha, Mr. Romney Laiafi, Mrs. ‘Anitoneti Nofo’akifolau, Ms. ‘Onelea Toki, Mr. Michael Havili, Ms. Charlotte Vuki, Ms. Mele Latu, Mr. Wellesley Tu’ionetoa, Ms. ‘Ana Ma’afu, Ms. Maryanne Schaaf.

Tēpile 13: Kau ngāue fo’ou ki he ‘Ofisi ‘o e Komisoni Ngāue Faka-Pule’anga’

Fika	Hingoa	Lakanga	Va’a	‘Aho Kamata Ngāue
1	Ms. Kato’one Mateialona	Tokoni Tauhi Lekooti Kalasi III	Corporate	26 Novema, 2018
2	Ms. Mokaleni Fifita	‘Ofisa Ngaue Lao	Leadership	3 ‘Epeleli, 2019
3	Ms. Meliame Lea	‘Ofisa Fakahoko Ngaue	Corporate	23 ‘Epeleli, 2019
4	Ms. Asupa Latu	Tokoni Sekelitali	Remuneration	29 ‘Epeleli, 2019

5	Mrs. Victorina Kioa	Sekelitali Tokoni	Oversight	2 Me, 2019
6	Ms. 'Ilisapesi Veikune	Tokoni Sekelitali	Performance	10 Sune, 2019
7	Mrs. Jamie Fa'oliu Sa	Tokoni Sekelitali	HRM	10 Sune, 2019

Tēpile 14: Hikihihi fakalakanga

Fika	Hingoa / Lakanga lolotonga	Lakanga Fo'ou	Va'a ngae	'Aho Kamata Ngaue
1.	Luisa Lapao'o, Tokoni Sekelitali Ma'olunga	Tokoni Sekelitali Pule	HRM	11 Fepueli, 2019
2.	Charles Lavemaau, Tokoni Sekelitali Ma'olunga	Tokoni Sekelitali Pule	Corporate	11 Fepueli, 2019
3.	Ms. Alamoni Nafe, Tokoni Sekelitali	Tokoni Sekelitali Ma'olunga	Performance	15 'Epeleli, 2019
4.	Mr. Taniela Makisi, Tokoni Sekelitali	Tokoni Sekelitali Ma'olunga	HRM	29 'Epeleli, 2019

Tēpile 15: Fehikitaki

Fika	Hingoa / Lakanga Lolotonga	Lakanga	Va'a	'Aho Kamata Ngaue
1.	Mr. Ronny Fono, Tokoni Sekelitali Ma'olunga, Va'a Fakalakalaka fakahoko fatongia	Tokoni Sekelitali Ma'olunga	Remuneration	14 Ma'asi, 2019

Tēpile 16: Fakafisi

Fika	Hingoa	Lakanga	Va'a Ngaue	'Aho kamata 'a e fakafisi
1.	Mrs. Lusitania Eke	Sekelitali Tokoni	Oversight	7 Sanuali, 2019
2.	Ms. Mele Manitisa	Ngaue Komipiuta Ma'olunga	ICT	14 Sanuali, 2019
2.	Ms. Crystaline Seluini	Tokoni Sekelitali Ma'olunga	Remuneration	14 Ma'asi, 2019
3.	Mr. 'Unaloto Puloka	Fakalakalaka fakahoko fatongia Ma'olunga	Performance	4 Fepueli, 2019
4.	Mr. Kolomiton Ma'u	Tokoni Sekelitali	Remuneration	27 Fepueli, 2019
5.	Mr. Fineasi Saipa'ia	Faka'uli	Corporate	1 Ma'asi 2019

Tēpile 17: Fokotu'u Ngāue Lau'aho

Flka	Hingoa	Lakanga	Loloa 'o e aleapau ngae
1.	Ms. Milika Fifita	Tokoni 'Ofisi	1 Novema 2018 – 31 Sanuali, 2019
2.	Ms. Anna Jane Vea	Tokoni 'Ofisi	2 Siulai – 31 'Okatopa, 2018
3.	Mr. Vilisolo Finau	Tokoni 'Ofisi	1 Fepueli – 8 Ma'asi, 2019
4.	Mr. Sefita Fa'aoa	Tokoni 'Ofisi	1 Fepueli – 8 Ma'si, 2019
5.	Ms. Kato'one Mateialona	Tokoni 'Ofisi	1 Novema, 2018 – 31 Sune, 2018
6.	Ms. 'Anitoneti Nofo'akifolau	Tauhi Fale	1 Fepueli – 30 Sune 2019
7.	Mrs. Florence Eke	Tokoni 'Ofisi	1 Fepueli – 30 Sune 2019
8.	Ms. Maryanne Schaaf	Tokoni 'Ofisi	8 'Epeleli – 30 Sune, 2019

Tepili 18: Kau Sekelitaki Tokoni na'a nau le'ole'o he lakanga Pule Ngaue, 'Ofisi 'o e Komisoni Ngaue Fakapule'anga

Hingoa	Vaha'a Taimi Le'ole'o
1. Mrs. Falemei Fale, Sekelitali Tokoni, 'Ofisi Komisoni Ngaue Fakapule'anga	10 Siulai - 14 Siulai 2017
	26 Fepueli - 1 Ma'asi 2018
	7 Ma'asi - 12 Ma'asi 2018
2. Ms. Charlotte M. Vuki, Sekelitali Tokoni, 'Ofisi Komisoni Ngaue Fakapule'anga	Novema ki 8 Tisema, 2017
	4 - 8 Sune 2018
	11 - 12 Sune, 2018

3.1 Ma'u ngāue

Tēpile 19: Ko e ma'u ngāue 'a e kau ngāue 'i he Kuata 1 – 4 'oku hā atu ko 'eni;

Mahina	'Aho Ngaue	Ma'u Ngae Kakato	I he taimi (on time)	Katoa tomui he aho	Katoa e livi	Katoa puke (In-patient)	Katoa puke (Out-patient)	Katoa Days Off (Time in lieu)	Folau
Siulai	21	966	614 (63.6%)	135 (14.0%)	175.5 (8.1%)	0 (0%)	34 (3.5%)	7 (0.7%)	0 (0.0%)
'Akosi	23	1058	757 (71.6%)	105 (9.9%)	135 (12.7%)	2 (0.1%)	17 (1.6%)	5 (0.4%)	37 (3.5%)
Sept	19	920	699.5 (80.0%)	29 (3.3%)	94 (10.2%)	7 (0.7%)	24.5 (2.6%)	0 (0%)	20 (2.3%)
KATOA Q1	63	2944	2070.5 (70.3%)	269 (9.1%)	404.5 (13.7%)	9 (0.3%)	75.5 (2.5%)	12 (0.4%)	57 (1.9%)
'Okatopa	23	1058	824.5 (77.9%)	67 (6.3%)	95.5 (9%)	0 (0%)	29 (2.7%)	12 (1.1%)	30 (2.8%)
Novema	21	966	720 (74.5%)	82 (8.5%)	131.5 (13.6%)	0 (0%)	11 (1.1%)	7.5 (0.7%)	14 (1.4%)
Tisema	13	598	330.5 (55.2%)	55.5 (9.2%)	184 (30.7%)	0 (0%)	7 (1.1%)	16 (2.6%)	5 (1%)
KATOA Q2	57	2620	1875 (71.5%)	204.5 (7.8%)	411 (15.6%)	0 (0%)	47 (1.7%)	35.5 (1.3%)	49 (1.8%)
Sanuali	21	1008	632 (62.6%)	70 (6.94%)	147.5 (14.6%)	0 (0%)	58.5 (5.8%)	30 (2.9%)	0 (0%)
Fepueli	20	820	634 (77.12%)	112 (13.6%)	117 (4.2%)	0 (0%)	17 (2.0%)	16 (1.9%)	0 (0%)
Maasi	21	861	570 (66.2%)	97 (11.27%)	149 (7.3%)	0 (0%)	11.5 (1.3%)	14 (1.6%)	12 (1.39%)
KATOA Q3	62	2689	1836 (68.3%)	279 (10.4%)	413.5 (15.3%)	0 (0%)	87 (3.2%)	60 (2.2%)	12 (0.4%)
'Epeli	19	855	588 (68.7%)	81 (9.4%)	78.5 (9.1%)	0 (0%)	38 (4.4%)	7 (0.8%)	5 (.58%)
Me	23	1012	652 (64.4%)	99 (9.7%)	171 (16.8%)	0 (0%)	39 (3.8%)	7 (0.6%)	46 (4.5%)
Sune	19	874	557 (63.7%)	141 (14.1%)	114 (13%)	0 (0%)	37 (3.6%)	11 (1%)	0 (0%)
KATOA Q4	61	2741	1797 (65.5%)	321 (11.7%)	363.5 (13.2%)	0 (0%)	114 (4.1%)	25 (0.9%)	51 (1.8%)

'Oku fiema'u ke ngāue 'a e kau ngāue fakapule'anga' 'i he 'aho fakakātoa 'e 243 'i he ta'u fakapa'anga kotoa pē.

'I he lolotonga 'o e ta'u fakapa'anga ko 'eni, na'e fakatokanga'i 'a e tauhi taimi 'a e kau ngāue 'i he mahina ko Sepitema, 2018 pea lahi 'aupito 'a e livi 'i he māhina ko Tisema 2018. 'I he mahina ko Sanuali 2019, na'e mā'olunga taha ai 'a e livi puke 'a e kau ngāue.

3.2 Ko e Folau ki Muli

Tēpile 20: Folau ki Muli

No.	Hingoa	Lakanga Lolotonga	'Uhinga 'o e folau	Hingoa 'o e Polokalama	Fuoloa/'Aho	Fonua	Fakakakato mai 'a e lipooti
1.	Mrs. Makelesi Vaea	Assistant Principal Registry Officer	Training	Human Resources Development for Developing Countries	8 - 28 Aug 2018	China	Yes

2.	Mrs. Falemei Fale	Deputy Secretary	Work Attachment	Work Attachment at the NZ State Service & HR Department of Inland Revenue	27 Aug - 11 Sept 2018	New Zealand	No
3.	Ms. Mele Manitisa	Senior Computer Programmer	Workshop & Conference	Attend Asia-Pacific Network Information Centre 46 Fellowship program	6 - 13 September 2018	Noumea, New Caledonia	Yes
4.	Dr. Lia Maka	CEO					
5.	Ms. Salote Vuki	Deputy Secretary					
6.	Mr. Sinilau Kolokihakaufisi	Commissioner					
7.	Mr. Keni Tu'uhetoka	Principal Assistant Secretary	Training	Training on SMART NATION:	26 - 30 Nov 2018	Singapore	Yes
8.	Dr. Lia Maka	CEO	Meeting	Mind Education	17 - 24 Dec 2018	Korea	No
9.	Mrs. Falemei Fale	Deputy Secretary	Conference	Asia Pacific Career Conference	6 - 9 March 2019	Hawaii	No
10.	Dr. Lia Maka	CEO	Meeting	Pan Commonwealth Meeting Chief Secretaries/ Head of Public Service Commission	19-Mar	London	No

4. TOKANGAEKINA 'O E NGAahi OLA' – NGAahi OLA 'A E KOMISONI NGĀUE FAKA-PULE'ANGA (PSC)

Ko e konga ko eni' 'oku ne makupusi 'a e ola 'o e fakahoko fatongia 'a e PSC' ki he ta'u fakapa'anga 2018/2019, 'o fakatefito 'i he'ene Palani Ngāue Fakata'u 2018/2019. Ko e ngaahi ola ko eni' 'oku nau kau kotoa ki he ngaahi ngāue 'oku fai ki ai 'a e tokanga mavahe 'a e PSC', 'oku fakaikiiki 'i he Palani Fakata'u Tolu 'a e PSC' mei he 2018/19 - 2021/2022:

Ola Fakata'u 3 'oku fai ki ai 'a e tokanga mavahe	Ngaahi Me'afua Tefito
1. Ke toe fakaleleií ange á hono Muimuií mo hono Sivií á e fakahoko fatongia, pehee ki he ngaahi lelei é ako mei hono fakaleleií á hono tanaki mo hono ánalaiso á e ngaahi fakamatala ngaeue.	Koe Ola ó e fakahoko fatongia Lelei Taha á e PSC ke hiki hake áki á e 5% í he taú kotoa pe.
2. Ke fakatupulaki á e Taleniti pea mo e ngaue fakaetaki (Ke toumu'a ngaeue ki hono palanií mo hono ánalaiso á e tukunga ó e ngaue faka-puleángang)	Ko ha ngaahi fokotu'u fakakaukau Lelei Taha ki he fakahoko ngaeue (poloseki) ke fakavaé ia í he ngaahi Potungaue Fakapuleángang kotoa pe.
3. Ke fakahoko í he ngaahi Potungaue Faka-Puleángang kotoa pe á e Polokalama Ngaue Fakapule'anga Pisini Lelei Tahaa – Lelei ange ai á e ngaahi founiga ngaeue fakalukufua.	Ma'u e ngaahi lipooti mei hono fakahoko lelei e ngaahi ngaeue 'i he tafa'aki 'oku nau tokanga'i e kau ngaeue fakapule'anga ki hono tuku atu e ngaahi fatongia ki he ngaahi potungaue takitaha
4. Koe Liliu ki he Fakaílekutulonika – É ola lelei mo vave ange ai á e ngaahi ngaeue fekauáki pea mo hono Pule'i mo hono tokangaekina e kau ngaeue Faka-Puleángang.	É fiemalie á e ngaahi kupu fekauáki / tangataí fonua kotoa pe.
5. Liliu ki he Fakakalakalasi ó e ngaahi lakanga- Fakafoóu á e Fakakalakalasi ó e ngaahi lakanga (Lisi ó e ngaahi lakangaa fakatatau ki he natula ó e ngaeue)	Fakafoóu 'a e fakakalakalasi ó e ngaahi lakangaa pea fokotuú mo e fa'unga ki he malohinga fakangaue.

Ko e ngaahi fiema'u 'eni 'oku fai ki ai 'a e tokanga mavahe, pea 'oku fakapatonu kotoa kinautolu ki hono fakalelei'i fakalukufua 'o e ngāue fakapule'anga', 'o kau ki ai 'a e Potungāue fakapule'anga kotoa pē pea 'oku fakapapau'i mo muimui'i ko e ngāue fakapule'anga', 'oku lavame'a, 'aonga, ongongofua, 'ikai fakamole pa'anga, pea ko e natula 'o e fakahoko fatongia kotoa pē, pea mo hono tokangaekina 'o e kakai 'oku nau ngaeue'aki 'a 'etau sevesi', 'oku 'i he tu'unga fakafiemālie. 'E muimui'i lelei 'aki 'a e ngaahi founiga lelei ange ki hono muimui'i mo sivi'i, ako'i mo hono fakafetu'utaki 'a e ngaahi ola ko ia', ki he ngaahi kupu fekau'aki kotoa pē 'o e PSC'.

Ko e palani patiseti 2018/2019 – 2020/2021 'oku fakamamafa pē ia ki hono malava lelei ke fakaakeake pea mo toe huluange 'a e malava ke matu'uaki 'e he ngaeue fakapule'anga' honau ngaahi fatongia', makatu'unga mei he ngaahi tokoni 'a e PSC' 'i he ngaahi tapa kotoa pē 'o e ngāue' 'o kau ai foki mo e pule lelei'.

Ko e fakalukufua', 'oku tu'u 'a e Komisioni' ke 'oatu 'a e 'ātakai 'oku fakahoko ai 'a e ngāue' 'oku fakaivia pea mo tu'uma'u, 'oku 'ata mei ai 'a e taliui lelei, pea mo e ngaahi makatu'unga 'o e taki lelei', koe'uhí ke vave ai 'a e fakaakeake moe fakamāloha 'a e ngaeue fakapule'anga' ke 'aonga ki he kakai 'o Tonga.

Ko e ngaahi ola' 'oku nau fekau'aki tonu foki mo e konga 'o e ngaahi palani fakavaha'apule'anga/mo e fakafeitu'u' (Ngaahi Taumu'a Langa Fakalakalaka Tu'uloa, Halafononga Samoa) 'i he ngaahi tafa'aki ko 'eni':

SDG Taumu'a 5: A'usia 'a e tu'unga tatau mo fakaivia 'a e kakai mo e fānau fefine' tautautefito ki he ongo meāfua ni:

5.1.1 Pe 'oku 'i ai ha ngaahi fa'unga ke hakeaki'i, fakamālohia mo muimui'i 'a e tu'unga tatau mo 'ikai filifilimānako makatu'unga 'i ho'o tangata pe fefine'; me'afua

5.5.2 Tokolahi 'o e kakai fefine 'i he ngaahi tu'unga taki';

Taumu'a 16: Faka'ai'ai ha ngaahi sosaieti melino mo kau kātoa kihe langa fakalakalaka 'oku tu'uloa, ke ma'u faingamalie 'a e tokotaha kotoa pē ki he fakamaau totonu' pea langa ha ngaahi ako'anga/me'angaue 'oku 'aonga, taliui, mo kau kātoa. Tokanga ki he ongo meāfua 'e ua ko éni:

16.6.2 Tokolahi 'o e fonua' 'oku nau fiemālie ki he'enau a'usia fakamuimuitaha 'i hono ngāue'aki 'a e sēvesi 'o e ngauae fakapule'anga';

16.7.1 Lahi 'a e ngāahi lakanga (ki he tangata/fefine, ta'u motu'a, pe 'oku faingāta'a'ia 'i ha tafa'aki pea mo e ngaahi kulupu kehekehe pe) 'i he ngaahi potungāue fakapule'anga' ó fakatatau ki he ngaahi tufotufa fakafonua.

'I he Palani Ta'u Taha 'a e PSC', 'oku 'i ai 'a e Ngāue Tefito 'e ono (6) 'oku fokotu'u ke fenāpasi mo e tefito'i fatongia lalahi 'a e PSC' 'o anga peheni;

Polokalama 1: Founga Tataki/ Pule'i Fakapotungāue

Ola 1: Fakahoko fatongia lelei, faka-ēfika, ongongofua pea 'i he tu'unga mā'olunga ki he kau Komisiona', 'Eiki Palēmia', Kapineti' pea mo e ngaahi Potungāue mo e va'a ngāue kotoa pē 'a e Pule'anga'.

Polokalama 2 – Fakalakalaka ki he kau ngāue fakalūkufua

Ola 2: Fakatokolahi e kau ngāue fakapule'anga 'oku nau mateuteu, lava 'o pule'i pe kinautolu pea mo ma'u faka'ilonga fakaako lelei, 'oku nau 'i he ngaahi tu'unga falala'anga 'i he mala'e ko hono tataki mo fai e ngaahi tokoni 'i he tekinikale ke tokoni ki hono fakahoko lelei e fatongia.

Polokalama 3 – Fakalakalaka ki he Fakahoko Fatongia 'a e Ngāue Fakapule'anga'

Ola 3: Ko e ngaahi founga ke fakalakalaka, pule'i mo fakalelei'i 'a e fakahoko fatongia 'a e kau ngāue Fakapule'anga'.

Polokalama 4: Pule'i mo hono tokangaekina 'o e kau ngāue'

Ola 4: Ko e ngaahi founga tokangaekina 'o e kau ngāue' 'oku ola lelei, pea ke kamata tukutuku māmālie atu 'a e ngaahi fatongia tokangaekina 'o e kau ngāue' ki he ngaahi Potungāue'.

Polokalama 5: Siofi Fakalūkufua 'a e fakahoko fatongia'

Ola 5: Ke fakalelei'i 'a e ngaahi founga tānaki fakamatala' ki hono vakai'i, sivi'i mo fakamālohia 'a e ngaahi tefito'i fatongia' pea mo e anga 'a hono fakahoko, mo hono fakafehokotaki 'a e ngaahi fatongia', pea pehē ki hono siofi 'a e fakamole ki he kotoa 'a e vāhenga 'o e Pule'anga' fakalūkufua.

Polokalama 6 - Vāhenga'

Ola 6: Ha founga fakahoko-ngaue 'oku potupotu tatau, mapule'i lelei, faka'ai'ai, tauhi-ma'u mo faka-lotolahi ki he kau ngāue fakapule'anga' hono kotoa.

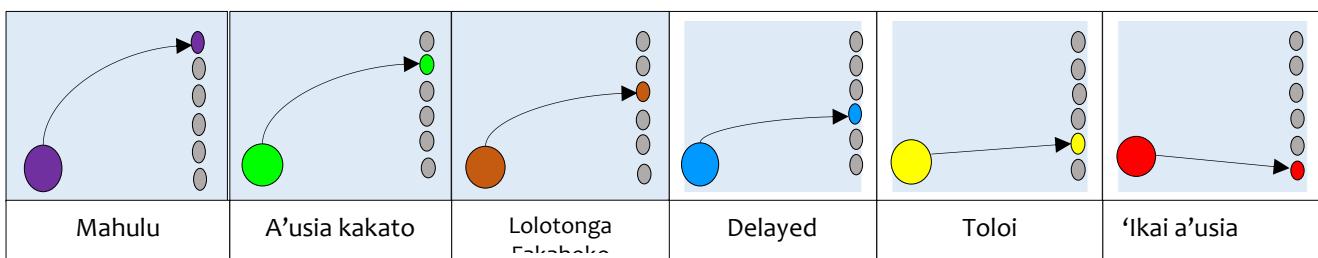
4.1

Vakai ki he Fakahoko Ngāue 'a e ngaahi Va'a Ngāue 'a e PSC'

Ko e konga ko'eni 'oku vahevahe eni ki he konga 'e tolu (3);

- i) Lipooti 'o fakatatau ki he ngaahi taumu'a ngāue tefito 'a e Pule'anga' fakalukufua;
- ii) Lipooti 'o fakatatau ki he ngaahi makamaile 'i he Palani ta'u 3;
- iii) Lipooti 'o fakatatau ki he palani ngāue Ta'u Taha (1) 'a e ngaahi va'a ngae 'a e PSC'

'Oku ngāue'aki 'a e sikeili ko 'eni ('oku hā atu 'i lalo') ke vakai'i 'aki 'a e fakahoko fatongia 'a e ngaahi va'a ngāue 'o e PSC', faka'avalisi 'o e ngaahi ola kuo ma'u 'o fakatatau ki he ngaahi taumu'a ngāue na'e fokotu'u ke fakahoko 'i he ta'u'. Ko e tu'unga 'o e ngāue' 'oku 'oatu ia pea fakafehoanaki ki he ngaahi makatu'unga mei he ta'u 'e 2 - 3 kuo hili'.



4.2

Ngāue 'a e PSC' ke tokoni ki he Ngaahi Ngāue Fakalukufua 'a e Pule'anga'

Ko e tokoni ki he Ngaahi Ngāue Fakalukufua 'a e Pule'anga' 'o kau ai e tu'unga 'o e fakahoko fatongia, vahe mo e ngaahi me'a fekau'aki mo hano fakangāue'i ha taha.

'Oku tataki 'e he PSC' 'a e ongo ngāue fakalelei na'e tokangaekina makehe talu mei he 2016 - ko e founga vahe fo'ou (Hay system), pea mo e polokalama vakai'i 'o e fakahoko fatongia 'a e kau ngāue akapule'anga'. Na'e kamata'i lōua kinaua 'i Siulai 2016 (2016/2017), pea 'oku kau ki he tokoni mei he ngaahi hoa ngāue 'i hono fakapa'anga'.

Ke poupou'i mo tanaki ki he taumu'a ngāue fika nima (5) 'a e palani ngāue fakamamani lahi (5.51, 5.5.2) mo e Samoa Pathway, pea mo e vahevahe tatau 'a Tangata mo Fafine, ne fakaivia ai 'e he 'Ofisi 'o e Komuniueli' ke fakafaingamālie'i ha tu'utu'uni ngāue ki he ngaahi to'onga fakamamahi fakalielia (sexual harassment) pea ke fo'u 'o fakakau 'i he Ta'u Fakapa'anga hoko' 2019/2020. 'Oku kau heni hono fakahoko mo e ako ki he vahevahe tatau 'a Tangata mo Fafine 'i he uike 'uluaki 'o Siulai 2019, hili ia hono 'atita'i 'a e tangata mo e fefine.

'I he fiema'u vivili mei he palani fakamamani lahi, ko kinautolu 'oku fakatefito ki ai 'a e taumu'a palani ngaue kuo holo honau tokilahi ki lalo pea faingata'a ke tala he ta'u 'e tolu kuo'osi. Ko e ni'ihi 'o e kakai fefine 'i he ngaahi lakanga fakataki 'i he Konga 1 ne holo 'a ki 'a e peseti 'e 33% pea koe kakai tangata 'i he lakanga taki ngāue ko e peseti 'e 77% mo e peseti 'e 23% 'i he kau taki ngāue fefine.

'Oku makehe 'a e ta'u' ni 'i he fu'u holo lahi 'a e tokolahi, pea ko e makatu'unga pe 'eni 'i he tokosi'iange 'a e kakai fefine 'oku kole ngāue. Fakatatau ki he ngaahi fakamatala kuo tānaki' 'oku

hā ai koe peseti ‘e 50% ‘a e kau taki ngāue fefine, pehē foki ki he holo kihe peseti ‘e 48% ‘i he kau tokoni taki ngāue ‘o fakafehoanaki ki he peseti ‘e 50% ‘i Sune ‘o e ta’u 2017/2018.

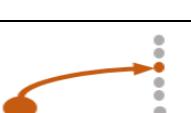
Tanaki ki he taumu’ā Ngāue Fakavaha’apule’anga hono 16 (16.6.2), ko e fuofua toko 2000 ‘o kau ai ‘a e kau Tonga ‘i he tukui motu ‘e fā (4) ‘i Tongatapu’, na’e kakato ki Tisema 2018 mo e ola ‘o e fekumina’e ma’u ki Sune 2019 ‘a e ola ‘o e tu’unga fakafiemālie ‘a e kakai mo e kau ngāue fakapule’anga pea ke toki lipooti faka’auliliki atu ia ‘i he lopooti fakata’u hoko’. ‘E fakakau henī ‘a hono fakaikiiki hono ‘analaiso ‘a e kakai fefine, kau ta’emalava pea ke fakakau mai foki mo e ngaahi fakamatala mei he tukui motu ‘i he lopooti hoko ke fakapapau’i ‘oku ngāue’i ‘a e taumu’ā ngāue ‘i he founa ‘oku kau kotoa ki he fakahoko ngāue pea mo e fai’utu’uni foki (SDG 16.7.1)

Koe ngaahi ola ‘o e ngāue ‘a e PSC’ ‘oku tokoni ki he ngaahi ngāue fakalukufua ‘a e Pule’anga’. Ko e toenga ‘a e ngaahi tanaki ‘oku fakaikiiki ‘i he konga ...’o e ola ‘i he Palani Fakata’u taha.



4.2.1. Ngaahi fakalakalaka kimu’ā ‘o e ngāue 2017/2018 ki he 2019/2020

Ko e ngaahi tefilto’i taumu’ā mahu’inga ‘a ia ne lipooti he ta’u kuo’osi’ pea ‘i he ta’u ni’ ne fai ‘a hono siofi ‘o fakatatau ki he’ene hā atu ‘i lalo’;

Ngaahi taumu’ā mahu’inga ki he ta’u ‘e 3 ka hoko mai’	Ngaahi Me’ā Fuā	
1. Fakalelei’i ‘a hono siofi, muimui’i mo e ako ‘o fakatefito ‘i he ngaahi fakamatala kuo tānaki mo ‘analaiso’	Ko e ola fisifisimu’ā ‘a e ngāue fakapule’anga’ ‘oku fakalakalaka kimu’ā ‘aki ‘a e peseti ‘e nima(5) ‘i he ta’u kotoa pē	
2. Fakalakalaka’i ‘a e talēniti mo e ‘ilo fakataki ‘i he kau ngāue	Tu’unga fakafiemālie ‘a e ngaahi kupu fekau’aki’/ kakai ‘o e fonua’	
3. Ke ngāue’aki ‘a e ngāahi fakakau’au fo’ou ‘a e ngaahi Potungāue’ ke fakalakalaka mo fakalelei’i ‘a e fakahoko fatongia ‘a e kau ngāue fakapule’anga’ ki he lelei taha fakalukufua’	Ko e ngaahi fakakau’au fo’ou ki he fakahoko fatongia fisifisimu’ā ‘oku tu’uma’u mo tatau ki he kotoa ‘a e ngaahi Potungāue kotoa ‘a e Pule’anga’	
4. Ke fakalelei’i ‘a e founa ngāue tokangaekina ‘o e kau ngāue’ ke toe fakaonopooni ange		

	Koe fa'unga ki hono muimui'i mo hono tokangaekina 'a e ngaahi fatongia fekau'aki mo hono tokangaekina 'o e kau ngāue fakapule'anga', 'e tukutuku māmālie atu ia ki he ngaahi Potungāue'	
5. Toe fokotu'u fo'ou 'a e fakakalakalasi 'o e vahevahé fakakulupu 'o e ngaahi lakanga' (lisi 'o e ngāahi lakanga ngāue')	Toe fokotu'u fo'ou 'a e fakakalakalasi 'o e ngaahi lakanga' pea mo e fa'unga fo'ou ki he tu'unga faka'ulungaanga 'a e kau ngāue fakapule'anga'	



Na'e makatu'unga 'a e 'ikai malava ke fakahoko 'a e ngaahi fokotu'utu'u ngāue fekau'aki mo e polokalama ki hono hakeaki'i 'o e ngāue fakapule'anga' ki he lelei taha' 'i he ta'u fakapa'anga kuo 'osi', mei he tu'utu'uni mei Kapineti ke toloi fakataimi.

Ko e ngaahi ngāue kotoa pē na'e palani ke fakahoko 'i he polokalama ko 'eni', na'e hiki leva ia 'o tanaki ki he ngaahi ngāue ki he fakalakalaka 'o e fakahoko fatongia', 'a ia ne kau atu ki ai 'a e ngāue ki hono mape'i-fakahokohoko-hifo 'o e ngaahi fatongia', pea na'e kamata 'a e ngāue ko 'eni', 'e he PSC'; pea na'e 'i ai foki mo e fevahevahe'aki 'i he fuofua Konifelenisi 'o e ngaahi founiga ngāue lelei 'i he ngaahi Potungāue 'a e Pule'anga', 'a ia na'e fakahoko 'i Sune'.

Neongo na'e tu'utu'uni ke toloi 'a e polokalama ki hono hakeaki'i 'o e ngāue fakapule'anga' ki he lelei taha' (business excellence), na'e 'osi kamata ngāue 'a e PSC' pea mo e Potungāue ki he ngaahi Kautaha 'a e Pule'anga' ki he ngaahi fiema'u 'a e polokalama' ni 'o hangē ko e fuofua kaati-tohi-kai ke fokotu'u ki ai 'a e ngaahi ola ngāue lelei taha', pea na'e hokohoko atu ai pe 'a e ngāue 'a e PSC' ki he ngaahi fakalelei 'o e ngaahi founiga ngāue 'o fakataumu'a ki hono fakakakato 'aki 'o e 'uluaki tohi tu'utu'uni founiga ngāue fakaikiiki ma'ae PSC'; kau atu ki ai pea mo e mape'i-fakahokohoko-hifo fakapisinisi 'o e ngaahi fatongia kotoa pē 'a e ngaahi va'a ngāue 'o e PSC', na'e toe kau atu foki mo e ngaahi fakalelei kehe 'i he 'ofisi 'o e PSC'.

'Oku 'i ai 'a e palani ke kamata 'i he ngaahi Potungāue 'a e Pule'anga' 'a e ngāue ki hono mape'i-fakahokohoko-hifo fakapisinisi 'o honau ngaahi fatongia' 'i he ta'u fakapa'anga 2019/2020.

Ko e taha ‘o e ngaahi me’afua tefito’ ko hono tānaki mai ‘a e tūkunga ‘o e fakakaukau pea mo e loto ‘o e kakai ‘o e fonua’, pea pehē ki he ngaahi hoa ngāue’, fekau’aki mo e founiga fakahoko fatongia ‘a e Pule’anga’. Kuo kakato ‘a hono fakahoko ‘o e savea ko ‘eni’ ‘e he Potungāue Sitesitika’.

Na’e kakato ‘a e ngāue ki he fa’unga ki hono muimui’i ‘o e tuku atu ‘o e ngaahi fatongia fekau’aki mo hono tokangaekina ‘o e kau ngāue fakapule’anga’ i he ta’u fakapa’anga ko ‘eni’, pea ‘e toe hoko atu ‘a e ngāue ko ‘eni’ i he ta’u fakapa’anga hono hoko’.



4.2.2 Fakahokofatongia ‘a e ngaahi va’a ngāue fakatatau ki he Palani Ngaue 2018/19

Na’e fakahoko fatongia ‘a e PSC’ ‘o fakatatau ki he ngaahi taumu’ a ngāue na’e fokotu’u ki he Palani Ta’u Taha’;

Tēpile 21: Fakaikiiki ‘o e ngaahi ngāue na’e malava ‘o fakahoko ‘o fakatatau ki he ngaahi ola ngāue’

Ola 1 Tataki mo hono tokangaekina ‘a e ngaahi polokalama ngāue’	<u>Kau Komisiona</u> ➤ Sivi Ngāue ‘a e kau ‘Ofisa Pule Ngāue	Ko e kau ‘Ofisa Pule Ngāue ‘e toko 13 na’e totonu ke fakahū mai ‘enau sivi ngāue ki he faka’osinga ‘o e ta’u fakapa’anga’. Mei he toko tahatolu (13) ko ‘eni, ko e toko tahataha (11) (85%) na’a nau fakahū mai ‘enau sivi ngāue ‘i he ta’u fakapa’anga ko ‘eni ‘a ia na’e mahulu ‘a e peseti 50 (50%) pea a’usia pe ‘a e toko 50%. Ko e kau ‘Ofisa Pule Ngāue ‘e tokonima (5) na’e ‘ikai ke nau kau ki he sivi ngāue ‘o e ta’u fakapa’anga ko ‘eni makatu’unga ‘i he’enau toki hū fo’ou ki he ngāue fakapule’anga’.	
	<u>‘Ofisi ‘o e ‘Ofisa Pule Ngāue</u> ➤ Fakalelei ki he ngaahi Tu’utu’uni Ngāue ki he Ngāue Fakapule’anga (i.e. livi, vahenga etc...)	Kakato ‘a e fakalelei fika nima ‘i Sune 2019 ‘o teuteu ki hono fakahū atu ki he Kapineti ‘i he Ta’u Fakapa’anga fo’ou.	 On Target

	➤ <u>Pule'i 'o e 'Ofisi'</u>	Kakato 'a e Lipooti Fakata'u 2017/18 'i Sune, 2019. Ko e palani fakata'u tolu (2019/20 – 2021/22) na'e tali pe a fakahū hono taimi totonu.	
	a) Ngaahi founiga ngāue fakalotopotungāue 'oku fakaonopooni mo fakatekinolosia b) Kamata'i 'o e Fokotu'utu'u ngaue ki hono tukuhifo e ngaahi mafai e PSC ki he ngaahi Potungāue c) Fokotu'utu'u ngāue fakatekinolosia kuo kamata ngāue'aki ki he ngaahi Potungāue 'a e Pule'anga d) Founiga ngāue fakalakalaka fakalükufua kuo liliu fakatekinolosia ma'ae ngaahi Potungāue	a) Ngaahi lekooti 'o e ngaahi tu'unga fakaako 'o e kau ngāue fakapule'anga b) Tali o e fokotu'utu'u ngāue ke kamata'i 'i he Ta'u 2019/2020 pe a hono liliu 'o e ngaahi faile fakakātoa e 2220 ki he tu'unga fakaonopooni c) Kuo kaniseli 'a e ngāue'ni 'o fakatatali ki he faka'-elekitulōnika. Tokoni ki he ngaahi founiga fakangāue ki he ngaahi ngāue'anga d) Te'eki ke mahinio 'a e tu'utu'uni ngāue fekau'aki mo e faka'-elekitulōnika kuo fokotu'u.	  
Ola 2 Fakalakalaka ki he kau ngāue fakalukufua	a. 2018/2019 – Fakamatala kakato 'o kinautolu ki he tu'unga taki e. 2018/2020 – Ma'u e pa'anga ki he ngāue 'e malava ke toki fakahoko f. 2019/2020 – Toe siofi e fokotu'utu'u ngāue; ngāue (career) mo e poate kau ngāue (komiti) ke fokotu'u	44% 'o e palani fakalakalaka ki he kau ngāue kuo kakato 'o fakafehoanaki ki he 30% ne palani ki ai KPI 2.2: Lahi 'o e polokalama kuo fokotu'u kia kinautolu kau ngāue te nau hoko ko e kau taki Polokalama ako ki he tukunga fakakaukau 'e 2, Ako ki he Tangata/ Fefine (Gender) fakapa'anga mei tu'a, toko 86 kau ngāue hu fo'ou ki he polokalama fakataukei, ngaahi polokalama ako mo e ako ngāue ki muli 1. Fokotu'u 'i he kuata 'e 2 faka'osi – Ngaahi Ngāue Lalahi/ Fefononga'aki 2. Ngaahi Lipooti ki he kau ngāue	  

Ola 3 Fakalakalaka 'o e Fakahoko Fatongia	<p>a. 2017/2018 – Polokalama fekau'aki mo e fakahoko Ngāue Lelei Ngāue Fakapule'anga (Konga 1)</p> <p>e. 2018/2019 – Kamata hono ngae'aki 'a e ngaahi fokotu'utu'u ki he Ngāue Lelei Taha 'aki 'a e fuofua foaki pale 'i he Lelei Taha 'o e Fakahoko Ngāue 'a e Ngāue Fakapule'anga (Konga 2)</p> <p>f. 2019/2020 – Hoko atu hono ngāue'aki 'o e Polokalama ki he Fisifisimu'a 'o e Fakahoko Ngāue 'ke kau mai moe ngaahi sino 'oku 'i ai 'enau felave'i mo e Ngāue Fakapule'anga (Konga 3)</p>	<p>Fakaava he 'Eiki Palemia 'a e kamata 'o e Polokalama (2017/2018)</p> <p>Toloi he Kapineti 'a e Palani ki hono ngāue'i 'a e Fisifisimu'a 'o e Fakahoko Ngāue</p> <p>Liliu 'a e Fisifisimu'a 'o e Fakahoko Ngāue ki he ngaahi ngāue ki hono hiki hake 'a e tu'unga 'o e ngāue (mape'i 'a e founiga fakahoko ngāue, vahevahe 'o e ngaahi founiga ngāue tu'ukimu'a, 'Aho 'o e Ngāue Fakapule'anga)</p>	
Ola 4: Tokangaekina mo Pule'i e kau ngae	<p>a. Fokotu'u e va'a ke tokanga'i e ngaahi aleapau ngāue</p> <p>e. Toe vakai'i e founiga tu'uaki ngāue mo fakangāue'i ha taha</p> <p>f. Tuku atu e ngaahi fatongia tokanga 'i 'a e kau ngāue ki he ngaahi Potungae</p>	<p>Te'eki ke 'ata mai e ngaahi pa'anga ki he ngaahi lakanga fo'ou</p> <p>Kamata e founiga fo'ou ki hono tu'uaki mo e fakangāue'i 'a e 'Ofisa Pule Ngāue mo e kau 'ofisa mā'olunga</p> <p>Ko e fa'unga ki hono tuku atu e ngaahi fatongia 'e ni'ihi kuo tali 'e he PSC' ke tuku atu 'i he 2019/2020</p>	

<p>Ola 5 Vakai Fakalūkufua ki he fakahoko fatongia (Muimui'i mo Sivi'i 'a e Fakahoko Fatongia pe a mo e Fetu'utaki)</p>	<p>Muimui'i mo Sivi'i 'a e Fakahoko Fatongia</p> <p>a. 2018/2019 – Ke fokotu'u 'a e ngaahi ola tu'unga Mā'olunga 'i he M&E 'a e PSC pea moe ngaahi Potungāue Fakapule'anga kotoa 'i he'enau ngaahi Papa Ola'.</p> <p>b. 2018/2021 – Ke fakapapau'i mei he ngaahi Potungāue Fakapule'anga 'a 'enau ngaahi tāketi kuo nau fokotu'u ma'a kinautolu ki hono fakalalei'i 'a 'enau ngaahi fakahoko fatongia.</p> <p>c. 2018/2021-ke muimui'i 'a e tāketi (kuo 'osi fokotu'u 'e he Potungāue Pa'anga) ki he fakamole ki he vāhenga fakalūkufua</p> <p>d. 2018/2021 – Ke fakafetu'utaki 'a e ola 'o e fai fatongia 'a e PSC' ki he ngaahi kupu fekau'aki kotoa pē.</p> <p>Ko e tānaki 'a e ngaahi fakamatala (lea pe mata'ifika) ngāue pea mo hono 'analaiso'</p> <p>a. 2018/2019 – Ke toe fakaikiiki ange 'a e ngaahi 'analaiso 'o e malava ke fakahoko 'a e fatongia 'o e va'a ngāue HR 'i he lipooti fakata'u 'a e PSC'.</p> <p>b. 2018/2019 – Ko e ngaahi fakamatala ngāue mei he va'a ngāue HR ke tuku mai 'i ha fotunga 'e lava ke lipooti, pehē ki he savea kuo fakaangaanga ke fakahoko',</p>	<p>Ke 'ave 'e ngaahi ola 'o e fakahoko fatongia 'i he ta'u kotoa pē ki he va'a ngāue Palani 'o e 'Ofisi Palēmia'.</p> <p>Ne lava 'a hono Vakai'i Fakaengāue (Organizational Review) 'o e Potungāue 'e 1 pea ne toloi leva 'a e toenga'.</p> <p>Lipooti Faka-Kuata ki he Ngaahi Lakanga 'Atā/ Lipooti mei he Komiti Si'i ki he Ngaahi Lakanga Vivili.</p> <p>Lipooti Fakataú / Fakahoko Fatongia ke toe fakalahi ange í he taú 2019/2020</p> <p>Ko e 'analaiso 'o e ngaahi palopalema fakakuata 'o e va'a HR mo e va'a Fakalakalaka'i e 'ilo e kau Ngaue.</p> <p>Ke fakahoko 'a e palani ki hono fuofua 'omai 'e he kakai 'o e fonua 'a 'enau fakakaukau ki he ngaahi fakahoko fatongia 'a e Ngāue Fakapuleángā.</p> <p>Fuofua tanaki 'o e ngaahi fakamatala fekau'aki pea mo e fakahoko fatongia 'a e Ngāue Fakapule'anga.</p>	      
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	c. 2019/2020 – Ke fakahoko ‘a e ‘uluaki HR Lipooti Malava; ke ma’u ai ‘a e tukunga fakakaukau mo e loto ‘o e kakai ‘o e fonua.		
Ola 6 : Vahenga	<p>a. 2018/2019 ‘e kakato ai e ngaahi ngāue ki hono fakalelei’i mo fokotu’utu’u fo’ou e ngāue ki he fokotu’utu’u lakanga</p> <p>b. 2018/2019 ‘e kakato ai konga 3 e ngaahi lepa ki hono tānaki ‘a e ngaahi fakamatala c.</p> <p>2019/2020 ‘e lava ai ‘a e konga 3 ki hono fakalele’i ngaahi taukei mo e poto’i fakangāue’</p> <p>d. 2019/2020 ‘e lava ai e konga 4 ki he ngaahi ngāue ki he fokotu’utu’u ngāue faka-lakangaa</p>	<p>kakato ai e ngaahi ngāue ki hono fakalelei’i mo fokotu’utu’u fo’ou e ngāue ki he fokotu’utu’u lakanga</p> <p>Kakato e ngāue ki hono fetukutuku mai mei he founiga vahenga motu’a ki he founiga fo’ou fakafoou he sino ‘o APRA</p> <p>Tali e CF ‘e he Komisioni</p> <p>Tuku atu e COP ki he kau Ngāue Fakapule’anga</p>	

Ola 1: Founiga Tataki/ Pule’i Fakapotungāue

Fakahoko fatongia lelei, faka-‘ēfika, ongongofua pea ‘i he tu’unga mā’olunga ki he kau Komisiona’, ‘Eiki Palēmia’, Kapineti’ pea mo e ngaahi Potungāue mo e va’a ngāue kotoa pē ‘a e Pule’anga’.



1.1 Founiga Taki mo e Tu’utu’uni Ngāue

Na’e kakato e ngaahi fakatonutonu kotoa ki he ngaahi Tu’utu’uni Ngāue ki he kau ngāue fakapule’anga’ ‘i Sune 2019, ‘a ia ‘e fakahū atu ki he Kapineti’ ke nau me’ā ki ai ‘i Tisema 2019. Ko e lahi taha e ngaahi fakatonutonu ko eni’, ko e toe fakama’ala’ala pē ‘a e ngaahi faka’uhinga lea na’e kehekehe mo ‘ikai mahino pea’ ne hoko ai ‘a e ngaahi faka’uhinga na’e kehekehe. Ko e ngāue ko ‘eni ki he fakatonutonu ki he Tu’utu’uni Ngāue ‘a e kau Ngāue Fakapule’anga’, na’e fakahoko ia ‘i he ta’u kakato ‘e ua.

Na’e tali lelei foki ‘e he Kapineti’ ‘a e Tu’utu’uni Ngāue pea mo e ngaahi monū’ia ki he taukei ‘oku si’isi’i hono ma’u ‘i Tonga ni’ ma’ae kau Toketā Mataotao Mā’olunga’.

Na’e tali ‘e he Komisoni’ ‘a e founiga fakahinohino ‘e fā ‘i he vaha’ataimi ko ‘eni’. Na’e kau ki ai ‘a e;

- i) **Tu’utu’uni Faka’ulungaanga ki he kau Komisiona’, ko e taha ‘a e fokotu’utu’u ngāue mo e fakakaukau fo’ou ‘a e PSC’ (2018)**
- ii) **Tohi fakahinohino ki hono fakangaue’i ‘a e kau ‘Ofisa Pule Ngāue pea mo e kau ‘Ofisa Mā’olunga (2018)**

- iii) **Tohi fakahinohino ki he lipooti fakata'u ma'ae ngaahi Potungāue 'a e Pule'anga' (2019)** 'a ia 'oku fakahaa'i ai e ngaahi fakatonutonu fakamuimui taha, ki he 'aho ke 'osi mai ai 'a e ngaahi lipooti fakata'u', 'a ia na'e tali 'e he Fale Alea' pea mo e Fakataha Tokoni 'a 'ene 'Afio' mei Mē ki Sepitema. Ko e tohi fakahinohino ko 'eni', 'oku fakataumu'a ke hu'ufataha ia 'i he fa'unga ngāue pea mo e lipooti 'o e ngaahi Potungāue', ke fakapapau'i 'oku fakakau 'a e ngaahi fakamatala mahu'inga mo mā'opo'opo ki he Fale Alea', Kapineti' pea mo e ngaahi kupu fekau'aki', fakakau atu ki ai mo e kakai 'o e fonua' felāve'i pea mo e ngāue 'a e Pule'anga'.
- iv) **Kuo fokotu'u ha fokotu'utu'u ngāue felāve'i pea mo hono tukutuku māmālie atu 'a e ngaahi fatongia tokangaekina 'o e kau ngāue fakapule'anga** (HR) mei he Komisoni ki he ngaahi Potungāue 'a e Pule'anga', ko e konga foki 'eni 'o e ngaahi fiema'u mei he ngaahi hoa ngae tokoni fakalakalaka 'oku nau fakapa'anga mo tokonia 'a ngaahi ngae 'a e Pule'anga.

Na'e tali foki 'e he Fale Alea' 'a e lao fakatonutonu (amendment bill) fekau'aki pea mo hono fakangāue'i 'o e kau 'Ofisa Pule Ngāue', 'i he kamata'anga 'o e ta'u fakapa'anga ko eni', ka na'e 'ikai ke mokoi ki ai e finangalo 'o 'ene 'Afio' 'i he kamata'anga 'o e ta'u 2019, pea 'oku kei ngāue'aki pē 'a e lao lolotonga'.

1.2 Pule'i Fakalukufua

Ne kakato foki e ngāue 'a e PSC 'i he kuata 4, ki hono fa'u e 'uluaki tohi fakahinohino ki he founa ngāue', pea 'e hoko faka'ofisiale ia ke ne tataki 'a e kau ngāue fo'ou' mo e ngāue lolotonga', 'i he ngaahi tapa kotoa 'o e ngāue 'a e PSC'.

Kuo kakato foki 'a e ngaahi ngāue ki hono mape'i-fakahokohoko-hifo fakapisini 'o e ngaahi fatongia ma'ae ngaahi va'a ngāue kotoa pe, pea kuo kakato foki 'a e ngaahi tefito'i fatongia 'i hono tanaki atu ki he 'uluaki tohi fakahinohino ko 'eni'.

Na'e kei hokohoko atu pe 'e he PSC 'a e alea fekau'aki mo e u'utu'uni ki he ngaahi tokoni mai ki he patiseti mo hono faka'ilonga mahino ki he patiseti hono hoko', ko e ngaahi faka'ilonga ko 'eni' 'e tanaki atu ia ki he ongo 'uluaki faka'ilonga 'e makatu'unga ai 'a hono fakapa'anga 'a e; fokotu'utu'u fo'ou 'o e vāhenga ki he Kulupu 1 'o e ngāue fakapule'anga'; Tu'utu'uni fo'ou ki he Lavame'a fakangāue ' mo e fotunga fakamatala ngāue' pea kau atu ki ai mo hono tuku atu 'o e ngaahi fatongia ki hono tokangaekina 'o e kau ngāue', pea mo hono tokonia mo fakapapau'i 'oku 'i ai 'a e kau ngāue ke nau fakahoko 'a e fatongia', ke fakakakato ia 'i he ta'u fakapa'anga 2019/2020.

Ko hono fakakalakalasi 'o e ngaahi lakanga' na'e toloia ia ko e 'ikai ke ma'u ha mataotao ke ne fakahoko 'a e ngāue ko 'eni', pea na'e toki ma'u mai mei he polokalama tokoni 'a 'Aositelelia 'i he Kuata 4 ke ne faka'osi 'a e ngāue'. 'I he taimi tatau pe, na'e hokohoko atu 'a e alea pea mo e kau mataotao ki hono fa'u 'o e tohi fakamatala ngāue', mei he Pangike 'a Mamani', polokalama tokoni 'a Nu'usila pea mo e ngaahi hoa ngāue fakalakalaka kehe, ke kamata 'i he ta'u fakapa'anga hoko.

Na'e 'i ai 'a e ongo ngae'ofa mei 'Aositelelia (AVI), na'a' na kamata ngāue 'i Fepueli 2019 – ko e tokotaha taukei mataotao 'i he ngaahi fakamatala' (data) pea ko e tokotaha 'i hono siofi mo e muimui'i 'o e ngāue fakalukufua pea te na tokoni ki he lipooti mo e fakatahataha'i 'o e ngaahi ola 'o e fakahoko fatongia 'a e PSC'.



1.3 Lipooti Fakata'u

Ko e Lipooti Fakata'u 'a e 'Ofisi 'o e Komisoni Ngāue Fakapule'anga 2017/2018, na'e kakato ia 'i he taimi totonu pea tali 'e he Palēmia 'o e 'aho,' 'i he 'aho 24 Sune 2019; pea tali 'e he Kapineti' 'i Siulai 2019. Ko e fuofua taimi 'eni ke ngāue'aki ai 'a e fotunga fo'ou 'o e lipooti' 'a ia 'oku lahi ai 'a e ngaahi fakamatala fakaikiiki tautautefito ki he fakamatala fakapa'anga. Ka neongo ia, 'oku kei 'i ai pe pole ki he PSC', koe'uh i ko e ta'u 'e ua (2016/2017; 2017/2018) kuo 'osi' ne fakahū 'a e lipooti fakata'u' 'i he taimi totonu ki Kapineti pea mo Falealea, ka 'oku te'eki pē ke fakapaasi ia mei Falealea.

1.4 Tu'utu'uni Ngāue mo e Fale'i 'Ikai ke Fakapolitikale

Na'e toutou fakama'ala'ala ma'u pē 'e he PSC', 'a e Palēmia mālōloo', 'i he taimi kuo fokotu'utu'u ke fakahoko ai' pea mo ha taimi pē na'e fiema'u mai ai. 'Oku kau heni 'a e talanoa'i 'o e fakalakalaka faka-kuata', ngaahi ngāue 'a e 'Ofisa Pule Ngāue' pea pehē ki he ngaahi tu'utu'uni ngāue.

'Oku fakatefito 'eni ki he ngaahi tu'utu'uni ngāue mo e tautea ki he fakahū mo e fakahoko fatongia ki he 'Ofisa Pule Ngāue (Ako, Fakalakalaka 'Ekonomika mo e Fefakatau'aki, Potungāue ki Muli), tu'utu'uni ngāue (ta'u motu'a 60, ngaahi 'ilo taukei 'oku 'ikai ke lahi 'a hono ma'u); fakafisi 'a e Komisiona, Polokalama Ako ki he Tukunga Fakaukau, mo e ngaahi pepa ne fakahū ki he Kapineti' – (APRA, PMS, Lakanga 'Ata & mo hono toe siofi). Ne 'i ai mo e ngaahi ngāue fakavavevave 'o fekau'aki mo e ta'efiemalie 'i he PMS 'o tefito mei he Potungāue Pa'anga mo e Ako, fa'u 'o e fakahinohino fakalakalaka ki he lipooti Fakata'u 'o e Ngāue Fakapule'anga, Ngaahi Tu'utu'uni Fakataha Tokoni, pea mo e Lipooti Fakata'u 'a e Komisoni Ngāue Fakapule'anga 2017/2018.

1.5 Fakangāue'i 'o e kau 'Ofisa Pule Ngāue fo'ou pea mo hono muimui'i 'o e fakahoko fatongia'

'I he ta'u ni, ne 'i ai e fakalakalaka lahi 'aupito 'i he fakangāue'i 'o e kau 'Ofisa Pule Ngāue fo'ou, 'a ia ko e anga maheni 'a e toutou tolo i he ngaahi 'uhinga kehekehe pe. Ka na'e kehe 'a e 'Ofisa Pule Ngāue ki he Potungāue Fefakatau'aki mo e Fakalakalaka Faka'ekonomika, 'a ia ne kei 'ata talu mei Fepueli 2019, 'o makatu'unga 'i he tō kehekehe mo e Minisita Mālolo.

Ko e lakanga 'Ofisa Pule Ngāue 'e valu (Ngaahi Ngāue Lalahi, Tanaki Pa'anga & Tukuhan, 'Ofisi 'o e 'Ateni Seniale, MEIDECC, Takimamata, Ngāue Fakalotofonua, Mo'ui, 'Ofisi 'o e Palemia) ne vave hono ma'u', pea ko e ongo 'Ofisa Pule Ngāue 'e ua, ne fakaloloa 'ena taimi ngaue he ta'u 'e taha

(PSC, Toutai). Ko e ‘Ofisa Pule Ngaue ki he Sitetisitika’ ne kei fakahoko e ngaue ki ai ki hono fakangaue’i’ ‘i Sune 2019.

1. Ringo Fa’oliu ne fokotu’u ko e ‘Ofisa Pule Ngaue ki he Ngaahi Ngaue Lalahi, ‘o kamata lau he ‘aho 6 ‘Aokosi 2018, ki he ta’u ‘e 4.
2. Kelemete Vahe ne fokotu’u ko e ‘Ofisa Pule Ngaue ki he Potungaue Tanaki Pa’anga & Tukuhau, ‘o kamata lau he ‘aho 10 ‘Aokosi 2018 ki he ta’u ‘e 4.
3. Sione Finau Sisifa ne toe fokotu’u ko e Fakahinohino Lao Pule, ‘i he ‘Ofisi ‘o e ‘Ateni Seniale ki he ta’u ‘e 4, ‘o kamata lau mei he ‘aho 6 Novema 2018.
4. Edgar Cocker ne fokotu’u ko e Sekelitali Pule mo e Sekelitali ki he Kapineti’ ki he ta’u ‘e 4 ‘o kamata lau mei he ‘aho 5 Fepueli 2019.
5. Sione Finau Moala Mafi ne fokotu’u ko e ‘Ofisa Pule Ngāue ki he Potungāue Takimamata’ ‘i he ta’u ‘e 4 ‘o kamata lau mei he ‘aho 7 Fepueli 2019.
6. Toketā Fotu Kuohiko Valeli Fisi’iahi ne fokotu’u ko e ‘Ofisa Pule Ngāue ki he Potungāue ki he Ngaahi Ngāue Fakalotofonua’ ki he ta’u ‘e 4 ‘o kamata lau mei he ‘aho 25 Fepueli 2019.
7. Sione P. ‘Akau’ola ne toe fokotu’u ko e ‘Ofisa Pule Ngāue ‘i he Potungāue Ngaahi Kautaha ‘a e Pule’anga’ ki he ta’u ‘e 4 ‘o kamata lau mei he ‘aho 26 Sune 2019.
8. Temaleti Manakovi Aleamotu’a Pahulu ne fokotu’u ko e ‘Ofisa Pule Ngāue ‘i he Potungaue Lao’ ki he ta’u ‘e 4 ‘o kamata lau mei he ‘aho 24 Sune 2019.
9. Aleapau ngāue ‘a Toketā Lia Maka (CEO PSC) mo Toketā Tu’ikolongahau Halafihī (CEO Toutai) ne toe fakaloloa ‘aki e ta’u ‘e 1, ‘o kamata lau mei Ma’asi 2019 mo Sune 2019 makatu’unga ‘i he lelei ‘a e fakahoko fatongia’.



‘I hono tokangaekina ‘o e fakahoko fatongia ‘a e ‘Ofisa Pule Ngāue’, na’e ‘i ai ‘a e fokotu’u ki ha lakanga fo’ou tu’uma’u, Tokoni Komisiona ke ne tafataha hono fakahoko ‘a e fale’i fakatekinikale mo e poupou ki he ‘Ofisa Pule Ngāue, pea na’e ‘ikai tali ‘eni ‘i he ‘uhinga fakapa’anga 2018/2019. Neongo ia’, na’e fakahoko ‘a e savea ki he kau ‘Ofisa Pule Ngāue’, fekau’aki mo e ngāue ‘a e PSC’ na’e fakahoko ‘i he kuata faka’osi’, mo e ola ‘i he kamata’anga ‘o Siulai’.

Ko e peseti ‘e 47 (47% - 8 ‘i he 17) ‘o e kau ‘Ofisa Pule Ngāue’ na’a nau fakakakato ‘a e savea’; ofi he peseti ‘e 40% na’a nau lolotonga folau he fatongia fakangāue pea ‘ikai ke ‘i ai ha’anau lau. Ko e ola’ ne hā mai ai ‘a e fakafiemālie fakalūkufua ki he kau Komisiona’ pea mo e ‘Ofisi ‘o e PSC’, ka na’e ‘i ai ‘a e fokotu’u ke fakahoko ha fakalelei ‘i he vave ‘o e tauhi taimi’, natula ‘o e sivi ‘o e CEO’ ‘o ‘ikai makatu’unga ‘i he lipooti’ pē; ke toe longomo’ui mo loloto ‘a e fakahounga’i ‘o e ngaahi ngāue ‘a e Potungāue’.

1.6 Fakataha’anga ‘a e kau ‘Ofisa Pule Ngāue

Na’e fakahoko ‘a e fakataha ‘e 5 ‘a e kau ‘Ofisa Pule Ngāue’ ‘i he vaha’a taimi ko ‘eni’, ‘a ia na’e ale’i ai ‘a e ngaahi tu’utu’uni ngāue mo e founiga ngāue; founiga lelei taha mo e ‘ilo ke vahevahe.

Ko e faingamālie ‘eni ki he kau ‘Ofisa Pule Ngāue’, ke vahevahe ‘a e ngaahi ngāue mei he’enau ngaahi Potungāue taki taha, pea ke hoko ‘eni ke fakamahu’inga’i ‘a e ngaahi fakahoko fatongia fakalūkufua ‘a e Pule’anga’ ‘e he kau ‘Ofisa Pule Ngāue’. Na’e vahevahe pe ‘i he ngaahi Potungāue takitaha, ke nau tataki ‘a e fakataha’. Pea ko e ngaahi fakataha eni ne fakahoko ‘i he 2018/2019 ‘oku hā atu’;

- 9 ‘Aokosi 2018 ne tataki ia ‘e he Potungāue Fonua mo e Koloa Fakaenatula
- 20 Sepitema 2018 ne tataki ia ‘e he MEIDECC
- 29 Novema 2018 ne tataki ia ‘e he Potungāue Tanaki Pa’anga mo e Tukuhau
- 14 Ma’asi 2019 ne tataki ia ‘e he PSC/PMO
- 20 Sune 2019 ne tataki ia ‘e he Potungāue Mo’ui

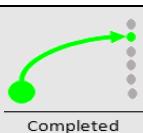


Ko e laaulea fekau’aki mo e fakahinohino ki he ta’u 60, fakahoko fatongia ‘a e kau ‘Ofisa Pule Ngāue’ (‘Ofisa Pule Ngāue MET, ‘Ofisa Pule Ngāue Ngaahi Ngaue ki Muli, ‘Ofisa Pule Ngāue MAFF), ko e kotoa ‘eni ‘o e ngaahi tu’utu’uni ngāue, na’e ‘i ai ‘a e ngaahi pole faingata’a lolotonga ‘a e taimi ko ‘eni’.

Na’e fakafisi ‘a Toketā Litili ‘Ofanoa, ‘i he ‘uhinga ko e fokoutua fakaesino pea na’e ‘i ai leva ‘a e Komisiona fo’ou, ko Kaveinga Tu’itahi na’e fakanofo ‘i Sune, pea na’e kamata ngāue ai pe ‘i he ta’u fakapa’anga fo’ou ko ‘eni’ (Siulai 2019).

Ola 2 – Fakalakalaka ki he kau ngāue fakalukufua

Fakatokolahi e kau ngāue fakapule’anga ‘oku nau mateuteu, lava ‘o pule’i pe kinautolu pea mo ma’u faka’ilonga fakaako lelei



2.1 Fakamatala fekau’aki mo e kau ngāue fakapule’anga’ – Kulupu 1

‘I he fakahoko fatongia ‘a e Va’ā Ngaue’ni ne malava ke hulu ai hono fakahoko e palani Fakalakalaka ki he Ngāue Fakapule’anga’ (kakato e peseti ‘e 44 %); pea fakahoko ai e peseti ‘e 70% ‘o e palani fakata’u 3 ki he ako fakalakalaka ‘o kau ai e ngaahi polokalama ako ko ‘eni’ [Ako Fekau’aki mo e Tukunga Fakakaukau, Ako ki he ‘Uluaki Tokoni, Ako ki he Tangata/ Fefine mo e Founga Taki pea mo e ako fakataukei e kau ngāue hū fo’ou ‘e toko valungofulu mā ono (86)].

Ko e ngāue lahi ne lava kamata e komiti sekitoa ‘i he Ngaahi Ngāue Lalahi/ Fefononga’aki ‘o kau ki ai e kau taukei he teklinikale ke nau siofi ‘a e fiema’u kau ngāue ‘i he ‘ēlia ko ‘eni’; mo ha palani ke fokotu’u ha toe sekitoa komiti ‘e ua (2) kehe ke siofi e fokotu’utu’u ki he ta’u hono ua (2) ka hoko’.

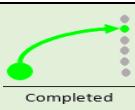
Ko e peseti ‘e 51% pe ‘i he ngaahi fiema’u ako mei he ngaahi Potungāue ‘a e Pule’anga’ ‘i he savea fakata’u ko ee ki he fiema’u ako ne malava ke ma’u’. Pea ‘oku fakatokanga’i hen, ‘a e ‘ikai ke tau malava ‘o feau ‘a e kātoa ‘o e ngaahi fiema’u ako’, pea ‘oku mahu’inga hen i he ngaahi Potungāue’ takitaha ke vahe’i ha peseti ‘e 5% ki he fakalakalaka ‘o e kau ngāue.

Ne ‘i ai e fakalakalaka lahi ‘i he lava ‘o kakato e lipooti ki he kau ngāue fakapule’anga’ ‘e 2 ‘o siofi ai ‘a e tu’unga ‘oku ‘i ai ‘a e ngāue fakapule’anga’. ‘Oku fakakau eni ‘i he ngaahi ngāue kuo fakakakato ‘e he ‘ofisi ‘o e Komisoni Ngāue Fakapule’anga’.

Na’e fakahoko mo e ngāue ki hono tu’uaki atu ‘a e ngaahi ngāue/ lakanga kehekehe ‘i he Pule’anga’, ‘e malava ke nau ngāue ai ‘i he kaha’u’, ‘i he lolotonga ‘a e māhina mo e ‘aho ‘o e ngāue fakapule’anga’, pea tautaufitio ki he ‘apiako Māolunga ‘o Liahona’ ‘i he ‘aho na’a nau fakamamafa’i ai ‘a e ngaahi ngāue/ lakanga, pea mo e ako na’e fakalele ‘e he Tonga Youth Employment Entrepreneurship (TYEE).

Ola 3 – Fakalakalaka ki he Fakahoko fatongia ‘a e Ngāue Faka-Pule’anga

Ko e ngaahi founiga ke fakalakalaka, pule’i mo fakalelei’i ‘a e fakahoko fatongia ‘a e kau ngāue Fakapule’anga.



3.1 Ola ‘o e 2018/2019 ‘a e kau ngāue faka-Pule’anga.

Ko e kotoa ‘o e ola ‘a e ngaahi Potungāue’ kau ki ai mo e ola ‘o e kau ‘Ofisa Pule Ngāue’, na’e ‘omai ia ki he PSC’ ‘i he faka’osinga ‘o ‘Aokosi 2019.

Na’e kau kotoa ‘a e Potungāue ‘e uofulu mā ono’ (26) mei he Kulupu 1 & 2 (‘ikai kau ai ‘a e Fale Alea ‘o Tonga) ki he polokalama’ ni, ‘i he vaha’ataimi ko ‘eni’. Ko e ola ‘a e ‘Ofisi ‘o e ‘Omipatimeni’ na’e ‘ikai ke fakahū ia ki he PSC’ ‘i he ta’u ‘e ua kuo hili’, ke kau ‘i hono siofi fakalukufua ke fakapapau’i ‘a e ola’, ‘a ia ‘oku ‘ikai ke nau kau ‘I he lipooti ko ‘eni’.

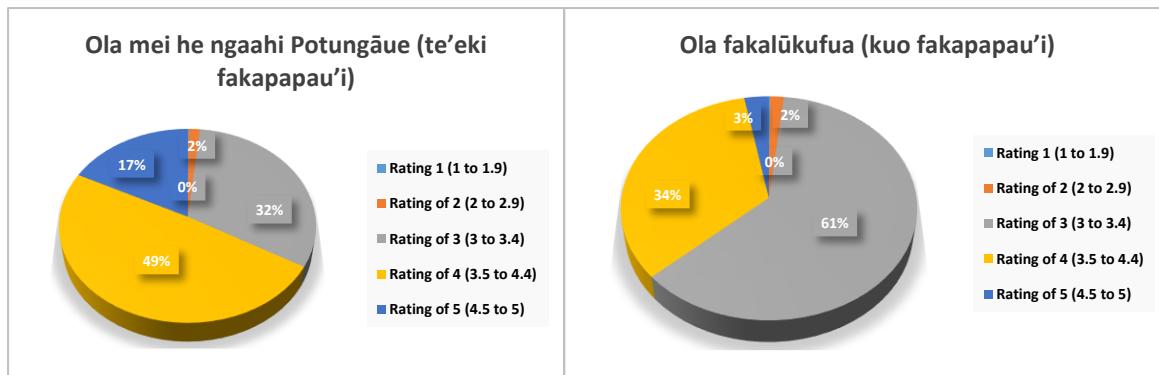
Neongo na’e ‘ikai ke fakapapau’i ‘a e ola’ ke kakato ki he ‘aho 30 Sune 2019, ka ko hono tokangaekina ‘o e PMS fakataha mo hono ola’ na’e hā mahino ai ‘a e fakalakalaka lahi ‘aupito ‘i he ola’, ‘o fakafehoanaki ki he ola ‘o e ta’u kuo ‘osi’ ‘a ia ‘oku hā ‘i he Tepile 21. ‘E toki lipooti kakato atu ‘eni ‘i he lipooti fakata’u 2019/2020; ka neongo ia, koe’uhī’ ko e lipooti ‘eni ‘o e 2018/2019, ko e fakamā’opo’opo ‘eni ‘o e ngaahi ola’.

Ko e tokolahi fakakātoa ‘o e kau ngāue fakapule’anga’ ko e toko 5,269, na’e vakai’i ‘a e tu’unga ‘o ‘enau fakahoko ngāue ‘a e kau ngāue ‘e toko 4,190 (80%) mo e kau ‘Ofisa Pule Ngāue ‘e toko 13. Mei he Tokolahi fakalukufua, ne ‘I ai ha kau ngāue ‘e toko 788 na’e ‘ikai ke ngofua ke nau kau pea mo e toko 291 pe ke nau fakahoko ‘e nautolu ‘a ‘enau sivi ngāue fakata’u neongo ‘a hono toutou fekau’i kinautolu ke fakahoko ‘a e ngāue’ ni. Ko e holo lahi ‘eni ‘o e tokolahi’ mei he kau ngāue ‘e toko 1,297 na’e ‘ikai ke nau fakahoko ‘enau sivi ngāue ‘o e 2017/2018.

Ko e toko 69 na’e ‘ikai ke fakafiemālie ‘a ‘enau fakahoko fatongia’. Ko e peseti ‘e 37% na’e mahulu ‘enau fakahoko ngāue’ (maaka ko e 4 & 5), pea ko e hiki lahi ‘eni mei he pesti ‘e 12% ‘i he 2017/18, pea ko e tokolahi ‘o e ngāue fakapule’anga’ peseti ‘e 61% ‘oku ‘i he tu’unga fakafiemālie pē ‘enau fakahoko fatongia’. Na’e ‘i ai pea mo e holo ki he peseti ‘e 2% (69), ‘o e ni’ihī na’e ‘ikai fakafiemālie ‘enau fakahoko fatongia’ ‘o fakafehoanaki ki he peseti ‘e 5% ‘i he ta’u fakapa’anga kuo ‘osi’.

Tepile 22: Ola Fakalukufua ‘o e PMS 2018/2019 – Ola Te’eki Fakapapau’i vs Ola ‘osi fakapapau’i

	Maaka 1 (1 kihe 1.9)	Maaka 2 (2 kihe 2.9)	Maaka 3 (3 kihe 3.4)	Maaka 4 (3.5 kihe 4.4)	Maaka 5 (4.5 kihe 5)	Fakalukufua
Ola mei he ngaahi Potungāue (te’eki fakapapau’i)	5 (0%)	64(2%)	1325 (32%)	2062(49%)	734(17%)	4190
Ola fakalukufua (kuo fakapapau’i)	6(0%)	69 (2%)	2579 (61%)	1413 (34%)	123 (3%)	4190



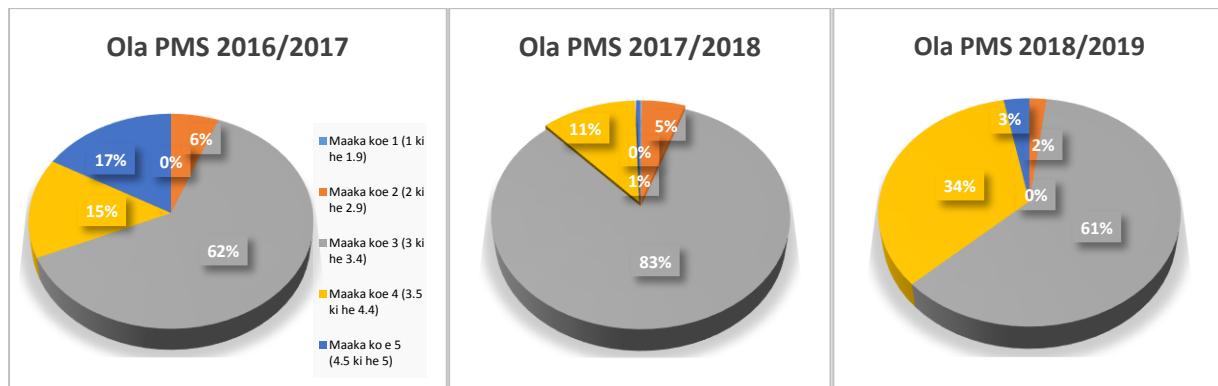
Koe ngaahi tefito’i fekau mei he ola ‘o e fakahoko fatongia ‘o e ta’u fakapa’anga 2018/2019:

1. Hiki hake ‘a e tu’unga muimui pau ‘a e ngaahi Potungāue’ ki he tu’utu’uni ngāue ki he PMS (tānaki ‘o e ola, fakakakato ‘a e ngaahi fiema’u PMS, vakai’i fakapotungāue ‘a e ola).
2. Fakalakalaka lahi ‘i hono fakakakato mo tali ui ‘a e ngaahi potungāue ki he fiema’u ki he PMS. ‘Oku hā eni ‘i he tokanga ‘a e ngaahi Potungāue’ ke fakalelei’i ‘enau ngaahi founiga ngāue fakalotofale ke fenāpasi mo e ngaahi fiema’u ki he PMS.
3. Lelei ‘aupito ‘a e ngaahi fakamatala ‘a e kau ngāue ‘oku ‘omai ‘i he foomu PMS, tatau pe ki he kau ngāue ‘i he malumalu ‘o e PSC mo e ni’ihī ‘i tu’ā (HMAF, TFES, Prisons, Police, Audit).
4. Makatu’unga ‘i he lelei e ngaahi fakamatala (justifications) ‘a e kau ngāue ‘i he’ene hā ‘i he foomu PMS, na’e fiema’u mo e toe taimi lahi ki he kau ‘a’ahi’ (moderators) ke fakahoko ‘a hono fakapapau’i ‘a e ola mei he ngaahi Potungāue’.
5. Tokanga ‘a e ngaahi Potungāue’ ke fakahoko ‘a e fakapapau’i (reconciliation) mo e PSC ‘a ‘enau ola na’e fakahū mai’ ke fakasi’isi’i ‘a e fefokifok’aki ‘i he ‘eke fehu’i’.
6. Lahi ‘a e ngaahi ola na’e ‘ikai ke toe ue’i ‘e he komiti’ na’a nau fakapapau’i ‘a e ola’ (Oversight Moderation) makatu’unga ‘i he lelei ‘aupito ‘a e ngaahi fakamatala na’e fakahū mai ‘aki ‘a e ngaahi foomu PMS.
7. Toe tokolahangi ‘a e kau ‘Ofisa Pule Ngāue (CEO) mo e kau supavaisa’ na’a nau fakahū ‘enau ngaahi fakamatala mahu’inga ke fakapapau’i ‘aki ‘a e ‘ola ‘a ‘enau kau ngāue’.
8. Ko e kau ‘Ofisa Pule Ngāue ‘e toko 13 (mei he 13) na’e fakakakato ‘enau sivi ngāue ki he 2018/19 ‘o fakafehoanaki ki he toko 11 (mei he toko 14) ‘i he 2017/18 (73%).
9. Na’e fakahoko pea mo e tokoni makehe ki he Potungāue Ako’ ‘o kau ki ai mo e ngaahi polokalama fakama’ala’ala (consultations) ki he PMS. Na’e kau mai ki ai ‘a e kau ngāue ‘a e Potungāue Ako’ ‘e toko 677 (59%) ‘a ia na’e fakahoko eni ‘i he vaha’ā taimi ‘o Ma’asi ki Me, ‘i Tongatapu, Vava’u, Ha’apai mo ‘Eua. Ko e ngāue’ ni na’e mahu’inga ia, koe’uhī’ ke ‘oua ‘e fakahoko ha tuku ngāue ‘a e kau faiako’. Na’e malava ‘o fakakakato ‘a e ngāue ko eni’ pea lava mo hono toe fakalelei’i ‘a e foomu PMS ‘a e Potungāue Ako’ ‘o fakahoko ‘aki ia ‘a hono fakahū mai ‘enau ola ki he 2018/19.

10. Na'e lava mo hono fakahoko 'o e ngaahi polokalama letio pea na'e tufaki (e-copy) 'a e fehu'i mo e tali ki he ngaahi tukui motu'.

Tepile 23: Ola fakalukufua 'o e PMS ki he 2016/2017 vs 2017/2018, 2018/2019

Ta'u PMS	Maaka koe 1 (1 to 1.9)	Maaka koe 2 (2 to 2.9)	Maaka koe 3 (3 to 3.4)	Maaka koe 4 (3.5 to 4.4)	Maaka koe 5 (4.5 to 5)
2016/2017	0	7%	75%	18%	0.2
2017/2018	0.1%	5.2%	82.9%	11.3%	0.5%
2018/2019	0%	2%	61%	34%	3%



Fakamatala	% Fakapale	Pa'anga Fakapale	% 'o e pa'anga fakapale
'Ofia Pule Ngāue 'e 13 (est)	Te'eki fakapapau'i	\$ 47,000	3%
Kau Ngāue 'e 123	5%	\$ 164,798.37	9%
Kau Ngāue 'e 1,413	3%	\$ 889,629.47	49%
Kau Ngāue 'e 2,579	1.5%	\$ 713,719.30	39%
	'Esitimetu 'o e fakamole (\$)	\$ 1,815,147.14	100%

3.2 Ko hono totongi ngaahi fakapale ki he fakahoko fatongia 'a e kau ngāue faka-Pule'anga'

Ko e fakafuofua ki he lahi 'o e pa'anga ke totongi'aki 'a e ngaahi fakapale 'o e fakahoko fatongia ki he ta'u fakapa'anga 2018/2019, 'oku 'i he \$1.8 miliona, 'a ia 'oku si'isi'i ange ia 'i he patiseti na'e tali ke ngāue'aki ki he fakapale 'o e 2018/2019, ko e \$1.92 miliona.

Na'e malava 'e he PSC' ke fakakakato 'a e ngaahi fiema'u ke makatu'unga ai 'a hono fakalahi mai 'a e patiseti' 'e he ngaahi hoa ngāue fakalakalaka' 'i he polokalama fakalelei ngāue ko 'eni'.

3.3 Fakahoko 'o e Fa'unga Ngāue Fakapisinisi Lelei Taha'

Ko e fatongia ko 'eni' na'e tolo i a 'i ha tu'utu'uni 'a e Kapineti'; kā na'e fetongi'aki ia 'a e polokalama ki hono fakalelei'i 'o e fakahoko fatongia', ke ne faka'ai'ai'aki 'a e ngaahi Potungāue 'oku 'i ai 'a 'enau ngaahi founiga ngāue lelei ke vahevahe ki he ngaahi Potungāue kehe'. 'I he'ene pehee', na'e fakahoko leva 'a e 'uluaki Konifelenisi', pea na'e matu'aki ola lelei 'aupito 'i he mahina ko Sune'. Na'e kau mai ki ai 'a e Potungāue 'e hiva (9) 'o kau ai 'a e PSC', pea na'a nau vahevahe ai 'a 'enau ngaahi founiga ngāue lelei'. Na'e vahevahe ai 'a e PSC' 'a e founiga ngāue lelei 'e 2 'a ia ko hono mape'i-hokohoko-hifo 'a e ngāue', pea mo e ngaahi savea'i 'o e Potungāue', ke hoko ko e me'angāue ki hono muimui'i mo siofi fakalukufua 'a e fakahoko fatongia'.

Na'e toe liliu leva 'a e ngaahi taumu'a ngāue na'e 'osi palani'i', ki hono fokotu'utu'u fo'ou 'a e founa ngāue ki hono mape'i-hokohoko-hifo 'a e ngaahi fatongia' pea mo hono fakalelei'i 'a e ngaahi founa ngāue 'a e PSC', pea na'e makatu'unga mei hen'i 'a hono fakakakato 'a e mape fakahokohoko ngāue 'o e ngaahi fatongia kotoa pe 'a e ngaahi va'a 'o e PSC'; pea tanaki atu ki ai 'a e 'uluaki tohi tu'utu'uni ngāue fakaikiiki ma'ae 'ofisi 'o e PSC'. Ko e ngaahi founa fakahoko ngāue ko 'eni', na'e lava atu 'a e PSC' 'o fakamatala'i ki he Minisitā Pa'anga', Fakataha'anga 'a e kau 'Ofisa Pule Ngāue' pea mo e fakataha'anga ki hono faka'elikitolonika 'a e Pule'anga'.



Ola 4: Pule'i mo tokangaekina e kau Ngāue

Ko e ngaahi founa fakalele/leva'i 'o e kau ngāue 'oku ola lelei pea ke ngāue'aki ki hono tukutuku mamalie atu e ngaahi fatongia ngāue ki he ngaahi Potungāue



Na'e malava ke fakakakato ha konga 'o e ngaahi makamaile tefito 'o e va'a' ni, 'a ia na'e kau ki ai hono tali 'e he PSC' 'a e fokotu'utu'u felāave'i mo hono tuku māmālie atu 'a e ngaahi fatongia' ki he ngaahi Potungāue 'a e Pule'anga'. Ko e ngaahi taumu'a tefito' 'oku hā atu' 'o anga peheni;

3.4 Fai tu'utu'uni 'oku faitotonu mo ho'ata ki tu'a

Na'e fakalaka 'a e ngaahi keisi na'e lava 'o fakahū ki he PSC', 'aki 'a e 821 (keisi e 140 toe tanaki) 'i he faka'osinga 'o Sune 2019, 'o fakafehoanaki pea moe 681 'i he faka'osinga 'o Sune 2017/2018. Koe peseti ai e 91% na'e 'i ai hono tu'utu'uni Komisoni ki ai pea si'i hifo 'i he peseti 'e 1% na'e felavē'i pea mo e ngaahi lotomamahi mo e vā tamaki'.

Fakaikiiki 'oku hā atu 'o anga peheni;

4.2.3 Ngaahi putu mei Siulai 2018 – 2019

Na'e mālolo ha kau ngae fakapuleángá 'e toko 16 lolotonga 'enau fakahoko fatongia 'i he ta'u fakapa'anga kuo 'osi' pea na'e tatau pe mo e tokolah'i 'o e ni'ihi na'a nau malolo I he taú fakapaángá ko 'eni. Naé 'osi totongi atu leva á e ngaahi monuía kuo ósi mahino' ke fakaílongaí áki énau fakahoko fatongia mateaki ki he Puleángá Tonga' pea mo hono kakai', ó kau atu ki ai hono teuteu mo hono lau 'a e tohi fiekaungamamahi', ko hono teuteu 'o e pale', pea mo e ifi 'a e kau Polisi/Sotia pea mo e fuka'. Naé malolo ha toko 2 koe'uhiko e ngaahi úhinga fakafaitoó fakafehoanaki mo e toko 5 'i he taú fakapaángá kuo 'osi'.

Tēpile 24: Pekia lolotonga ‘a e fakahoko fatongia’

Hingoa	Lakanga	Potungāue	Māhina
1. Tevita Siale Latu	Senior Executive Officer	Health	July '18
2. 'Ofa Hala Ketu'u	Radiographer	Health	August '18
3. 'Ofa Tu'a Moa	Principal Grade IV	Education	August '18
4. Puluno Toke	Tourist Officer	Tourism	Sept'18
5. Vitikami Paongo	Revenue Officer	Revenue and Customs	Sept'18
6. Mele P. Vunipola	Deputy CEO	Trade & Economic Dev	Oct'18
7. 'Asipolo Fifita	Caretaker	Health	Oct '18
8. Semisi Tahilanu	VIP Driver	Lands & Natural Resources	Dec '18
9. Losaline F. Kaufusi	Health Officer	Health	Dec'18
10. Lofia Heimuli	CEO	Fire Department	Dec'18
11. Ha'unga Petelo	Deputy CEO	Agriculture	March '19
12. Ului Latu	Computer Operator Grade III	Prime Minister's Office	April '19
13. Petsy Lomu	Sterile Supply Officer	Health	May '19
14. Kuli Ha'apai Kava	Technical Officer Grade I	Agriculture	May '19
15. Uini Tamale Latu	Senior Staff Nurse	Health	June '19
16. Manoa Tu'itupou	Watchman	Prime Minister's Office	June '19

Tēpile 25: Kau Ma'u Vāhenga Mālōlō na'e pekia

Hingoa	Lakanga pea ma'u vāhenga malolo	Potungāue	Māhina
1. Latu Taufa Fakahua	Senior Public Health Nurse	Health	July '18
2. Afu Taumoepeau	Master, MV. Tauloto	Works	July '18
3. Sione Latavao	Teacher-in-Charge Grade II	Education	July '18
4. 'Aisea M Lelenoa	Acting Senior Inspector of Schools	Education	July '18
5. Paula 'Aholelei Moala	Driver	Finance	August '18
6. Petelo Vaohea	Teacher-in-Charge Grade III	Education	Sept '18
7. Mele Latai Foukimoana	First Assistant Teacher Grade I	Education	Sept '18
8. 'Etuini Finau	Head Teacher Grade II	Education	Sept '18
9. Sione Tupou Kava	Deputy Principal Grade III	Education	Oct '18
10. Sione Kelo Tamanika	Senior Assistant Teacher	Education	Oct '18
11. Fifita Taungakava	Teacher-in-Charge Grade III	Education	Oct '18
12. Viliam Fonohema	Education Officer	Education	Oct'18
13. Vili 'Akau'ola	Mechanical Overseer	Works	Oct '18
14. Losa M Fonua 'Ali	Senior Nursing Sister	Health	Nov'18
15. Siunipa Latu	A/Senior Agricultural Officer	Agriculture	Dec'18
16. Suliasi L Fakava	District Education Officer	Education	Dec '18
17. Valenisia Kienga	Head Teacher Grade III	Education	Jan '19
18. Finau L. Taumoepeau	Infant Mistress Grade II	Education	Jan '19
19. Tevita 'Alamoti Tei	Senior Assistant Teacher	Education	Jan'19
20. Laumeesi Malolo	Director of Health	Health	Feb '19
21. 'Aisea Fainga'anuku	First Assistant Teacher Grade I	Education	Feb '19
22. Sione Vaea	Teacher-in-Charge	Education	Feb'19
23. Supiesi Talanoa	First Assistant Teacher Grade II	Education	Feb'19
24. Taulafo Molisi	Master, MV. Pako	Education	Feb '19
25. Taniela Moala	Laboratory Technician Grade I	Health	Mar '19
26. Sione Finau Fakatou	Chief Inspector of Schools	Education	April '19

27. 'Otolose Vaha'akolo	Principal Grade II	Education	April '19
28. Tupou M Tu'ifua	Senior Assistant Teacher	Education	April '19
29. Sione Manase	Mechanical Overseer	Works	May '19
30. Tuitu'u Tokotaha	Principal Auditor	Audit	May '19
31. Salote L Fotu	Senior A/Teacher Diplomate	Education	May '19
32. Sione Tu'i	Senior Health Officer	Health	June '19
33. Sione Loumoli	Senior Tutor	Education	June '19

Tēpile 26: Fakangata 'a e fakahoko fatongia 'i he 'uhinga fakafaito'o

Hingoa	Lakanga	Potungāue	Māhina
1. Tonga Tu'ifua	Leading Hand Mechanic	Works	Sept'18
2. Fine Mo'unga	Senior Assistant Teacher Diplomate	Education	Jan '19

4.2.4 Ko e va'a fakahoko ngāue ki he kau Komisiona 'i he ngaahi me'a felave'l mo hono fakangāue'l ha taha

Na'e fakahoko 'a e ngaahi fakataha 'e (30) 'e he Komisoni 'i he ta'u fakapa'anga 2018-2019, 'a ia na'e taumu'a 'eni ki hono siofi 'a e ngaahi me'a fekau'aki mo e kau ngaue Fakapule'anga pea mo hono ngaahi tu'utu'uni ngaue. Mei he ngaahi fakataha 'e (30) ko 'eni mo e ngaahi pepa fakataha na'e tufa 'e 22 ki he Komisoni 'i he ta'u faka-Pa'anga 2018/19, na'e fakahu ai e ngaahi keisi 'e 1,002 ke fai ki ai ha vakai 'a e kau Komisiona. Mei he keisi 'e 1002 ko 'eni, ko e 841 ai na'e tali 'e he Komisoni 'i he Ta'u faka-Pa'anga 2018/201, 'a ia ko e peseti ia 'e 84% 'o e ngaahi keisi na'e lava 'o tali. 'I he taimi tatau pe, neongo na'e 'i ai 'a e tu'utu'uni ki he ngaahi keisi kotoa pe, na'e 'i ai pe 'a e ngaahi keisi na'e fakahu atu pe ke me'a ki ai 'a e kau Komisoni pea 'ikai fiema'u ha tu'utu'uni ki ai.

Ko e ngaahi fakaikiiki 'eni 'o e ngaahi keisi 'e 1,002 'oku ha atu he tepile 'i lalo.

Tēpile 27: Ngaahi fokotu'u ne fakahū ki he PSC' Siulai, 2018 – Sune 2019

Natula 'o e pepa ne fakahu	Siu- Sepi 2018 Q1	'Oka - Tis 2018 Q2	San-Ma'asi 2019 Q3	'Epeleli – Sune 2019 Q4	Fakakatoa e ngaahi keisi
Fakanofa ki ha lakanga	49	54	42	118	263
Toe fakangae'i ki ha lakanga	7	2	2	3	14
Fakaloloa aleapau ngaeue lau 'aho	0	0	0	0	0
Lau áho	0	0	0	1	1
Hiki ki ha lakanga ma'olunga	19	20	22	61	121
Fakanofa ki ha lakanga/ hiki ki ha lakanga ma'olunga	0	0	0	0	0
Liliu ki he hingoa e lakanga/Fakanofa ki ha lakanga	1	0	0	0	1
Fakata'e'aonga'i 'o ha fokotu'u ki ha lakanga	1	0	2	0	3
Fakata'e'aonga'i 'o ha fokotu'u ki ha lakanga/ fakanofa ki ha lakanga	1	2	2	2	7
Fehikitaki/Hiki hake ki ha lakanga ma'olunga	4	2	5	11	22
Fehikitaki	5	4	6	5	20
Fehikitaki tuúmaú	0	0	1	0	1
Fakapale	0	0	0	1	1
Fehikitaki fakaloto Potungaue ki ha lakanga kehe 'i he pule'anga	2	2	0	2	6

- ❖ Fakafuofua 31% Tu'utu'uni - fokotu'u
- ❖ 14% hiki fakalakanga

Fakakalakalasi ‘o e ngaahi lakanga	1	0	0	0	1
Aleapau Ngaue Palofesinale	7	7	6	10	30
Fakafisi	10	12	15	18	55
Ma‘u vahenga malolo	2	7	4	8	21
Fakaloloa e ngae	1	1	1	5	8
Fakaloloa e ngae/ Ma‘u vahenga malolo	2	18	3	10	33
Malolo mei he ngae ‘i ha fokoutua fakaesino	3	3	1	2	9
Livi ‘i he ‘uhinga fakafaito‘o	0	1	0	0	1
Totongi Pa‘anga ‘o e Malolo puke mei he ngae	0	0	0	1	1
Ngaahi Tautea ‘i ha maumau‘i ‘o ha tu‘utu‘uni fakangaue	2	2		1	5
Kapus mei he ngae	14	4	2	1	21
Malolo fakataimi mei he ngae	0	0	0	1	1
Kakato e aleapau ngae ‘a e ‘Ofisa Pule Ngaue	0	0	0	0	0
Fakaloloa e aleapau ngae	0	0	1	0	1
Fakaloloa ‘o e aleapau ngae á ‘Ofisa Pule Ngaue	0	0	0	0	0
Lotomamahi mo e vatamaki	1	0	0	0	1
Toloi ‘o e Livi Fakata‘u	1	2	3	0	6
Totongi Pa‘anga ‘o e Livi Malolo mei he ngae	3	17	0	0	20
Livi malolo ta‘evahe	18	21	9	8	56
Livi malolo kae vahe	0	2	0	0	2
Ngaahi Keisi toloi ‘e he PSC	10	0	3	2	15
Livi folau fakaofonga‘i ha timi sipoti fakafonua	5	9	4	6	24
Faingamalie Ngaue ‘i tu‘a mei he ngae Fakapule‘anga	1	2	1	2	6
Fakaloloa ‘o e Faingamalie Ngaue ‘i tu‘a mei he ngae Fakapule‘anga	2		1		4
Ngaahi me‘a felave‘i mo e ‘Ofisa Pule Ngaue	5	1	6	6	18
Komitit felave‘i mo e founiga sivi‘i ‘o e tu‘unga fakahoko fatongia	0	0	0	0	0
Fakanofo ki ha lakanga ‘Ofisa Pule Ngaue	0	0	0	0	0
Ngaahi me‘a felave‘i mo e vahenga	1	1	0	0	2
Ngaahi keisi mei he fakamaau‘anga ki he ngae Fakapule‘anga	0	1	0	0	1
Fakatonutonu ki ha tu‘utu‘uni Komisoni	8	7	2	2	19
Tu‘utu‘uni naé ikai tali ‘e he Komisoni		0	2	4	6
Fakata‘aonga‘i ‘o ha tu‘utu‘uni Komisoni	2	2	0	2	6
Ngaahi me‘a Fekau‘aki mo e tu‘utu‘uni ngae	1	1	0	0	2
Lao ki he Ngaue Faka-Puleángá	0	0	0	0	1
Fekau‘aki mo hono vakai‘i e tu‘unga fakahoko fatongia	3	0	2	0	5
Tohi Ngaue ma‘a e kau Komisiona	0	1	0	0	1
Fokotu‘u Fakatonutonu ki he Komisoni	0	0	0	1	1
FAKAKĀTOA	192	209	146	294	841

Na‘e hiki hake ‘a e toko lahi ‘o e kau ngāue na‘e fakangāue‘i mei he peseti ‘e 23% ki he peseti ‘e 31% ‘i he ta‘u ni, ‘o tatau pe mo e hiki fakalakanga mei he toko 85 ‘i he ta‘u kuo ‘osi ki he toko 121. Ko e malolo penisoni mo e fakafisi mei he ngāue‘ na‘e meimeい tatau pe ‘a hono tokolahī‘ mo e ta‘u kimu‘a’. Ko e lahi ‘o e livi puke ‘ikai ma‘u vahe, na‘e hiki hake mo ia mei he toko 44 ki he toko 56 ‘i he ta‘u ni, pea tatau pe mo e kapusi mei he ngāue mei he toko 8 ki he 21.

4.2.5 Fakamaau'anga Fakapotungāue'

Ko e fakamā'opo'opo 'eni 'o e ngaahi keisi na'e 'ave ki he Fakamaau'anga Fakapotungāue':

- 1) Samuela Fakatou – 'ikai ikuna
- 2) Eileen Fonua – 'ikai ikuna (lolotonga 'i he Fakamaau'anga Lahi ke fakahoko hono toe siofi fakalao mo tatali ai ki ha 'aho hopo)
- 3) Tupou Fakakovikaetau - ikuna
- 4) Penitiketo 'Uhatafe - ikuna
- 5) 'Onetoto 'Anisi – ikuna

4.2.6 Ngaahi Me'a Felavē'i mo e kau 'Ofisa Pule Ngāue

Ngaahi Aleapau Ngāue mo e Kau 'Ofisa Pule Ngāue

Hange ko ia na'e hā atu 'i 'olunga, na'e fakangāue'i/ toe fakangāue'i 'a e kau 'Ofisa Pule Ngāue 'e toko 8. Pea na'e toe fakaloloa 'a e ngāue 'a e ongo 'Ofisa Pule Ngāue 'e toko 2 'aki 'a e ta'u 'e 1.

- ❖ Kau 'Ofisa Pule Ngāue 'e 6 na'e fakanofo ki honau ngaahi lakanga
- ❖ Ko e ongo Pule Ngāue 'e 2 na'e toe fakangae'i
- ❖ Ko e ongo aleapau ngāue leva 'a e ongo Pule Ngāue e 2 na'e toe fakaloloa



Ola 5 – Siofi Fakaūkufua ‘a e Fakahoko Fatongia

Ke fakalelei’i ‘a e ngaahi founa tānaki fakamatala ki hono vakai’i, sivi’i mo fakamāloha ‘a e ngaahi tefito’i fatongia pea moe anga ‘a hono fakahoko, mo hono fakafehokotaki ‘a e ngaahi fatongia’, pea pehē ki hono siofi ‘a e fakamole ki he kotoa ‘a e vāhenga ‘o e Pule’anga’ fakalūkufua.



Na’e kamata ngāue mai ‘a e Tokoni Sekelitali fo’ou, ko Victorina Kioa ki he va’a ngāue ko ‘eni’ ‘i he kuata faka’osi ‘o e ta’u ni’, pea’ ne tokoni ia ki hono fakavave’i mai ‘a e ngaahi fatongia na’e toloi mai mei he ngaahi kuata kimu’ā’.

5.1 Ola ‘o e fakahoko fatongia ‘a e PSC’

Ko e tefito’i fakalakalaka ‘i he ngāue ko ‘eni’, ko hono muimui’i mo hono sivi’i ‘a e ngaahi ola ‘o e ngāue ‘a e ngaahi va’a ngāue’, ‘a ia ‘oku ‘osi fokotu’u mai ‘i he palani fakata’u 2018/2019. Hangē ko ia ne hā atu ‘i ‘olunga’, na’e fakalelei’i ‘a e Palani M&E pea na’e fakatokanga’i ai ‘a e fakalakalaka kimu’ā ‘a e ngaahi ola ‘o e fakahoko fatongia ‘a e PSC’, ‘o nau lava ai ‘o fakakakato ‘a e peseti ‘e 97% ‘o honau ngaahi fatongia’, ‘i he a’u mai ki he ‘aho faka’osi ‘o Sune 2019; ko e peseti ‘e 37% ‘o e ngaahi ola’, na’e fakalaka ‘o hulu ‘enau fakahoko fatongia’. ‘Oku fakalakalaka foki ‘a e ngaahi ola ‘o e fakahoko fatongia’ mei he ta’u 2017/2018 ‘a ia ne peseti ‘e 91%.

5.2 Ko hono vakai’i Fakaengāue ‘a e ngaahi Potungāue

Ko e vakai’i fakaengāue (kakato) ‘o e Potungāue Fonua mo e Koloa Fakaenatula’ na’e fakakakato ia, pea na’e lava foki mo hono vakai’i fakaengāue (fakakonga) ‘o e Potungāue ‘e 7 ‘o fakatatau ki he lahi ‘o ‘enau ngaahi lakanga ‘ataa’.

5.3 Tokangaekina ‘o e Fakamole ki he Vāhenga Fakalūkufua – Lakanga ‘Ataa’

Na’e fakahoko ha fengāue’aki fakataha ‘a e PSC’ pea mo e Potungāue Pa’anga’ ‘i he kuata hono 4, ke tokangaekina ‘a e fakamole ki he vāhenga fakalūkufua ‘o e Pule’anga’, ‘a ia ‘oku ‘osi ‘i ai hono fakangatangata, ke ‘i lalo pē ‘i he peseti ‘e 53%. Tupu mei he fu’u tokolahī fau ‘a e ngaahi lakanga ‘ataa’, ‘e toko 700 tupu nai, ne fakakakato ai ‘a e lipooti fakamāhina ki he ngaahi lakanga ‘ataa’, ‘i he kuata 4, pea mo e ongo pepa ‘e 2 mei he PSC’ pea mo e Potungāue Pa’anga’ ki he Kapineti’, ke ‘omai ha tu’utu’uni fekau’aki mo e ngaahi lakanga ‘ataa’. Na’e tu’utu’uni leva ‘a e Kapineti’ ki he ngaahi Potungāue kotoa pē ke fakangāue’i ha kau ngāue ‘i he ngaahi lakanga ‘ataa’, kimu’ā he faka’osinga ‘o Sune 2019; pea ka ‘ikai ke lava ‘o fakangāue’i ha taha he ngaahi lakanga ‘atā ko ia’, ‘e fakatahataha’i leva ‘a e ngaahi lakanga ‘atā ko ia’.

‘I he a’u mai ki he faka’osinga ‘o Sune 2019, na’e holo ‘a e ngaahi lakanga ‘atā he Kulupu 1 mei he 445 (‘i Mē) ki he 423. Ko hono fakataha’i leva mo e Potungāue Ako’na’e hiki hake leva mei he 445 ki he 510. Ko e lahi taha ‘a e ngaahi lakanga ‘ataa’ ko e Potungaue Mo’ui’ pea hoko hake ki ai ‘a e Potungāue Ako’.

Ko e founa ki hono filifili ‘o e ngaahi fiema’u lakanga vivili’ na’e ‘ikai kamata ha ngāue ki ai he ta’u fakapa’anga ko ‘eni’, ka ‘e toki fakahoko ia ‘i he kuata ‘uluaki ‘o e ta’u fakapa’anga 2019/2020.

5.4 Kasitomā/ Kupu Fekau’aki ki he anga ‘o e fengāue’aki

Na’e hokohoko atu hono fakalelei’i ‘e he PSC’ ‘a ‘enau fengāue’aki mo e ngaahi Potungāue fakapule’anga’ (ko e mu’aki kupu fekau’aki ia ‘a e PSC’) ‘o fakafou ia he ngaahi Fakataha’anga ne fakahoko ‘e he PSC’ – ko e fakataha komiti si’i ‘a e PMS, ko e fakataha komiti si’i ‘a e HR, ko e māhina mo e ‘aho ‘o e Ngaue Fakapule’anga ne kau ai ‘a e polokalama letio mo e televisone mo e kau ‘Ofisa Pule Ngāue. Na’e longomo’ui ‘a e kau atu ‘a e PSC’ ki he ngaahi polokalama ‘a e ngaahi Potungāue ‘o kau ai ‘a e polokalama fakauike ‘o e Sipoti Fiefia’.

Ko e konga foki ‘o e fatongia ki hono muimui’i ‘a e fakahoko fatongia ‘a e PSC’ pea mo e ngaahi Potungāue Fakapule’anga’, na’e fakahoko ai ‘a e ngaahi Savea ‘e 3 kitu’a:

- i) Ko e ‘uluaki’, ko ha Savea’i ‘o e Ngāue Fakapule’anga, na’e fakahoko ia ‘e he ‘Ofisi ‘o e Sitetisitika’, pea’ ne fakahoko ‘a e savea fakataha mo e savea fakafonua ‘o e kau faingata’ia’ (Disability, ‘a ia na’e fakahoko ‘i Novema ki Tisema ‘o e 2018. Ko e savea’ na’a’ ne savea’i ‘a e toko 2000 tupu ‘i Tongatapu, Vava’u, Ha’apai, ‘Eua pea mo Niua, pea na’e fakataumu’a ‘a e savea’, ke ne ma’u ‘a e fakamatala fekau’aki mo e fakahoko fakafatongia ‘a e Potungāue ‘e 20 ‘oku ‘i he kulupu 1 (Schedule). Ko e ola fakaangaanga’ ne ma’u mai ia ‘i he faka’osinga ‘o Sune 2019, pea ko e lipooti aofangatuku ‘o e Savea’, ‘e toki tuku mai ia ‘i he ta’u fakapa’anga 2019/2020. ‘E ngaue’aki ‘a e ola ‘o e savea’, ko e fuofua ola ia ki he anga ‘o e vakai mai ‘a e kakai ‘o e fonua’ ki he fakahoko fakafatongia ‘a e Pule’anga’. Ko e taha foki ‘eni ‘a e ngaahi me’afua ‘a e SDG16 ‘a ia ‘oku ngāue fakatatau ki ai ‘a e PSC’.
- ii) Ko e Savea ‘o e ‘Ofisa Pule Ngāue’ ki he anga ‘enau vakai ki he faifatongia ‘a e PSC’, kae tautaufito ki he tu’unga ‘o ‘enau fengāue’aki mo e PSC’. Fakafuofua ko e 47% ‘o e kau ‘Ofisa Pule Ngāue na’a nau fakahoko ‘a e Savea (ko e tokolahi na’a nau lolotonga folau atu he ngāue’) pea na’a nau fakahoko mai ‘a e ngaahi mālohinga pea mo e ngaahi fakahoko fatongia ‘oku totonu ke fakalelei’i:

 - a. **Ngaahi Mālohinga** - ‘Oku lelei ‘aupito ‘a e vā fengāue’aki ‘a e ‘Ofisa Pule Ngāue ‘o e PSC’ pea mo e toenga ‘o e Kau ‘Ofisa Pule Ngāue mei he ‘ū Potungāue kehe’; pea ‘oku lelei ‘aupito ‘a e founiga fetu’utaki pea mo e fengāue’aki ‘a e PSC’ pea mo e Kau ‘Ofisa Pule Ngāue’.
 - b. **Fiema’u ke Fakalelei’i** - Ne ‘i ai mo e ngaahi fokotu’u mai ke fakalelei’i ‘a e founiga ke fakalakalaka ki he fakahoko fatongia’, pea mo e kole ke toe lahi ange ‘a e ngaahi fakataha 1-2-1, toe lahi ange mo e fengaue’aki, ngaahi tālanga, mo e ‘a’ahi ange kia kinautolu’, he ‘e lelei ange ai ‘a ‘enau mahino mo ‘ilo ki hono fakalakakala’i ‘a e fakahoko fatongia ‘a e Ngāue Fakapule’anga’.

(iii) Ko e Savea’ ke vakai pe ‘oku fiemalie ‘a e kau Komisiona’, ne kamata ia pea kuo nau ‘osi fakahoko tu’o 2 ‘a e savea’ ni, pea ko e ola’, na’a’ nau fiemālie pe ki he fakahoko fatongia ‘a e PSC’.



Na’e fakahoko foki ‘i he ‘Ofisi PSC’, ‘a e savea ki he ‘ātakai ngāue’ (na’e fakahoko tu’o 2 he ta’u) pea na’e’asi ai ha ngaahi fakalakalaka kimu’ā ‘i he ngaahi tafa’aki keheheke ‘e 12 (Tokangaekina fakalakalaka, Taukei faka’ulungaanga ‘oku lelei, Fakatupulaki ‘o e ngāue fakataha, Fetu’utaki,

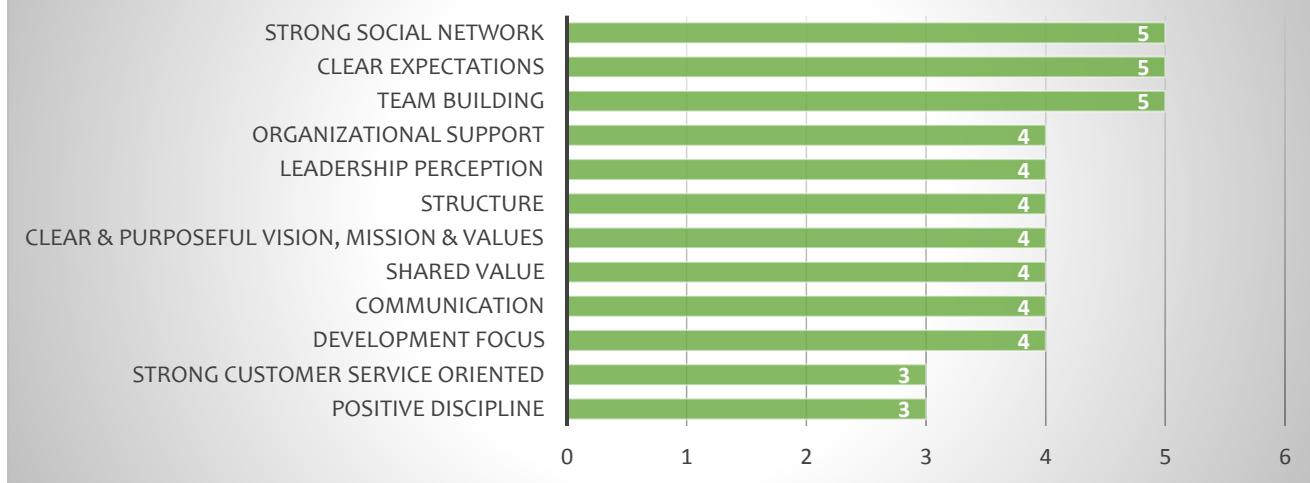
Mahino lelei ‘a e ngaahi taumu’ā ke ngāue’i, Ngaahi ‘ulungaanga mahu’inga ke ma’u ‘e he kau ngāue kotoa, Tokangaekina ‘a e mahu’inga ‘o e talitali kakai, Mālohi ‘a e felavelave’i ‘a hotau ngaahi vā fengāue’aki, mahino pe a ‘uhinga ‘a e vīsone, misiona mo e ngaahi taumu’ā ngāue, fa’unga ‘o e Potungāue mo e vakai ki he founiga fakataki). Na’e lelei ‘aupito ‘a e fakahoko fatongia ‘a e PSC ‘i he tafa’aki ‘e 3, pea fiema’u ke fakalelei’i ‘a e founiga talitali kakai pea mo e taukei faka’ulungaanga ‘oku lelei.

Ko e fokotu’u fakakaukau mei he polokalama ‘a’ahi atu ki he ngaahi Potungāue, ngaahi fakataha ‘a e PMS mo e HR, pea pehē ki he ‘aho mo e māhina ‘o e Ngāue Fakapule’anga, kau atu ki ai pea mo e ongo savea ‘i he faka’osinga ‘o e ta’u ‘o fekau’aki pea mo e ngaahi fakapale kuo foaki, ‘a ia te ne fakamalohia ‘a e vā fengāue’aki ‘a e PSC pea mo e ‘ū Potungāue Fakapule’anga, pea pehē foki ki hono fakalelei’i ‘a e mōlale ‘o e kau ngāue ‘a e PSC’.

Tēpile 28: Ko e lahi ‘o e Ngaahi Tafa’aki na’e mā’olunga taha hono fakamaaka

Maaka Mā’olunga	Fakaikiiki ‘o e Fakamaaka	Lahi ‘o e ngaahi tafa’aki
3	Fakafiemalie ka óku fiemaú pe ke fakalelei’i á e ngaahi tafa’aki lahi	2
4	Fakalakalaka lelei ka óku kei í ai pe á e faingamalie ke fakalelei’i	7
5	‘Ātakai Ngāue Lelei ‘Aupito, ‘i he tapa kotoa pē, pea ‘i ai mo e ngaahi founiga ngāue ke ne tauhi mo fakalelei’i ‘a e ngāue	3

Average Dominant Rating by Area



5.5 Fetu’utaki mo e fakakau mai ‘o e ngaahi hoa ngāue

Ko e ngaahi ngāue he tafa’aki Fetu’utaki tukukeheange ‘a e ngaahi fetu’utaki faka-kaungāue angamaheni, na’e kau atu ki ai ‘a hono ngāue’aki ‘o e polokalama fakamafola he ‘ata’ mo e lea’, tohi ongoongo ‘a e ‘Ofisi’, fakalelei ki he uepisaiti pea mo e ngāue ki he peesi feisipuka ‘a e ‘Ofisi’. Na’e fakakakato foki ‘a e polokalama fakataukei ki he ngaahi fatongia ‘o e ‘Ofisi’ ‘i ha ‘a’ahi atu ki he ngaahi Potungāue ‘e 20.

Kuo kamata foki ‘a e ngāue atu ki hono fakalakalaka ke fakakomipiuta ‘a e ngaahi founiga ngāue pea mo hono toutou ‘oatu e ngaahi fakamatala fakamuimuitaha ki he ngāue ‘a e ‘Ofisi’ he uepisaiti’, ‘i he uike kotoa pē, pe ko ha taimi pē ‘oku fiema’u ai ke tuku hake ha ngaahi fakamatala. Ko hono fakalelei’i ko ia ‘o e uepisaiti ‘a e PSC’ na’e kamata ia ‘i he faka’osinga ‘o Sune 2019.

Ne toe fakautuutu aipe ngaue’aki ‘e he Komisomi’ ‘a e peesi feisipuka ‘a e ‘Ofisi’ pea mo e uepisaiti ki hono tuku atu e ngaahi lakanga ‘ataa’ ki he kakai ‘o e fonua’, pea mo fakahoko atu ai ‘ene ngaahi

ngāue'. Ne toe lahi ange foki 'a e ngaahi lakanga 'atā, ne 'ohake he uepisaiti' 'i he kuata hono 4, 'a ia ko e lakanga 'e 83 fakahoat atu ki he lakanga 'atā 'e 30 'i he kuata hono 3, pea na'e iku ai ki ha maumau tu'o 15 'a e misini pule'i e ngaahi me'a fakakomipiuta 'a e 'ofisi', 'i he fu'u lahi e ngaahi fakamatala 'oku' ne tanaki'.

Ko e fakakātoa 'o e ngaahi fakamatala 'e 7 mo e tohi ongoongo 'a e 'Ofisi 'e 4, na'e toe tuku hake he uepisaiti', kau atu ki ai mo e ngaahi liliu ki he tu'utu'uni ngāue 'a e 'ofisi' ne 'osi kāsete. Ne lava foki mo hono fokotu'u hake 'a e papa tu'uaki 'a e PSC', 'i he fofonga 'o e 'ofisi motu'a 'o e PSC'. Ko e papa foki ko 'eni', 'e ngaue'aki ki hono fakahā atu 'a e ngaahi tu'uaki pea mo e ngaahi talamonū mo ha toe fekau pē mei he PSC'.

Ola 6 - Vāhenga

Ha founiga fakahoko ngāue 'oku potupotu tatau, mapule'i lelei, faka'ai'ai, tauhi ma'u mo fakalotolahi ki he kau ngāue fakapule'anga hono kotoa



Completed

6.1 Fakakalakalasi mo Fakakulukulupu e ngaahi lakanga takitaha

Peseti 'e 90 e ngaahi ngaue lava me'a, tautaufito ki hono fakakakato mo e lava hono savea'i mo e fakalele'i e ngaahi tohi talangāue 'o e kotoa 'o e kau ngāue fakapule'anga 'e 5,000 tupu si'i, 'a ia 'oku' nau kau ki he ngaahi Potungāue 'i he lisi fika 'uluaki 'o e kau ngae sivile'.

Ko e ngāue ko 'eni', ki hono fokotu'utu'u 'o e ngaahi tu'unga; ko 'ene toki lava 'eni hili ia ha ta'u 'e 24; liliu ai mei founiga motu'a 'o e fakahoko ngāue' ki he founiga fo'ou' ni. 'Oku hanganaki mo tokateu e ngāue fo'ou' ni, ke tuku atu ke ngāue'aki 'e he kau ngāue fakapule'anga' 'i Tisema 'o e ta'u' ni.

6.2 Founiga hono sivisivi'i mo e fakafuofua ngāue 'o e ngaahi lakanga taautaha

'I he ngaahi ngāue ki hono sivi mo fakafuofua'i e ngaahi lakanga': ngaahi lakanga 'e 245 na'e fakatauhua mo ngāue'aki e ngaahi ola 'o e 2017/2018; ngaahi lakanga 'e 144 na'e fakatauhua pea liliu; pea ko e 7 'o e ngaahi lakanga' ni na'e ngāue'aki ki he ola 'o e 2017/2018.

6.3 Polokalama Ako ki he founiga hono sivi mo fakafuofua 'a e ngaahi lakanga'

Na'e lava hono fakalelei ako e kau ngāue 'e toko 12 pea lava 'o kau mai ki he ako' ni, 'a e kau fakafofonga ngāue mei he Pangikē Fakalalaka 'o Tonga' pehē foki ki he Ma'u Mafai Vāhenga'.

'I he mavahe atu ko ia 'a e kau 'ofisa ngāue ma'olunga' 'i he tafa'aki ko 'eni', na'e 'ilonga 'aupito 'a mafasia 'i he lava ke fakahoko vave mo lelei 'a e ngae ni. Na'e pau leva ke kole tokoni 'a e PSC ki he Ma'u Mafai Vāhenga', ke nau tokoni mai hono fakahoko 'o e sivisivi'i'mo fakafuofua'i e ngaahi lakanga' 'i he ngaahi lakanga L ki 'olunga, pea na'e kau atu foki ki ai mo e kau 'ofisa ma'olunga 'o e 'Ofisi PSC kuo 'osi ako'i ki he polokalama Hay.

Ngaahi fakapale 'o e ola fakangae

Ko e lahi 'o e pa'anga na'e tali 'e he APRA, ke ngāue'aki ki hono fakapale fakangae 'o e kau ngāue ki he ta'u fakapa'anga 2018/19, na'e fakafuofua ki he \$1,815,147.14 pea 'oku 'i loto pē he patiseti ngāue na'e tali ki he fakapale 'o e vaha'ataimi ko 'eni'.

Ko e hikihiki tupu 'i he ngaahi fakapale fakata'u', 'oku makatu'unga ia 'i he toe lelei ange e ngaahi felālāve'i fakangāue mo e toe lelei ange e fakahoko fatongia 'a e kau ngāue fakapule'anga', 'i he'enau lava 'o tauhi mai e ngaahi fiema'u mo e ngaahi aleapau fakangāue 'a e Komisioni'.

Ko e ngāue umoumataha ‘a e Ma’u Mafai Vāhenga’ pe a pehē ki he kau ngāue ‘a e ‘Ofisi Komisoni Ngāue Fakapule’anga’, ‘oku ‘ikai tali ai ‘a e fokotu’u ki he hikihiki vāhenga ‘a e kau ngāue fakapule’anga, ‘a ia na’e palani ke toki fakahoko ‘i he ta’u fakapa’anga fo’ou’.



5.

TOKANGAEKINA ‘O E NGAahi ME’A FAKAPA’ANGA ‘A E PSC’

5.1

Fakamatala ‘o e ngaahi fatongia’

Ko e ‘Ofisa Pule Ngāue ‘o e PSC’, kau ki ai mo e Tauhi Pa’anga mo e kau ngāue ‘i he tafa’aki ko eni’ ‘oku ‘iate kinautolu ‘a e fatongia ki hono tokangaekina fakapotopoto ‘a e anga hono ngaue’aki ‘a e pa’anga ‘a e PSC’ ‘o fengāue’aki vāofi mo e Potungāue Pa’anga’ ‘i hono teuteu’i ‘o e Patiseti’, palani ‘o e ngaahi fakamole’ mo hono fakapaasi ‘i he māhina kotoa pē. ‘Oku ‘omai ‘e he Potungāue Pa’anga’ ‘a e fakamatala aofangatuku ‘o e pa’anga tanaki’ mo e ngaahi fakamole’ (Tepile 34) ‘a ia ‘oku totonu ke ‘ātit’i fakata’u’.

5.2

Patiseti Fakaangaanga ‘a e PSC’

Ko e patiseti fakaangaanga ‘a e PSC’ ‘i he 2018/2019 na’e **\$2,092,800**. ‘Oku ‘i ai ‘a e holo ‘aki ‘a e \$113,486 pē ko e 0.59% mei he patiseti fakafuofua 2017/2018 ‘oku fe’unga moe (\$2,206,286.00). ‘Oku ‘i ai ‘a e holo meimei peseti ‘e 24% (\$9,373) mei he patiseti ki he fakahoko ngāue mo e monomono’ ‘a ia ko e ngaahi fakamole anga maheni hangē ko e fetu’utaki (“initāneti, telefoni – faka’ilekitulōnika fakapule’anga), ‘a ia ‘oku fakataha’i ‘i he taimi’ ni ‘o totongi pē mei he Potungāue Pa’anga’.

Tēpile 29: Patiseti Totonu mo e ‘Uluaki Patiseti Fakaangaanga’

PSC	FY2016/17 Totonu	FY2016/17 ‘Uluaki ‘Esitimetu	FY2017/18 Totonu	FY2017/18 ‘Uluaki ‘Esitimetu	FY2018/19 Totonu	FY2018/19 ‘Uluaki ‘Esitimetu
Pa’anga(Recurrent)	\$1,600,000.00	\$1,500,512.00	\$1,840,200.00	\$1,814,010.00	\$ 2,092,800.00	\$ 1,972,521
Tokoni (Donor)	\$1,460,000.00	\$100,000.00	\$1,760,000.00	\$300,000.00	\$ 440,000.00	\$ 35,730
Pa’anga (Donor)	\$190,000.00	\$70,295.00	\$215,400.00	\$92,277.00	\$ -	\$ -
Fakakātoa	\$3,250,000.00	\$1,670,808.00	\$3,815,600.00	\$2,206,286.00	\$ 2,532,800.00	\$ 2,008,251

5.3

Fakamatala ki he ngaahi pa’anga hū mai pea mo e ngaahi totongi (fakamole)

Ko e tēpile 29 ‘oku’ ne fakaha mai ‘a e patiseti na’e fokotu’u ke ngaue’aki’ pea mo e fakamole totonu na’e fakahoko’. Koe fakamole ki he kau ngāue ko e peseti ‘e 65% ‘o e patiseti’ pea pēseti ‘e 35% ko hono fakalele ‘o e ‘Ofisi’ .I he fakahoko ngāue’, ko e konga lahi ‘o e fakamole’ (pēseti ‘e 74%) ‘oku totongi ia ‘aki ‘a e ngaahi koloa mo e sēvesi’, pea koe toenga’ ‘oku totongi ia ‘aki ‘a e ngaahi fakamole kehe pē fekau’aki mo e fakahoko ngāue’. Hangē ko ia ‘oku hā atu ‘i he Tēpile 38, ko e fakakātoa ‘o e fakamole’ koe \$2,002,073 (koe pēseti ‘ia ‘e 96%) ‘Oku fakamatala fakaikiiki ’eni ‘i he ngaahi palakalafi ‘oku hoko atu’.

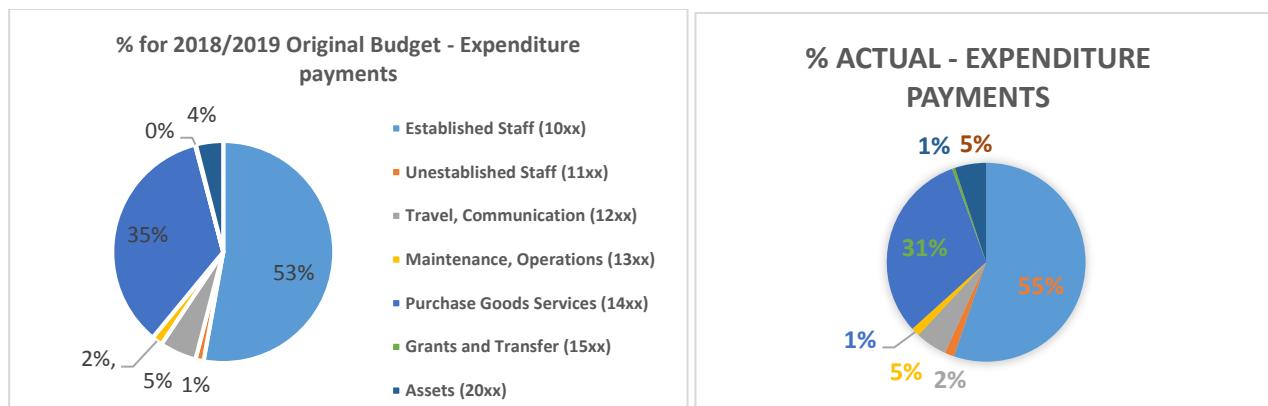
Koe peseti pē ‘e 8% ‘oe patiseti lang fakalakalaka’ia ia ko ‘ene takai tu’o tolu ‘aki ‘eni na’e ngāue’aki’, pea ko hono toē’ koe peseti ‘e 76%, pea ‘e tanaki pē ‘a e toenga ko ia’ ki he patieti ‘o e ta’u fakapa’anga hono hoko’.

Tēpile 30: Fakamatala ki he pa'anga hū mai pea mo e ngaahi totongi (fakamole)

Patiseti (\$m)	2018/19 Patiseti ne fokotu'u'	Pa'anga ne fakamole ki ai'
Ngaahi Totongi	2,532,800	2,008,251
Kau ngāue tu'uma'u (10xx)	1,338,600	1,109,831
Kau ngāue te'eki tu'uma'u (11xx)	30,000	30,848
Folau, Fetu'utaki (12xx)	136,100	103,036
Ngāue monomono, ngaahi ngāue kehe' (13xx)	39,673	28,031
Fakatau koloa mo e sevesi' (14xx)	884,731	624,422
Ngaahi Pa'anga Tokoni, Pa'anga fe'ave'aki (15xx)	3,000	10,121
Ngaahi Koloa Tauhi (20xx)	100,696	101,962
Ngaahi Totongi/ Fakamole angamaheni	2,092,800	1,972,521
Kau Ngāue Tu'uma'u (10xx)	1,338,600	1,109,831
Kau Ngāue Te'eki Tu'uma'u (11xx)	30,000	30,848
Folau , Fetu'utaki (12xx)	136,100	103,036
Ngāue monomono, ngaahi ngāue kehe' (13xx)	30,300	28,031
Fakatau koloa mo e sevesi' (14xx)	533,700	624,422
Ngaahi Pa'anga Tokoni, Pa'anga fe'ave'aki (15xx)	3,000	10,121
Ngaahi Koloa Tauhi (20xx)	21,100	66,232
Ngaahi fakamole ki he langa fakalakalaka'	440,000	35,730
Ngāue monomono, ngaahi ngāue kehe' (13xx)	9,373	-
Fakatau Koloa, sevesi (14xx)	351,031	-
Ngaahi Koloa Tauhi (20xx)	79,596	35,730

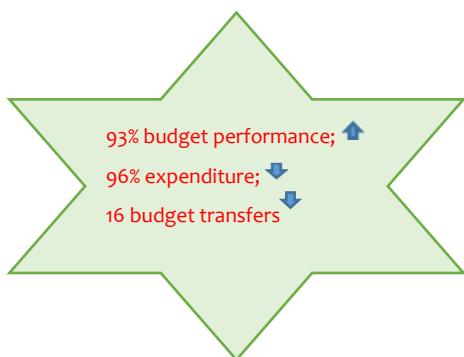
Tēpile 31: Vahe'i 'o e Patiseti

Fakamole 'a e Va'a Takitaha	'Uluaki Patiseti 2018/19	Ngaahi Fehikitaki he patiseti	Fakalelei ki he Patiseti	Fakamole Totonu	Peseti (%) 'o e fakamole	Toenga palanisi he faka'osinga 'o e ta'u fakapa'anga	Peseti (%)
Kau Komisiona	\$ 181,500	\$ 67,876.59	\$ 249,3776.59	\$ 244,433.66	98%	\$ 4,942.93	2%
'Ofisa Pule Ngāue	\$ 210,000	\$ (44,904 .23)	\$ 165,095.77	\$ 159,365.80	97%	\$ 5,729.97	3%
Tataki 'a e ngāue	\$ 526,800	\$ 34,312.90	\$ 561,112.90	\$ 543,340.40	97%	\$ 17,772.50	3%
Ngaahi Fakamatala, Fetu'utaki & Tekinolosia	\$ 112,000	\$ (19,729.27)	\$ 92,270.73	\$ 77,671.22	84%	\$ 14,599.51	16%
Kau Ngāue & Vahe	\$ 96,000	\$ 3,368.30	\$ 99,368.30	\$ 99,090.48	100%	\$ 277.82	0%
Fakalakalaka ki he fakahoko fatonga	\$ 264,200	\$ (11,308)	\$ 252,891.97	\$ 250,412.12	99%	\$ 2,479.85	1%
Ko e Koloa, Ko e Kakai	\$ 358,700	\$ 24,713	\$ 383,413.00	\$ 361,060.08	94%	\$ 22,358.92	6%
Vakai Fakalukufua ki he Ngāue	\$ 164,600	\$ (23,751)	\$ 140,849	\$ 126,673.78	90%	\$ 14,175.22	10%
Vāhenga	\$ 179,000	\$ (30,578 .26)	\$ 148,421.74	\$ 140,024.96	94%	\$ 8,396.78	6%
Fakakātoa	\$ 2,092,800	\$ -	\$ 2,092,800	\$ 2,002,073	96%	\$90,727.50	4%



5.4

Tu'unga fakahoko fatongia fakapa'anga 'a e 'Ofisi 'o e PSC



Ko e fakahoko fatongia fakapa'anga 'a e PSC, 'oku hokohoko atu pē 'a 'ene fakafiemālie', hangē ko e fakahoko ngāue 'a e patiseti', 'oku 'i he peseti 'e 93%, 'a ia ko e fakamole' ia fakatatau ki he patiseti fakafuofua ki he kaha'u'. Ko e fakalakalaka 'eni ki mu'a mei he peseti 'e 89% 'i he 2017/2018. Ko e fakamole fakalūkufua' 'oku 'i he peseti 'e 96% 'i he a'u mai ki he faka'osinga 'o Sune 2018; ko e holo ia mei he peseti 'e 99%, ka 'oku kei fakafiemālie pe.

Ko e fakahoko ngāue ki he fakata'u 'o e ngaahi koloa lalahi' na'e fakalakalaka ia kimu'a mei he peseti 'e 75% mei he ta'u fakapa'anga kuo 'osi' ki he peseti 'e 100% 'o fakataha ia mo e holo ki lalo 'a e ngaahi fehikitaki 'a e patiseti' mei he 21 'i he ta'u fakapa'anga kuo 'osi ki he 16 pe 'i he ta'u fakapa'anga ko 'eni'. 'Oku kau 'eni 'i he ola lelei taha mei he 'u Potungāue fakapule'anga'. 'Oku hokohoko atu pe 'a hono ngāue'i 'e he 'Ofisi 'o e PSC', 'a e ngaahi founiga ngāue fakapa'anga, ke ne fakalelei'aki 'a e ola 'o e fakahoko fatongia fakapa'anga 'a e 'Ofisi'.

Tēpile 32: Fakama'opo'opo 'o e Ngaue Fakapa'anga 'o e PSC

Item	Ta'u Faka pa'anga	'Uluaki Esitimeti	Fakafuofua July – June	Fakamole July – June	Fai kehekehe	Pa'anga Nga'unu	% Fakamole July – June	Katoa ngae'aki (%)	Palanisi 30 June
Expenditure	2018/19	\$2,092,800	\$2,158,630	\$2,002,073	\$156,558	16	96%	93%	\$90,728

Ko e kuata 'e tolu (3) na'e ma'olunga ange 'a e fakamole 'i he patiseti ne fokotu'u ki he tafa'aki ngaue 'a e kau Komisiona, pea toe ma'olunga foki pea mo e fakamole a e va'a tokangaekina e Fakahoko fatongia (Performance Development) 'i he kuata 4. 'Oku ha ia 'i he hiki peseti 'e ono (6%) 'i he fakamole ki he fakatau koloa mo e sevesi (Good and services category) ko e 'uhi ko e lo lahi e ngaahi fakataha ne fiema'u ke fakahoko fekau'aki mo e ngaahi pole lalahi; pea mo e fakamole ki he ngaahi fakapale ki he ngaahi kulupu ne nau kau mai ki he faka'ilonga'i 'a e 'aho 'o e Ngaue Fakapule'anga.

Tēpile 33: Peseti e fakamole ki he patiseti totonu 2018/2019 faka-kuata

	Kuata 1	Kuata 2	Kuata 3	Kuata 4	katoa
Commissioners	116%	111%	81%	94%	93%
CEO	98%	109%	103%	75%	
Corporate	97%	99%	89%	72%	
ICT	100%	116%	116%	62%	
Workforce	99%	91%	103%	79%	
Performance Development	102%	76%	98%	106%	
Human Resource	97%	101%	108%	113%	
Oversight	100%	113%	102%	71%	
Remuneration	95%	106%	102%	70%	

Ko e kuata hono ua na'e lahi taha ai 'a e 'ova 'o e fakamole 'i he patiseti na'e fokotu'u, pea na'e tofuhia kotoa ai 'a e ngaahi polokalama. Ko e 'ova lahi hono hoko na'e 'i he kuata 4, 'i he polokalama tokangaekina e kau ngaue (113%), fakahoko fatongia (106%) pea mo e kau Komisiona (94%).

Na'e 'i lalo 'a e fakamole 'i he patiseti ne fokotu'u 'i he tafa'aki ICT koe'ahi ko e tuai ke ma'u ha taukei pea mo ha ngaahi naunau totonu ke fakalele'i 'aki 'a e server kuo fuoloa hono fiema'u ke fetongi; pea mo e ngaahi palopalema foki 'i he fale Tungi Colonade.

Na'e 'i lalo mo e fakamole ki he vahenga koe'ahi ko e ngaahi lakanga na'e te'eki lava ke fakangae'i 'I he'ene 'au ki he faka'osinga 'o Sune 2019.

Tēpile 34: 'Esitimetri pea mo e fakamole totonu

Polokalama	Patiseti fokotu'u 2018/19	Kuata	Fakafuofua	Fakamole totonu	Faikehekehe	Katoa ngaeue'aki (%)	Palanisi 30 Sune 2019
Commissioners	\$181,500	Quarter 1	\$34,496.00	\$39,947.67	\$(5,451.67)	116% over	\$ 209,428.92
		Quarter 2	\$42,859.00	\$47,751.46	\$(4,892.46)	111% over	\$ 161,677.46
		Quarter 3	\$85,091.00	\$68,572.50	\$16,518.50	81%	\$ 93,104.96
		Quarter 4	\$93,659.56	\$88,162.03	\$5,497.53	94%	\$ 4,942.93
CEO	\$210,000	Quarter 1	\$33,742.32	\$32,971.92	\$770.40	98%	\$ 132,123.85
		Quarter 2	\$36,449.88	\$39,808.66	\$(3,358.78)	109% over	\$ 92,315.19
		Quarter 3	\$42,668.56	\$44,050.59	\$(1,382.03)	103% over	\$ 48,264.60
		Quarter 4	\$56,573.99	\$42,534.63	\$14,039.36	75%	\$ 5,729.97
Corporate	\$526,800	Quarter 1	\$99,618.36	\$96,811.40	\$2,806.96	97%	\$ 464,301.50
		Quarter 2	\$122,199.99	\$120,398.03	\$1,801.96	99%	\$ 343,903.47
		Quarter 3	\$141,631.55	\$125,833.28	\$15,798.27	89%	\$ 218,070.19
		Quarter 4	\$277,167.12	\$200,297.69	\$76,869.43	72%	\$ 17,772.50
ICT	\$112,000	Quarter 1	\$19,973.92	\$19,973.88	\$0.04	100%	\$ 72,296.85
		Quarter 2	\$ 20,373.88	\$23,628.24	\$(3,254.36)	116% over	\$ 48,668.61
		Quarter 3	\$16,794.68	\$19,473.95	\$(2,679.27)	116% over	\$ 29,194.66
		Quarter 4	\$23,709.93	\$14,595.15	\$9,114.78	62%	\$ 14,599.51
Workforce	\$96,000	Quarter 1	\$17,700.72	\$17,550.72	\$150.00	99%	\$ 81,817.58
		Quarter 2	\$37,914.64	\$34,354.94	\$3,559.70	91%	\$ 47,462.64
		Quarter 3	\$26,242.82	\$27,123.75	\$(880.93)	103% over	\$ 20,338.89
		Quarter 4	\$25,524.69	\$20,061.07	\$5,463.62	79%	\$ 277.82
Performance Development	\$264,200	Quarter 1	\$40,122.26	\$40,832.61	\$(710.35)	102% over	\$ 212,059.36
		Quarter 2	\$110,833.23	\$84,054.55	\$26,778.68	76%	\$ 128,004.81
		Quarter 3	\$42,953.84	\$42,194.31	\$759.53	98%	\$ 85,810.50

		Quarter 4	\$78,383.40	\$83,330.65	\$ (4,947.25)	106% over	\$ 2,479.85
Human Resource	\$358,700	Quarter 1	\$76,888.15	\$74,526.09	\$2,362.06	97%	\$ 308,886.91
		Quarter 2	\$92,036.84	\$93,410.82	\$ (1,373.98)	101% over	\$ 215,476.09
		Quarter 3	\$66,829.94	\$72,402.28	\$ (5,572.34)	108% over	\$ 143,073.81
		Quarter 4	\$107,187.52	\$120,720.89	\$ (13,533.37)	113% over	\$ 22,352.92
Oversight	\$164,600	Quarter 1	\$27,572.02	\$27,573.06	\$ (1.04)	100%	\$ 113,275.94
		Quarter 2	\$28,993.04	\$32,630.57	\$ (3,637.53)	113% over	\$ 80,645.37
		Quarter 3	\$31,570.92	\$32,110.86	\$ (539.94)	102% over	\$ 48,534.51
		Quarter 4	\$48,369.09	\$34,359.29	\$14,009.80	71%	\$ 14,175.22
Remuneration	\$179,000	Quarter 1	\$35,078.46	\$33,154.18	\$1,924.28	95%	\$ 115,267.56
		Quarter 2	\$34,974.55	\$36,955.60	\$ (1,981.05)	106% over	\$ 78,311.96
		Quarter 3	\$37,420.20	\$38,199.19	\$ (778.99)	102%	\$ 40,112.77
		Quarter 4	\$45,024.34	\$31,715.99	\$13,308.35	70%	\$ 8,396.78
Fakakatoa Patiseti PSC	\$2,092,800	TOT Q1	\$385,192.21	\$383,341.53	\$1,850.68	100%	\$1,709,458
		TOT Q2	\$526,635.05	\$512,992.87	\$13,642.18	97%	\$1,196,466
		TOT Q3	\$491,203.51	\$469,960.71	\$21,242.80	96%	\$726,505
		TOT Q4	\$755,599.64	\$635,777.39	\$119,822.25	84%	\$90,728
		Total	\$2,158,630	\$2,002,073	\$156,558	93%	4%

Tēpile 35: Fakama'opo'opo ngaue fakapa'anga 2016/17 – 2018/2019

	FY	Patiseti ne fokotu'u	Fakafuofua Jul – Jun	Fakamole totolu Jul – Jun	Faikehekehe	Pa'anga Nga'unu	fakamole Siulai – Sune %	Ngaue'aki (%)	Palanisi Sune
Fakamole	2016/17	\$1,600,000	\$1,418,317.64	\$1,500,492	(83,454.70)	34	94%	87%	\$99,508
Fakamole	2017/18	\$1,840,200	\$2,121,615	\$1,815,378	\$306,237	21	99%	91%	\$24,822
Fakamole	2018/19	\$2,092,800	\$2,158,630	\$2,002,073	\$156,558	16	96%	93%	\$90,728

5.4.1 'Analaiso e ngaahi fakamole - Fakakatoa

Ko e ngaue fakapa'anga 'a e 'Ofisi na'e 'i he tu'unga lelei 'aupito. Koe fakamole totolu na'e peseti 'e 96(96%), 'o ki'i holo mei he peseti 'e 99 (99%) mei he ta'u ki mu'a; ka 'oku kei lelei 'aupito pe.

Hange 'oku ha 'i he tepile 35, na'e 'ova 'a e fakamole 'i he tafa'aki 'a e Kau Komisiona (Polokalama Tu'unga Taki) 'i he kuata 1, 2, moe 4. Makatu'unga eni 'i he lahi 'a e ngaahi fakataha fakavavevave 'o kau ai e teuaki tukungaue pea mo e ngaahi keisi 'a e kau 'Ofisa Pule Ngaue (CEOs). Na'e toe 'i ai 'a e fakamole ki he totongi loea pea mo e fakamanatu 'o e 'aho 'a e kau ngaue fakapule'anga 'o hiki hake ai 'a e fakamole ki he tafaa'aki fakatau koloa mo e sevesi 'aki 'a e peseti 'e 6(6%).

'O hange koia kuo 'osi ha atu 'i 'olunga, na'e 'i lalo 'a e fakamole 'i he tafa'aki kihe vahenga (-8%) koe'uhiko e faingata'a ke ma'u ha kakai totolu ki he ngaahi lakanga, 'a ia ko e ngaahi lakanga ma'olunga (Deputy CEO, mahina 'e 3; Senior Computer Programmer, Senior Performance Coordinator – mahina 'e 6 pea 'oku kei 'ata pe).

Tēpile 36: Fakamole faka-polokalama/Ola

Polokalama	Totongi (\$) Year 1 2018/2019	Katoa + Nga'unu 2018/2019	Fakamole totonu June 2019	% Fakamole totonu June 2019	\$ Tokoni	Palanisi June
1 – Leadership, Program Admin	\$ 1,030,300	\$ 1,067,856	\$ 1,024,811	96%	\$88,969	\$43,045
2 – Workforce Development Division	\$ 96,000	\$ 99,368	\$ 99,090	100%		\$278
3 – Performance Management Division	\$ 264,200	\$ 252,892	\$ 250,412	99%		\$2,480
4 – Human Resource Management	\$ 358,700	\$ 383,413	\$ 361,060	94%		\$22,353
5 - Oversight	\$ 164,600	\$ 140,849	\$ 126,674	90%		\$ 14,175
6 - Remuneration	\$ 179,000	\$ 148,422	\$ 140,025	94%		\$ 8,397
Total	\$ 2,092,800	\$ 2,092,800	\$ 2,002,073	96%	*\$88,969	\$ 90,728
	*Infrastructure upgrade					

5.5 Fe'unu'aki 'i he Patiseti

Koe peseti é fitu (7%) á ia ko e \$150,270.80 ó e patiseti á e PSC ne feúnuáki tuó 16. Koe feúnuáki eni mei he polokalama é 5 pea ko'e fakalakalaka eni mei he feúnuáki é 21 í he taú kuo hili pea óku kau eni he siísí taha í he ngaahi feúmuáki á e Puleánga.

Ko e ngaahi feúnuaki lalahi taha 'e tolu (3) 'i he patiseti na'e fakahoko 'i he kuata 3 mo 4 mei he polokalama e 5 'o áve ki he polokalama e 4. Koe lahi taha ki he tafaaki fefakatauáki mo e sevesi, o pehe ni hono fakaiikiki:

- \$67,876.59 ki he totongi fakataha á e kau Komisiona mo e kau ngaue á e Potungaue ako fekauáki mo e PMS pea moe ngaahi fakataha fekauáki mo e kau Pule Ngaue.
- \$34,312.90 ki he Me'a Ngaue Fo'ou (i.e. \$46,466.10 na'e fakatau 'aki 'a e misini paaki tohi 'e ua (2), papa tu'uaki 'a e PSC pea ko e toenga na'e fakatau 'aki 'a e ngaahi naunau mo e laiseni fakakomipiuta.
- \$24,713.00 ki he totongi kau ngaue mataotao mo e tokoni fakatekinikale ke totongi 'aki 'a e ngaahi fakamole 'a Harry Waalkens fekau'aki mo'ene ngaue fakalao.

Tēpile 37: Fe'unu'aki 'i he Patiseti 2018/2019

Naahi Vaá	'Uluaki Patiseti 2018/19	Feúnuaki mei he	Feúnuáki ki he	Katoa e Patiseti (revised)	Katoa e fakamole	% fakamole	Fakakatoa e Palanisi
Commissioners	\$ 181,500.00		\$ 67,876.59 (38%:71%)	\$ 249,376.59	\$244,433.66	98%	\$4,942.93 (2%)
Office of the CEO	\$ 210,000.00	\$ (44,904.23) (22%:35%)		\$ 165,095.77	\$159,365.80	97%	\$5,729.97 (3%)
Corporate Services	\$ 526,800.00		\$ 34,312.90 (7%:36%)	\$ 561,112.90	\$543,340.40	97%	\$17,772.50 (3%)

ICT	\$ 112,000.00	\$ (19,729.27) (18%:16%)		\$ 92,270.73	\$77,671.22	84%	\$14,599.51 (16%)
Workforce Development	\$ 96,000.00		\$3,368.30 (4%:4%)	\$ 99,368.30	\$99,090.48	100%	\$277.82 (0%)
Performance Development	\$ 264,200.00	\$ (11,308.03) (5% within: 9%)		\$ 252,891.97	\$250,412.12	99%	\$2,479.85 (1%)
Human Resource Management	\$ 358,700.00		\$24,713.00 (7%:7%)	\$ 383,413.00	\$361,060.08	94%	\$22,352.92 (6%)
Oversight	\$ 164,600.00	\$ (23,751.00) (15%:19%)		\$ 140,849.00	\$126,673.78	90%	\$14,175.22 (10%)
Remuneration	\$ 179,000.00	\$ (30,578.26) (17%:24%)		\$ 148,421.74	\$140,024.96	94%	\$8,396.78 (6%)
Grand Total	\$ 2,092,800.00	\$ (130270.8) (7%)	\$96,707.1 (5%)	\$ 2,092,800.00	\$2,002,073	96%	\$90,728 (4%)

Note: % division : % total transfer

Koe lahi taha e paánga naé ngaúnu ko e áve ki he ngaue á e kau Komisiona (71%), ó hoko atu ki ai e ngaue á e tafaáki Corporate (36%). Óku faingataá ke fai ha fakaútoúta pau ki he ngaahi meá fakalao pea ko e ngaahi fakataha taautaha mo e kau pule ngaue é 20 ki hono siofi á énau fakahoko fatongia óku fiemaú ke to e fokotuútuú lelei ke áonga ange pea mo fakasiísií e fakamole.

Ko e ngaúnu lahi taha koe peseti é 35 (35%) ó e ngaúnu fakakatoa, naé toó ia mei he patiseti á e CEO ‘i he tafaáki ó e folau moe tokoni TA á ia ko e peseti é 22 fakakatoa ia á e Patiseti tafaáki á e CEO he koe folau ia é 2 ne fua mei tuá. Ko e ngaahi ngaúnu kehe ne toó mei he tafaáki ki he ako mo e TA á e polokalama Oversight pea moe Remuneration koeúhi ko e kaniseli e ngaahi folau ki tahi pea mo e tuai ke maú e tokotaha taukei kene fakahoko e ngaue fakaósi ki he COP.

‘I hono fakalukufua, ‘oku hokohoko atu ai pe ‘a e feinga ‘a e ‘ofisi ni ke fakasi’isi’i ‘a e ngaahi feúnuáki pea mo fakapotopoto’i ‘a e patiseti kihe ta’u fakapa’anga hoko.

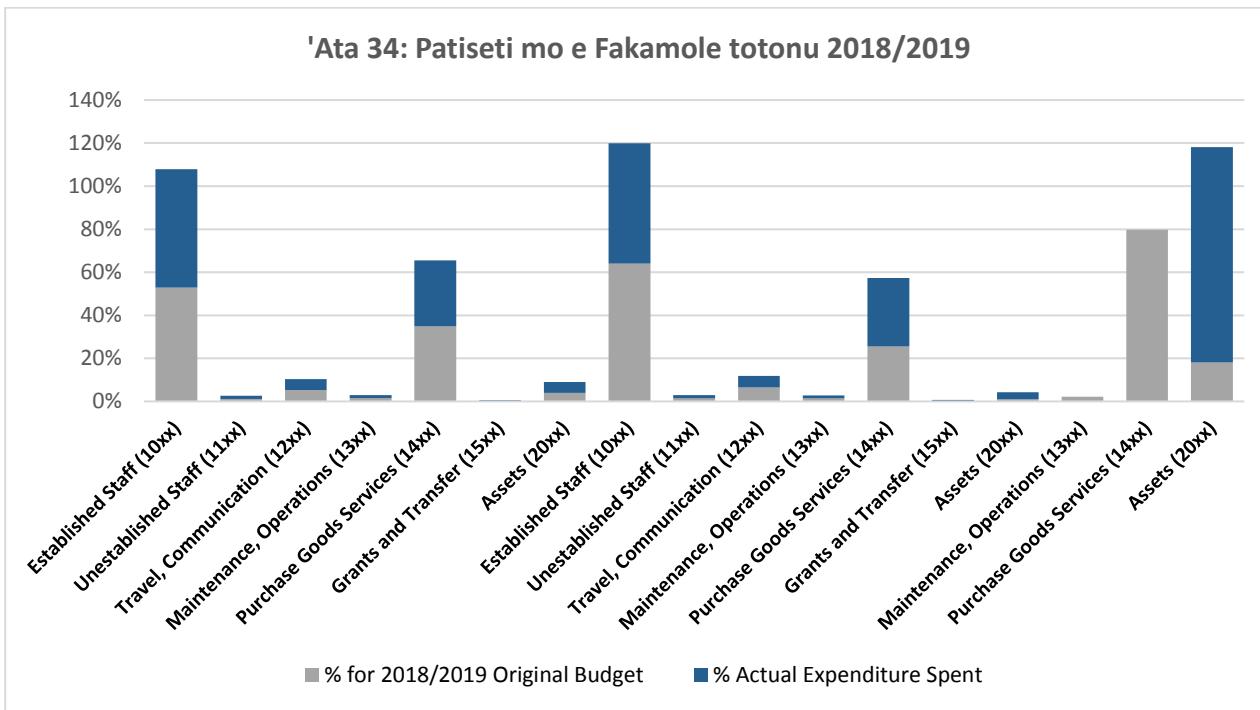
5.6 Analaiso e fakamole faka kalasi (by CATEGORY)

Koe vahevahe e patiseti a e PSC koe peseti ‘e 65 (65%) ne ‘ave ia ki he vahenga (peseti ‘e 64 ki he kau ngaue tu’umaú, %1 kihe kau lau ‘aho). Ko e peseti ‘e 8 (-8%) ne ‘i lalo ia he patiseti ne fokotu’u (56% e fakamole mei he katoa ko e peseti e 64%). Na’e hiki hake a e fakatau mo e sevesi ‘aki ‘a e peseti ‘e 6 (26% e patiseti ne fokotu’u) o fakakatoa ia ki he peseti ‘e 32(32%).

Tēpile 38: Fakamatala e fakamole – Patiseti fokotuu moe fakamole totonu

Patiseti(\$m)	Úluaki Patiseti 2018/19	%	Katoa Paánga fakamole	% Paánga fakamole
Ngaahi Totongi/Fakamole	\$2,532,800		\$2,008,251	
Kau Ngaue Tuúmaú (10xx)	1,338,600	53%	1,109,831	55%
Kau Ngaue lau áho (11xx)	30,000	1%	30,848	2%
Foalu, Fetuútaki(12xx)	136,100	5%	103,036	5%
Ngaue monomono, Ngaue kehe(13xx)	39,673	2%	28,031	1%
Fakatau koloa, sevesi (14xx)	884,731	35%	624,422	31%
Pa’anga tokoni, pa’anga fe’ave’aki (15xx)	3,000	0%	10,121	1%
Ngaahi koloa tauhi (20xx)	100,696	4%	101,962	5%
Ngaahi totongi/Fakamole angamaheni	\$2,092,800		\$1,972,521	

Kau Ngaue Tuúmaú (10xx)	1,338,600	64%	1,109,831	56%
Kau Ngaue lau áho (11xx)	30,000	1%	30,848	2%
Foalu, Fetuútaki(12xx)	136,100	7%	103,036	5%
Ngaue monomono, Ngaue kehe(13xx)	30,300	1%	28,031	1%
Fakatau koloa, sevesi (14xx)	533,700	26%	624,422	32%
Pa'anga tokoni, pa'anga fe'ave'aki (15xx)	3,000	0%	10,121	1%
Ngaahi koloa tauhi (20xx)	21,100	1%	66,232	3%
Fakamole ki he langa fakalakalaka	\$440,000		\$35,730	
Ngaue monomono, Ngaue kehe(13xx)	9,373	2%	-	0%
Fakatau koloa, sevesi (14xx)	351,031	80%	-	0%
Ngaahi koloa tauhi (20xx)	79,596	18%	35,730	100%



5.7

'Analaiso e ngaahi fakamole fakava'a ngaue (Ola lalahi)

Ko e peseti 'e 97 (97%) na'e fakakakato mei he ngaahi ola ngaue 'a e ngaahi polokalama. Ko e fakalakalaka eni mei he peseti 'e 91 (91%) 'o e ta'u kuo hili. 'I he peseti 'e 97 ko'eni, ko e peseti ai 'e 37 na'e mahulu atu ia mei he'enau ngaahi taketi.

Ko e faka 'avalisi o e fakamole ki he polokalama ko e peseti 'e 94 (94%). Ko e polokalama faka taki aia oku kau ai e va'a 'e 4 (Kau Komisiona, CEO, Corporate and ICT) na'e 'avalisi ki he peseti 'e 93 (93%), pea ma'ulalo taha ai 'a e ICT ko e peseti 'e 84 (84%) tupu 'i he tuai ke ma'u ha taha taukei ke fakahoko e ngaue fakatekinikale ki he server. Ko e Polokalama Fakataukei ki he kau ngaue (Workforce Development) na'a ne faka'aonga'i kakato 'ene patiseti pea toenga 'o e ngaahi polokalama na'e faka'avalisi ki he peseti 'e 90 (90%) pe 'olunga hake pe ai.

Tēpile 39: Fakamole ‘a e ngaahi polokalama 30 June 2019

Ngaahi va'a/Polokalama	Patiseti kamata (Est 18/19)	Pa'anga Fe'unu'aki	Fakalelei ki he Patiseti	Fakamole fkakatoa 30 Sune 19	% fkmole fkkatoa	Palanisi	% Palanisi
1 Commissioners	\$ 181,500.00	\$ 67,876.59	\$ 249,376.59	\$244,433.66	98%	\$4,942.93	2%
Office CEO	\$ 210,000.00	\$ (44,904.23)	\$ 165,095.77	\$159,365.80	97%	\$5,729.97	3%
Corporate Services	\$ 526,800.00	\$ 34,312.90	\$ 561,112.90	\$543,340.40	97%	\$17,772.50	3%
ICT	\$112,000.00	\$ (19,729.27)	\$ 92,270.73	\$77,671.22	84%	\$14,599.51	16%
2 Workforce Development	\$ 96,000.00	\$ 3,368.30	\$ 99,368.30	\$99,090.48	100%	\$277.82	0%
3 Performance Development	\$ 264,200.00	\$ (11,308.03)	\$ 252,891.97	\$250,412.12	99%	\$2,479.85	1%
4 HR Management	\$ 358,700.00	\$ 24,713.00	\$ 383,413.00	\$361,060.08	94%	\$22,352.92	6%
5 Oversight	\$ 164,600.00	\$ (23,751.00)	\$ 140,849.00	\$126,673.78	90%	\$14,175.22	10%
6 Remuneration	\$ 179,000.00	\$ (30,578.26)	\$ 148,421.74	\$140,024.96	94%	\$8,396.78	6%
Grand Total	\$ 2,092,800.00		\$2,092,800.00	\$2,002,073	96%	\$90,728	4%

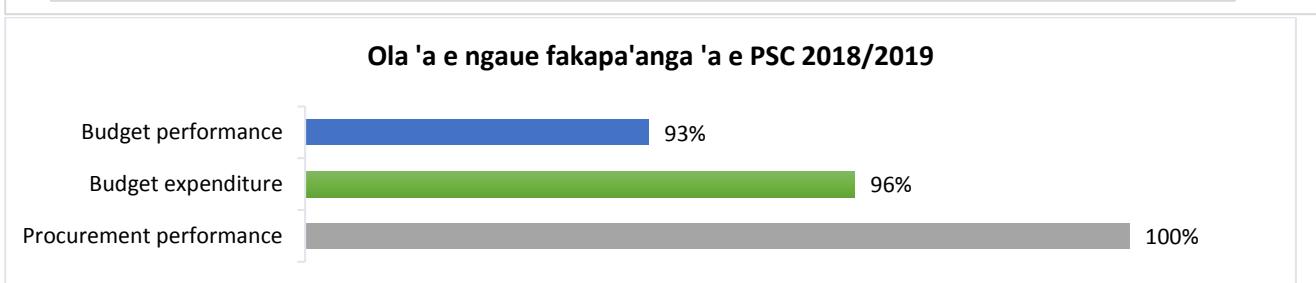
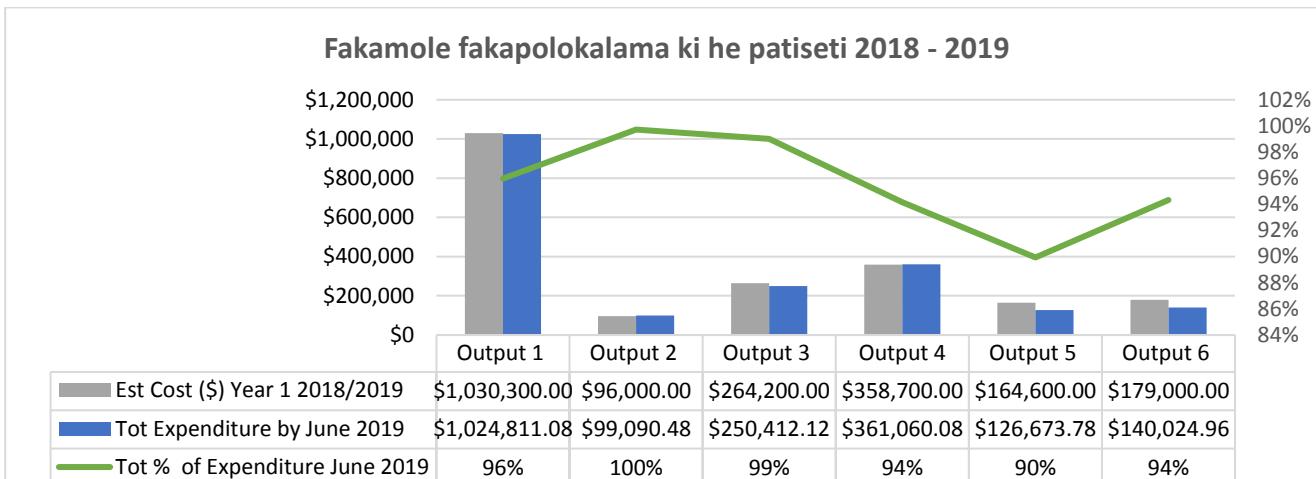
Na'e toki lava 'o fakakakato e ngaahi ola na'e 'ikai ke palani'i mei hono fe'unu'aki 'a e ngaahi pa'anga mei he ngaahi feitu'u kehe 'o hange pe koia kuo 'osi fakamatala ki mu'a pea ha 'i he tepile 40 'i lalo.

Tēpile 40: Fakamole ‘a e ngaahi polokalama mo e Ola faka kuata

Ngaahi Va'a	Kuata 1	Kuata 2	Kuata 3	Kuata 4
Commissioners	116%	111%	81%	94%
CEO	98%	109%	103%	75%
Corporate	97%	98%	89%	72%
ICT	100%	116%	116%	62%
Workforce	99%	91%	103%	79%
Performance Development	102%	76%	98%	106%
Human Resource	97%	101%	108%	13%
Oversight	100%	113%	102%	71%
Remuneration	95%	106%	102%	70%

Tēpile 41: Fakamole fakalukufua fakakuata fakatatau kihe patiseti kuo fokotu'u (PERFORMANCE AGAINST FORECAST) 2018/2019

	Kuata 1		Kuata 2		Kuata 3		Kuata 4	
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual
Commissioners	\$34,496.00	\$39,947.67	\$42,859.00	\$47,751.46	\$85,091.00	\$68,572.50	\$93,659.56	\$88,162.03
CEO	\$33,742.32	\$32,971.92	\$36,449.88	\$39,808.66	\$42,668.56	\$44,050.59	\$56,573.99	\$42,534.63
Corporate	\$99,618.36	\$96,811.40	\$122,199.99	\$120,398.03	\$141,631.55	\$125,833.28	\$277,167.12	\$200,297.69
ICT	\$19,973.92	\$19,973.88	\$20,373.88	\$23,628.24	\$16,794.68	\$19,473.95	\$23,709.93	\$14,595.15
Workforce	\$17,700.72	\$17,550.72	\$37,914.64	\$34,354.94	\$26,242.82	\$27,123.75	\$25,524.69	\$20,061.07
Performance	\$40,122.26	\$40,832.61	\$110,833.23	\$84,054.55	\$42,953.84	\$42,194.31	\$78,383.40	\$83,330.65
HRM	\$76,888.15	\$74,526.09	\$92,036.84	\$93,410.82	\$66,829.94	\$72,402.28	\$107,187.52	\$120,720.89
Oversight	\$27,572.02	\$27,573.06	\$28,993.04	\$32,630.57	\$31,570.92	\$32,110.86	\$48,369.09	\$34,359.29
Remuneration	\$35,078.46	\$33,154.18	\$34,974.55	\$36,955.60	\$37,420.20	\$38,199.19	\$45,024.34	\$31,715.99



5.8

Tu'unga ngaue fakapa'anga 'i he ta'u 'e tolu kuo hili

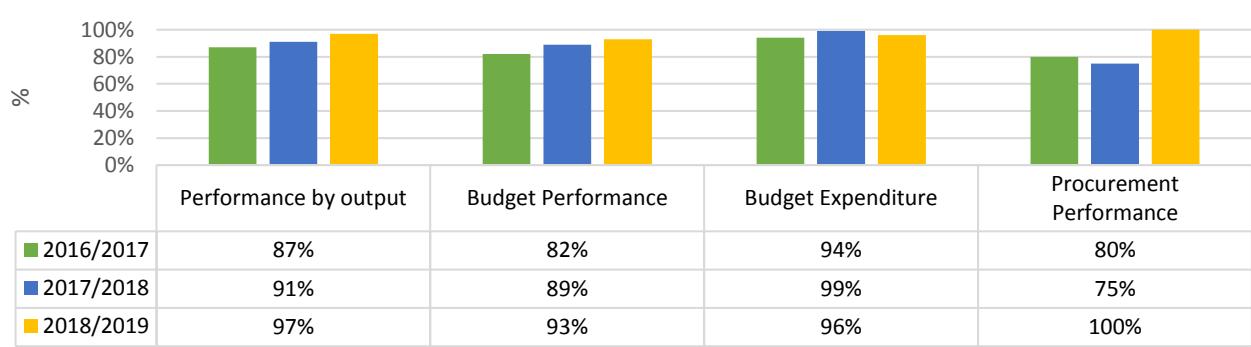
'Oku fakalakalaka ki mu'a e tokangaekina e ngaue fakapa'anga mei he 82% ki he 89% ki he 93% 'i he ta'u 'e 3 kuo toki 'osi.

Pehe pe ki he ngaue'aki 'a e pa'anga (fakamole) 'oku 'i he tu'unga ma'olunga 'o nofo pe 'i he peseti 'e 90 (90%) ki 'olunga o faka'avalisi ki he peseti 'e 97(97%) ki he ta'u 'e tolu kuo hili.

'Oku toe lelei ange 'a e muimui pau ki he tu'utu'uni ngaue ki he fakatau koloa lalahi pea mo e sevesi 'o a'usia 'a e peseti 'e 100 (100%) – koe fakalaka eni mei he 75% 'o e ta'u kuo 'osi. Ko e 'avalisi 'o e muimui pau 'i he ta'u 'e 3 kuo hili ko e peseti 'e 90(90%)'a ia 'oku kei fakafiemalie pe.

Koe faka'osi, koe fakakakato 'a e ngaahii taumu'a ola (outputs) 'oku fakalakalaka 'i he ta'u ko'eni 'e 3 mei he 87% ki he 91% pea 97% 'a e ta'u ni.

Ola e fakahoko fatongia (Outputs) mo e ngaue'aki e Pa'anga 2016/2017 - 2018/2019



‘Oku to e fakalakalaka ai pe foki mo e fe’unu’aki ‘a e ngaahi pa’anga mei he 34 ‘I he 2016/2017 ki he 21 ‘i he ta’u kuo hili pea 16 ‘a e ta’u ni.

5.9

Fakatau Lalahi (Procurement)

Hangē ko ia ‘oku hā atu ki he tepile 42, na’e fe’unga fakakātoa mo e tohi kole ngāue ‘e 6 na’e fakahū atu pea tali mai he ‘Ulu’i ‘Ofisi ‘o e Ngaahi Fakatau Lalahi’ ‘o iku ai ke 100% ‘a e taliangi ‘a e ngaahi fakatau na’e fakahoko’.

Tēpile 42: Ngaahi Fakatau Lalahi mei he ‘Ofisi PSC

Ta’u Fakapa’anga	Lahi ‘o e ngaahi tohi kole ngaue	Lahi ‘o e ngaahi tohi kole ngaue na’e tali	Lahi na’e Tali-angi (compliance)	Lahi na’e ‘ikai Tali-angi (non compliant)	% na’e Tali-angi	% na’e ‘ikai Tali-angi
2018 – 2019	6	6	6	0	100%	0

Tēpile 43: Founga Fakatau Lalahi (Procurement)

Founga fakatau lalahi (Procurement)	2017 – 2018 FY	2018 – 2019 FY
Tohi Fakafuofua Mahu’inga (Request for Quotation)	2	1
Tohi Tu’uaki Ngaue (Request for Proposal)		2
Talamahu’inga fakafuofua (Limited Bidding)	4	-
Fili Hangatonu (Single Source)	1	2
Talamahu’inga Fakangatangata (Restricted Bidding)	1	-

5.10

Tokangaekina ‘o e Koloa

Ko e Tohi Lesisita Koloa’ ‘oku fakamā’opo’opo ma’u pe ia ‘o fakatatau ki he ngaahi fakatau kuo ‘osi maau’. Hili ange pe ‘a hono ma’u ‘oku fakamā’opo’opo ‘a e koloa ko ia’ ki he ngaahi lekooti ko eni’ ‘o fakatatau pe ki he ngaahi koloa takitaha.

Koloa	Fa’ahinga	Lahi	Mahu’inga taautaha	Mahu’inga Fakakātoa	Fakahingoa ‘o e Koloa	‘Aho na’e ma’u ai	Feitu’u ‘oku tauhi ai moe ‘Ofisa
Fakatātā HP Laser Jet Pro	Moni Laser MFP	3	\$2450	\$7350	HP Laser Jet PRO	28/11/2018	ICT Division

‘I he ta’u kakato’, ko e koloa fakakātoa ‘e 30 na’e fakatau pea lekooti ‘aki ha mahu’inga fakakātoa na’e fe’unga mo e \$88,167.79. Na’e ‘i ai ha koloa ‘e 19 na’e fakatau ‘i he kuata 3 mo e 4, ‘a ia ko e 6 he kuata 3 pea 13 ‘i he kuata 4. Ko e ongo kuata fakamuimui’ na’e lahi taha ai ‘a e fakatau’ pe ko e 89% ia ‘o e ngaahi koloa fakakātoa na’e fakatau, pea lahilahi pe ki he ngaahi naunau faka’ofisi (fetongi ‘o e ongo misini paaki lalahi; mo e komipiuta fo’ou ‘a e kau ngāue hū fo’ou’).

Fakalūkufua’, na’e ‘i ai ‘a e hiki hake ‘i he ngaahi fakamole ki he koloa fo’ou ‘i he 2018/2019 ‘aki ha 7.55% fakafehoanaki ki he 2017/2018.

Ko e mahu'inga fakakātoa 'o e ngaahi koloa na'e fakatau na'e \$85354.79; koe naunau fo'ou 'e 21 na'e fakatau 'a ia 'oku hiki hake 'aki ha 7.5% mei he mahu'inga 'o e ta'u fakapa'anga kuo 'osi'.

Ko e ngaahi fakaikiiki eni 'o e Tohi Lesisita Koloa, 'a ia 'oku 'ave ki he Potungāue Pa'anga 'i he faka'osinga 'o e ta'u fakapa'anga takitaha.

Tēpile 44: Fakaikiiki 'o e tohi lesista koloa: 2017/2018 vs 2018/2019

Tohi Lesisita Koloa	Mahu'inga 2017/18 FY	Mahu'inga 2018/19 FY	Ngaahi fakamatala
Fale	-	-	Na'e maumau 'a e 'Ofisi PSC tupu mei he Matangi ko Gita pea fetukutuku leva 'a e 'Ofisi ki he Tungi Colonnade 'a ia koe totongi fakamahina ki hono ngae'aki ko e \$11,074.
Me'alele	\$121,294.07	\$114,260.86	Ko e mahu'inga 'o e me'alele 'e fa (4) na'e holo 'aki ha 5.8% koe'uhī ko e holo 'a e mahu'inga 'o e me'alele (depreciation).
Polokalama fakakomipiuta	-	-	'Ikai felave'i
Naunau fakakomipiuta	\$60,557.09	\$73,008.81	Hiki 'aki 'a e 16%. Ko e tupu pe ia mei he tokolahī ange 'a e kau ngae'pea mo e ngaahi fakamole ki hono fakatau mai 'o e misini komipiuta fakataha mo e ongo misini paaki lalahi.
Ngaahi naunau kehe (misini paaki, naunau faka'ofisi)	\$74,196.60	\$87,361.36	
Koloa fakanaunau 'ofisi (i.e. tesi, sea, tuku'anga tohi)	\$45,033.44	\$49,181.42	Hiki 'aki ha 9.21% koe'uhī pe ko e toe tokolahī ange 'a e kau ngae'he 'Ofisi PSC.
Fakamole fakakātoa	\$ 301,081.20	\$323,812.45	Hiki 'aki ha 7.55% 'i he fakakātoa

Tēpile 45: Ko e ngaahi fakamatala fekau'aki mo e fakamole faka-kuata

Kuata	Mahu'inga (\$)	Koloa Fakakātoa	Ngaahi Fakamatala
K1	\$1794.00	1	Ko e koloa pe 'e taha na'e fakatau 'i he kuata ke fakafo'ou 'aki 'a e misini fakamokomoko (air con) ke ngae'aki he 'ofisi.
K2	\$ 7713.00	10	-Misini paaki (printer) \$7,350 a printer ke ngae'aki he tafa'aki ki he lekooti ki hono hulu (scan) 'a e lekooti 'o e kau ngae'kuo nau malolo pension mei he ngae' 'aia na'e maumau tupu mei he Matangi ko Gita.
K3	\$18,258.70	6	Fakatau 'a e komipiuta ke ngae'aki he kau ngae'ofa mei 'Aositelelia pea mo ha komipiuta ke ngae'aki 'e he 'Ofisi moe kau Komisiona.
K4	\$60,402.09	13	Fakatau ha misini paaki 'e 2 'oku toe malohi ange ke ngae'aki 'e he 'ofisi ki hono teuteu 'a e ngaahi pepa fakataha pea moe ni'ihi kehe, seti komipiuta kakato ki he kau ngae'hu fo'ou mei he ta'u fakapa'anga kuo 'osi, misini fakamokomoko ki he loki 'oku tauhi ai 'a e ngaahi naunau fakakomipiuta pea moe Papa tu'uaki 'a e ngaahi lakanhga 'ataa 'i he Ngāue Fakapule'anga.
Fakakātoa 2018-19	\$88,167.79	30	

6. NGAABI POLE VIVILI

Ko e ngaahi pole 'eni ki he founiga fakahoko 'o e ngāue' lolotonga 'a e vaha'ataimi ko 'eni':

Mei tu'a'

- Pule'i 'e ngaahi fokotu'utu'u liliu fakalukufua 'I he ngae'fakapule'anga

- Pule'i 'o e ngaahi liliu 'oku 'i ai 'ene felave'i mo e ngaahi pale fakapa'anga tautaufito ki he kau ngāue
- Poupou'i 'o e visone ngāue mo e loto'i ngāue
- Ha founa lipooti ki hono sivi'i 'o e founa ngāue Tanaki 'o e ngaahi fakamatala ke toe fakalelei'i'aki e fakahoko ngāue 'i he taimi totonu, ke tokoni ki he fa'u 'o e ngaahi lipooti mo fakahoko e ngaahi fakafuofua
- Ko hono tauhi e ngaahi vā fengāue'aki mo e kau Minisitaa' pe a mo kinautolu 'i he ngaahi tu'unga fakapolitikale 'i he malumalu 'o e Lao ki he Kau Ngāue Fakapule'anga', ke fakahoko'aki 'e tu'u tau'ataina mei he politikale.
- Tokangaekina e ngaahi va mo e mitia

'I loto 'i he 'Ofisi 'o e PSC'

- 'Oku kei 'i ai pe 'a e tōnounou pe ko e ngaahi pole, 'i he founa ngāue' taufito ki he tafa'aki ki hono sivi'i mo vakai'i e fakahoko fatongia 'o e kau Talēkita mā'olunga' ka koe'uhī' ko e tu'unga ivi fakapa'anga', 'oku 'ikai ke malava ai ke fakangae'i ha tokotaha mā'olunga ke tokoni ki he kau Komisiona'.
- 'Oku lahi e ngaahi ngāue 'oku fakahoko 'e he kau ngāue fakapule'anga', 'o mahu'inga ange ia 'i he ngāue vakai fakalukufua e PSC ki he ngāue fakapule'anga
- Toe 'i ai e tokanga pe ko e fiema'u makehe ki ha tokotaha mataotao ki hono 'analaiso 'e tu'utu'uni ngāue pea mo e ngaahi mafai ki he me'a fakakomipiuta (IT).
- Ko e ngaahi pole kehe kuo 'osi fakatokanga'i 'i he ngaahi lipooti kimu'a' 'oku kei hoko pē ia 'o hangē ko e:
- 'Ikai ha 'ilo pe taukei fe'unga ke ngāue'aki e ngaahi faingamālie 'oku 'atā mai 'i he tafa'aki komipiuta (IT)
- Muimui'i 'o e ngaahi ngāue 'oku fakahoko 'i he ngaahi 'out motu' pea mo e kotoa 'o e ngāue fakapule'anga'
- 'Ikai ke 'i ai e ngaahi taukei fe'unga 'i he tafa'aki 'oku' ne tokangaekina e kau ngāue', faka'uhinga fakamatala', tokanga'i e ngaahi fakamatala pē lekooti, ngāue ki he 'akaivi, ngaahi tu'utu'uni ngāue, tafa'aki 'oku' ne tokangaekina e vāhenga', 'o kau ki ai mo e ivi fakapa'anga ki hono fakangae'i 'o e kau fale'i fakatekinikale
- Mālohiange hono fakamalohi'i 'e he PSC' 'a e taliui mahino 'a e kau Talēkita Pule Mā'olunga mo e ngaahi Potungāue

6.1

Ngaahi Pole

Ko e ngaahi pole na'e fehangahangai mo e 'Ofisi 'o e PSC' 'i he ngaahi ta'u fakapa'anga kuohili', na'e kei hoko pē ia ko e tefito'i pole 'a e ngaahi va'a ngāue 'o e 'Ofisi 'o e PSC', 'i he ta'u fakapa'anga lolotonga'.

Tēpile 45: Ngaahi Pole 'a e 'Ofisi 'o e PSC'

Va'a	Ngaahi Pole	Ngaahi founa ke solova 'aki e pole	Ngāue ke hoko atu ki ai
Tu'unga Taki mo e fakalele 'a e Pule'anga'	Tu'unga Taki -Pule'i mo fakalele 'a e polokalama fakalelei/liliu ki he ngāue fakapule'anga	Tu'unga Taki -Ngaahi fengae'aki mo e hou'eiki Minisita mo e PSC, kau talekita pule ma'olunga,	Tu'unga Taki -Fakaivia/Fakalelei'i 'e ngaahi founa fakataha taautaha 'a e PSC moe kau talekita pule ma'olunga

	<ul style="list-style-type: none"> -Tataki e ngāue ki hono vakai'i e fakahoko fatongia 'a e Talēkita Pule ma'olunga pea tokangaekina 'enau aleapau ngāue -Ngaahi matamama 'i he ngaahi tu'utu'uni ngaue – 'o hange ko e ngaahi keisi tribunal (fakamole lahi) -Tokanga'i e fakahoko fatongia 'i he ngaahi 'otumotu -Tautauhi e lao ki he vahenga ke nofo pe 'i he peseti 'e 53 (i.e. 53%). <p>Ngaahi Ngaue Tokoni</p> <ul style="list-style-type: none"> -Koe ngaahi founiga ki he aleapau ngaue ke fou 'ihe founiga totonu -Ngaahi kole tokoni fakatekinikale 'oku 'ikai ke fakahoko taimi totonu -Ofisi fakataimi ma'a e PSC hili e Afa ko Gita. <p>Tafa'aki Tekinolosia</p> <ul style="list-style-type: none"> -Ngaahi tolo'i hono fakalelei'i 'e poloseki 'i he ICT -Tu'unga malava mo malohi 'o e 'itanet'i -Motu'a 'a e CHRIS/founiga 'akaivi 	<ul style="list-style-type: none"> kau ngaeue moe kau hoa fengae'aki -Ngaahi tu'utu'uni ngaue moe ngaahi founiga ngaue ke toe vakai'i -Fakalele'i e fetu'utaki mo e kau ngaeue 'i 'otumotu -Fakaivia e va fengae'aki mo e Potungae Falepa'anga ki hono tautauhi 'e lao ki he vahenga <p>Ngaahi Ngaue Tokoni</p> <ul style="list-style-type: none"> -Toe fakalelei'i ange e fengae'aki e kau taki ngaue mo e kau ngaeue tokoni fakatekinikale -Vakai'i feitu'u fo'ou ke 'i ai e 'ofisi 'o e PSC <p>Tafa'aki Tekinolosia</p> <ul style="list-style-type: none"> - Fakangae'i e kau mataotao IT ke fakakakato 'e ngaahi fakalelei - Fakalelei'i e CHRIS/founiga 'akaivi mo liliu 'o e ngaahi faile ki he founiga onopooni faka-itanet'i - Kau ngaeue lau'aho ke ngaeue ki he akaivi - kau ngaeue 'ofa AVI pe koe AYAD pe kau fale'i fakatekinikale ki hono poupou'i 'e ngaeue 	<ul style="list-style-type: none"> -Tokangaekina e kau talekita pule ma'olunga -Fakalele'i e founiga fakahoko ngaeue -Fakaivia e ngaue 'a e Komiti si'i ki hono siofi 'e ngaahi lakanga fo'ou 'oku fu'u fiema'u <p>Ngaahi Ngaue Tokoni</p> <ul style="list-style-type: none"> Fakalelei ki he founiga kole ki he tokoni fakatekinikale Fokotu'u ha palani ke fakalelei'i 'e fale PSC motu'a <p>Tafa'aki Tekinolosia</p> <ul style="list-style-type: none"> Fakangae'i ha kaungaue 'ofa <p>Toe fakatokolah i e kau ngaeue ki he tafa'aki e ICT</p> <p>Ngaeue'aki 'e founiga kole tokoni ke 'oua 'e toe fakahoko ha kole fakatu'upake</p> <p>Fakanga'unu 'e poloseki fakalelei ki he ICT</p>
Fakalakalaka ki he kau ngaeue fakalukufua	<ul style="list-style-type: none"> - 'Ikai 'i ai ha feitu'u ke fakalele ai e ngaahi akongaue - Ko e ngaahi akongaue 'a e ngaahi Potungae 'oku 'ikai fakafou ia 'i he PSC - 'Ikai 'i ai ha tanaki'anga fakamatala lelei ki he ngaahi akongaue - 'Ikai fe'unga e kau faiako - ko e tokotaha ke fai e akongaue ki he me'a kehekehe 'e 3 pe 4) - 'Ikai 'i ai ha naunau ke fai e ako ngaeue ki he 'otu motu - 'Ikai ke ma'u kakato 'e he kau ngaeue he ngaahi va'a e ngaahi mafai fe'unga ki he lakanga - Faka'au ke lahi e 'alu 'a e kau ngaeue ma'olunga mo 	<ul style="list-style-type: none"> - Ngaahi poto faka-pule 'i ha ngaeue mo fakatekinikale 'o tuku atu - Palani ako ngaeue 'oku tuku atu ki he ngaahi faingamalie sikolasipi 'i Tonga ni mo muli na - Toe lahi ange e ngaahi ako fakaPotungae ki he hoko atu hili ha nofo 'a ha taha, ako ngaeue meiate kinautolu teuteu ki he hoko atu - Kole tokoni mei he ngaahi hoangae(USP, DFAT, MFAT, AVI etc) 	<ul style="list-style-type: none"> - Fokotu'u ha palani 'e malava ke ngaeue'i ki ha senita ke fai ki ai e ngaahi akongaue - Fakahoko e Fa'unga ki he Fakalelei ki he Ngaue Fakapule'anga - Fakahoko e savea ke 'ilo e ngaahi fiema'u ki he akongaue pea ngaeue ki hano fa'u ha palani ke fakaivia e kau ngaeue ke fakahoko honau fatongia - Ngaahi kole ako 'oku ma'u kei taimi 'e he Komiti Sikolasipi - Fakapapau'i e Palani ki he Akongaue fakata'u pea mo e ola mei he TNA - Kamata ke fatu e lao ki he fakalakalaka ki he ngaeue Fakapule'anga pea moe akongaue - Fakapapau'i e mafai ki he taki mo e taleniti ke fakatupulaki tautaufitio ki he kau 'ofisa ngaeue ma'olunga

	kinautolu ma'u e ngaahi poto taukei		
Fakalakalaka 'o e Fakahoko Fatongia	<ul style="list-style-type: none"> - Matavaivai hono fusia'u 'a e tu'utu'uni felave'i moe fakahoko fatongia - Kehekehe 'a e mahino 'oku ma'u he kau taki ngaue 'i he ngaue fakapule'anga - 'Ikai ke maau hono palani 'a e taimi ki hono sivi'i 'a e fakahoko fatongia pea tupu ai hono fakavavevave'i 'a e ngaue ni ke ma'u 'a e taimi kuo fokotu'u kae fa'a uesia ai 'a e tonu mo kakato 'a e ngaue. - Koe muimui pau ki he founa ngaue totonu 'oku kei hoko pe ia koe pole ki he ngaahi Potungaue 'e ni'ihi 	<ul style="list-style-type: none"> - Lipooti ki he PSC 'a e tu'unga 'oku a'u kiai 'a e PMS 'a e ngaahi Potungaue 'o fakatatau ki he ngaahi Lanu kuo fokotu'u 'i he kuata kotoa pe. - Fokotu'u ha polokalama ki hono Ako'i mo Fakahinohino (Coaching and Mentoring) 'a e kau Tokoni Pule Ngaue, taki ngaue lotoloto moe kau taki ngaue taupotu ki he kau ngaue 'i he ngaahi 'elia matavaivai - Tomu'a ange 'a e ngaahi fakamanatu mo muimui'i ofi a'e ngaahi tokoni ki he kau ngaue 'oku ngaue tokangekina 'a e PMS moe kau taki ngaue foki - Hokohoko atu 'a e polokalama ki hono ako'i ha kau faiako (Train the Trainer) 	<p>Fokotu'u ha polokalama ki hono Ako'i mo Fakahinohino (Coaching and Mentoring) 'a e kau ngaue</p> <p>Hokohoko atu 'a e ngaahi ako ki hono ako'i ha kau faiako PMS 'o fakatefito 'i hono toe fakama'ala'ala 'a e founa ngaue totonu pea mo hono hiki hake 'a e tu'unga 'o e tali-angi.</p> <p>Fakakaukau'i ha ngaahi founa ngaue fo'ou ke tokoni ki hono hiki hake 'a e tali-angi 'i he kotoa 'o e ngaahi Potungaue.</p>
Pule'i mo e Tokangaekina 'o e kau ngāue'	<ul style="list-style-type: none"> - Tuku atu 'ae ngaahi mafai pule ki he ngaahi Potungāue' - 'Ikai ha taukei fe'unga ki hono tokanga'i 'a e kau ngāue' - Ko ha lakanga HR ke fokotu'u ki he Potungāue kotoa pē - 'ikai ke sai 'a e founa muimui'i 'o e kau ngāue' - Si'isi'i 'a e founa siofi fakalukufua 'a e polokalama ngāue 'o e PSC' - 'Ikai ke 'i ai ha tauhi'anga fakamatala pe ko ha tokotaha ngāue ke fakangāue'i 	<ul style="list-style-type: none"> - Tuku atu 'a e ngaahi mafai pule 'o e kau ngāue' ki he ngaahi Potungāue' - Ngaahi faingamalie ako ngāue 'i he 'Ofisi mo e ngaahi ako ngāue makehe - Fokotu'u ha taki/ pule ngāue ki hono tokanga'i 'a e kau ngāue 'i he Potungāue kotoa pē - Fakangāue'i ha kau ngāue'ofa pe fale'i fakatekinikale ke tokoni ki hono poupou'i 'a e ngāue' 	<ul style="list-style-type: none"> - Fakahoko ha savea ke 'ilo ai 'a e tu'unga mateuteu/ malava 'a e ngaahi Potungāue takitaha ke fakahoko 'a e ngāue ki hono tokangaekina 'o e kau ngāue' - Fakatokolahi 'o e kau ngāue - Fokotu'u ha ngaahi ako ngāue makehe ma'ae kau pule ki he tafa'aki ko 'eni' - Siofi ha ngaahi ngāue 'a e PSC' 'oku ala tukuange atu ki tu'a ke tokoni ki he fakalakalaka 'i he tu'unga malava 'o e ngaahi Potungāue ke fakahoko 'a e ngāue ko ia' - Fakahoko ha ngaahi ako fekau'aki mo e ngaahi founa ngāue ki hen'i
Siofi Fakalukufua 'a e fakahoko fatongia	<ul style="list-style-type: none"> - 'Ikai ma'u 'a e taukei 'i he mala'e 'e e M&E, pea moe tanaki fakamatala fakangāue mo hono 'analaiso) - 'Ikai ke fe'unga 'a e tokolahi 'o e kau ngāue / Pukepuke 'o e kau ngāue ke nau hoko atu 'a e ngāue 'i he PSC - 'Kei vaivai founa tanaki fakamatala 'oku fiema'u mei he 	<ul style="list-style-type: none"> - Foki mai 'a e Tokotaha na'e folau 'o ako 'i he sikolasipi 'a e PSC / Fakangāue'i 'a e ngāue'ofa mei 'Aositelelia 'i he mala'e ko 'eni - Kole ke fakalahi mai 'a e kau ngāue ki he ta'u hono hoko mai. - Femahino'aki 'a e PSC pea mo Fale Pa'anga ki he taimi 	<ul style="list-style-type: none"> - Ko hono ako'i 'a e kau ngāue tu'uma'u 'i he PSC 'e he Tokotaha Ngaue'ofa, ke nau ma'u 'a e taukei mo e 'ilo 'i he mala'e ko ia kimu'a 'enau mavahe. - Fokotu'u ha ngaahi palani fakaengaue ki he kahaú maá e kau ngāue, mapeí honau hala fononga í he ngaahi lakanga 'e 'atā mai mei 'olunga te nau malava 'o tohi ki ai.

	ngaahi Potungaue- Fakapule'anga ke lava 'o fai 'aki 'a e ngaue mo e fale'i ki he PSC pea mo Kapineti.	mo e tokotaha 'oku 'omai ki ai 'a e ngaahi fakamatala pea 'e toki mei he tokotaha ko ia, ki he PSC pe ko Falepa'anga.	
Tafa'aki 'oku nau tokanga'i e ngaahi vahengaa	<ul style="list-style-type: none"> - Taliu 'a e ngaahi potungaue ki he ngaahi tu'utu'uni faka-nгаue 'a e PSC - Kei nofo pe e fakakaukau 'a e ngaahi potungaue ko e toe sivisivi'i 'o e ngaahi lakangaa 'e lava ai ke 'unu hake ki 'olunga honau ngaahi vahengaa; ka 'oku taumu'a 'a e fakafuofua lakangaa ia ki hono fakapapau'i mo fua e tefito'i tu'unga vahengapau 'o e tokotaha ngaue 'o 'ikai ko e hikihiki vahenga 	<ul style="list-style-type: none"> - Ke toe lahi ange e ngaahi fepōtaalanoa'aki pea ke toe mahino ange ngauuee 'i he ta'u 2020/21 - Toe tupulekina ange e ngaahi fakamatala lelei faka-nгаuee ke tufaki mo ngauue'aki e ngaahi me'a ngauue faka-komipiuta mo faka-onopoonii. 	<ul style="list-style-type: none"> - Fiema'u ke ngaue'aki e ngaahi fakalelei-fokotu'utu'u ki he taukei-ngauee mo e poto'i ngaue - Lelei ange ngaahi fakamatala aka-ngauee ngaue'aki e ngaahi me'a ngauue faka-komipiuta - Ko hono ngaue'aki e tokotaha taukei ki hono fokotu'utu'u e ngaahi lakangaa mo e ngaahi vahengaa

6.2 Ngaahi Pole mo hono Founga Leva'i'

Ko e ngaahi pole 'eni pea mo e founga na'e fakafepaki'aki':

Tepile 46: Ngaahi pole mo hono founga leva'i'

Ngaahi Pole/ Faingata'a	Malava Uesia			Founga hono mapule'i'
	High	Med	Low	
Mafakakaukau				
Lahi e pole 'i he ngāue mo e levolo fakapolitikale mo e lahi e ngaahi fetukuaki 'o e ngaahi fatongia	✓			Fengāue'aki vaofi 'a e kau Minisita moe kau Talekita Pule Ma'olunga. Toutou fakahoko 'e ngaahi fakataha'anga a e kau Talekita Pule pea moe PSC mo e kau Minisita
'Ikai loto 'a e kau pule lahi mo e taki fakapolitikale ki he ngaahi polokalama fokotu'utu'u fo'ou.	✓			Taimi tonu e Talanoa moe kau Minista fekau'aki moe ngaahi polokalama fo'ou ke ma'u 'enau ngaahi fakakaukau
Fakatamaki Fakaenatula – Ngaahi palopalema tupu mei he fehikitaki fakataimi ki ha ofisi fo'ou makatu'unga mei he tutulu 'i he 'ofisi lolotonga.	✓			Fokotu'ha palani fekau'aki mo ha fakatamaki fakaenatula Fepotalanoa'aki moe ngaahi kautaha faka-nгаue 'o tautaufito ki he ngaahi feliuliu'aki ki he ngaahi tu'utu'uni lao faka-nгаue
'Ikai fieongo pe tali 'a e ngaahi liliu	✓			Malohi ange e founga fengae'aki mo e fetu'utaki mo e kau taki ngauue pea mo e kau ngauue 'i he 'enau ngaahi kautaha faka-nгаue
Anga 'o e fakalele 'o e ngāue				
Ko e feliuliuaki 'i he kau ngauue Fakapule'anga	✓			Palani hokohoko atu ki he kaha'u ke fili ha kau taki ngauue ka hili ha nofo pe malolo ha taha matu'outu'a ange Ko ha Kaungaue kaukaua ange ke muimui'l pau 'e he PSC

'Ikai 'i ai ha 'Ofisa Pule Ngaue 'i he mahina 'eni 'e 12	✓			Lelei ange pea taimi tonu e fengaue'aki mo fetu'utaki mo e kau Minisita ki hono fakangae'i 'ene 'Ofisa Pule Ngaue
'Ikai ma 'u e taukei fe'unga ke ngaue'aki e ngaahi faingamalie ki hono ngaue'aki e tekinolosia		✓		Fakangae'i e kau ngaue 'ofa 'oku 'i ai e taukei ICT 'i ha mahina 'e 12
Ngaahi tu'utu'uni ngaue fakatupake 'oku te'eki ke fakakakato e ngaue kiai		✓		Fakatupulaki e femahino'aki he va fengaue'aki mo e CSSC ki ha ngaahi founiga ngaue mo e PSC
Pa'anga ki he ngaahi fakalelei			✓	Fetu'utaki lelei ange mo e ngaahi hoafengaue'aki ke kumi ha pa'anga ki ha polokalama fakalelei ngaue oku 'ikai lava fakapaanga mei he patiseti angamaheni
Taukei fe'unga 'i he tafa'aki tokagaekina e kaungaue			✓	Fakangae'i ha tokotaha mataotao 'i he tauhi e ngaahi lekooti
Tokanga'i e polokalama fakalelei felave'i mo e vahenga mo e sivi ngaue, ngaahi ta'efiemalie, ngaahi palani hokohoko atu mo e fetu'utaki			✓	Fatu ha fa'unga ngaue malohi ki hono vakai'i e ngaahi ngaue kotoa kuo fakahoko pea ke fakapapau'i 'oku fakahoko'a e lipooti 'I he taimi tonu ki he PSC mo e Palemia

7. NGAALI FAKAMATALA MO E NGAALI ME'A FAKA-LAO

7.1 Ngaahi Fakamatala Faka-'ātita

Na'e fakahoko 'e he 'Ofisi 'o e 'Ātita Seniale' 'a e ngāue ki hono vakai'i 'o e fā'unga fo'ou ki he fakamatala 'o hono sivi'i 'o e fakahoko fatongia ki he ngaahi Potungāue 'i he Kulupu 1, fakataha pea mo hono fakahoko 'o e 'ātita ke fakapapau'i 'oku muimui'i tonu 'a e ngaahi palani ngāue ki he vaha'a taimi Siulai 2015 – Sune 2019, 'i he ongo kuata faka'osi 'o e ta'u'. Neongo 'oku te'eki ke fakamā'opo'opo mo lipooti 'a e ola 'o e 'ātita', ka 'oku mahino mai 'a e ola lelei 'o e ngaahi ngāue kuo fakahoko 'i he ta'u 'e 4 kuohili'. Ko e ola lelei 'eni he 'oku 'ikai hā mai ha ngaahi maumau lao 'i he founiga fakahoko fatongia 'i he taimi ko 'eni'.

Ko e fakaikiiki 'o e fakamatala fakapa'anga ki he 'Ofisi Komisoni Ngāue Fakapule'anga', kuo 'osi tuku mai 'e he Potungāue Pa'anga' 'i he konga 2.3.

7.2 Ngaahi fakamatala fakaikiiki ki he ngaahi ola 'o e fakahoko fatongia'

Kuo 'osi 'oatu 'a e fakamatala ko 'eni' 'i he konga 2.

7.3 Ngaahi tu'utuuni faka-Minisitā

Ko e ngaahi ngāue ki he polokalama ki hono hakeaki'i 'o e lelei taha ki he ngāue fakapule'anga', aleapau ngāue 'a e kau Sekelitali Pule' pea mo e ngaahi tu'utu'uni ngāue ki he vāhenga mo e monū'ia' na'e 'ikai tali/ pe toloi makatu'unga 'i he ngaahi tu'utu'uni Kapineti'. 'Oku tupu mei hen'i 'a e ngaahi toloi pe feliuliuki 'o 'ikai malava ai ke a'usia 'a e ngaahi tefito'i taumu'a ngāue 'i he vaha'a taimi ko ia'.

7.4 Tuku atu 'o e ngaahi fakamatala felavē'i mo e founiga pule'

Na'e tali 'e he 'Eiki Palēmia' 'a e tohi Tu'utu'uni ki he 'Ulungaanga' ma'ae kau Komisiona', 'a ia 'oku' ne fakahā ai 'a e ngaahi tefito'i fakakaukau tataki mo e ngaahi 'ulungaanga taau mo e fakahoko fatongia 'a e kau Komisiona'. Na'e leva'i pea fakahoko lelei 'a e ngaahi tu'utu'uni fekau'aki pea mo

e; fakahā mai pe ‘oku ‘i ai ha’ane kaunga, pe felave’i ki ha toe tafa’aki kehe ki he ngāue’, fekau’aki mo hono fakangāue’i’, mo hono fili, ngaahi aleapau ngāue pea mo hono tuku kitu’a ‘o e kau ngāue’.

7.5

Ngaahi fiema’u Fakatu’utu’uni Ngāue ‘a e Pule’anga’

Taliangi:

Ko e taliangi ‘a e ngaahi Potungāue’ ki he ngaahi fiema’u ‘a e Lao ‘o e Ngāue Fakapule’anga’, tautaufito ki he ngaahi tu’utu’uni fekau’aki mo e fakangāue’i’, tokangaekina ‘a e fakahoko fatongia’ pea mo e Tu’utu’uni Faka’ulungaanga ‘oku toutou vakai’i’. Neongo ia, ‘oku fakaikiiki atu heni ‘a e ngaahi tefito’i lavame’a fakatu’utu’uni’:

Ngaahi ngāue fakatu’utu’uni kuo kakato ‘oku kau ki ai ‘eni:

- Liliu ki he Palani ki he Fakalakalaka ‘o e Fakahoko Fatongia pea mo e ngaahi fakahinohino ngāue ki he PMS mo e fakapale ‘o e fakahoko fatongia ‘a e kau Pule Ngāue (CEO) mo hono tokangaekina ‘enau fakahoko fatongia’ 2019.
- Liliu faka-Tonga mo kasete’i ‘a e ngaahi liliu ki he ngaahi Tu’utu’uni mo e Fakahinohino Ngāue ‘a e Ngāue Fakapule’anga a’u ki Tisema 2018
- Na’e kakato ‘a hono fakafo’ou ‘o e ngaahi fakahinohino ki he Tu’utu’uni Ngāue ‘o e kau ngāue fakapule’anga’
- Na’e tali ‘e he Komisoni’ ‘a e fokotu’utu’u mo e fa’unga ki hono tuku atu (ki he ngaahi Potungāue’) ‘o e ngaahi fatongia fekau’aki mo hono tokangaekina ‘o e kau ngāue fakapule’anga’
- Na’e tali ‘e he Kapineti ‘a e tu’utu’uni ngaue ki he taukei ngāue ‘oku hahamolofia ‘a hono ma’u’ (Scarcity Skills) pea mo hono totongi fakapa’anga ma’ae kau Toketā Mataotao Mā’olunga) ‘oku nau ngofua ki ai.
- Fōtunga mo e fakahinohino fo’ou ki hono fa’u ‘o e lipooti fakata’u ‘a e Potungāue kotoa pē ‘i he Kulupu 1
- Ko hono sivi’i ‘o e ngaahi lakanga ‘atā ‘e 700 tupu
- Tali ‘e he Kapineti’ ‘a e ngaahi lakanga na’e toe fakafo’ou ‘a hono tu’unga fakavāhenga (Bands).

7.6

Poate mo e Kōmiti ki he Vāhenga’

Ko e Komisoni Ngāue Fakapule’anga’ ‘oku kau ki ai ‘a e kau mēmipa Komisiona ‘oku nau lipooti hangatonu ki he ‘Eiki Palemia’. Ko e vahe mei he ngaahi fakataha’ ‘a ia na’e fakapapau’i he Ma’u Mafai ki he Vāhenga’, ‘oku makatu’unga ia ‘i he ngaahi fakataha PSC ‘oku fakahoko fakauike’, ke ngāue ki he ngaahi pepa ‘oku felavē’i mo e kau ngāue fakapule’anga’. Neongo ‘eni, ‘oku malava pē ke fakahoko ha fakataha ia ‘e 2 pe lahi ange ‘i ha uike, makatu’unga pē ‘i he natula fakavavevave ‘o e ngaahi pepa’. ‘Oku hā ‘eni ‘i he ngaahi ola fakalūkufua ‘o e lahi ‘a e ngaahi tu’utu’uni ‘a e Komisoni’ ‘i he vaha’a taimi ‘oku lipooti hen’ pea mo e lahi ‘o e ngaahi fakataha na’e fakahoko’.



8. FAKAMĀ’OPO’OPO

Ko e feinga ‘a e lipooti ko ‘eni’ ke muimui ki he founiga lipooti fo’ou kuo tu’utu’uni ma’ae ngaahi Potungāue mo e ‘Ofisi fakapule’anga’ pea ‘e hokohoko atu ‘a e feinga ke fakalelei’i ‘eni ‘i he lipooti hoko’.

Ko e taha ‘o e ngaahi pole ‘oku kei fekuki mo e ‘Ofisi ni’, ko e toloi hono tali ‘e he Fale Alea’ ‘a e ngaahi lipooti ‘a e ‘Ofisi ‘o e PSC ki he ta’u fakapa’anga 2015/2016; mo e 2016/2017 neongo na’e ‘osi fakahū atu pe ‘i hono taimi totonusi. ‘Oku hā mai mei henī ‘a e fu’u mātu’aki pelepelengesi ‘a e fatongia ‘o e PSC’, ‘i hono matauhī ‘a e tau’atāina fakapolitikale, lolotonga ia ‘a e tokanga ki hono hiki hake ‘a e tukunga ola mo lavame’ā ‘a e fakahoko ngāue ‘a e ngāue fakapule’anga’.

Ko e ngaahi pole kehe na’e makatu’unga mei hano toloi mai ‘e he Kapineti’ ha ngaahi ngāue na’e ‘osi tali ke fakahoko, ‘o hangē ko e fakahoko e ngaue ki he business excellence; ‘o tatau pē mo e tu’utu’uni ‘a e Kapineti’ fekau’aki mo e ngaahi lakanga ‘atā, ke fakafonu kotoa pē ki he faka’osinga ‘o Sune’; ko e ngaahi tangi mo e vā tamaki fekau’aki mo e PMS tautaufito ki he Potungāue Ako’; pea mo e Potungāue Pa’anga’; pea fakamuimuitaha’; ko e tokolahi fakakaungāue ‘a e ‘Ofisi ‘o e PSC’ tupu pē mei he tokolahi ‘a e ni’ihī kuo nau mavahe atu; si’isi’i ke ma’u ha kau ngāue totonusi ke lava ‘o fakangāue’i pea toe tānaki atu leva ‘a e ngaahi fatongia ko ia’ ki he fatongia lolotonga ‘o e kau ngāue mo e kau Pule Ngāue ‘oku ‘osi lahi ‘ānoa pē ‘a ‘enau ngāue’, tautaufito ki he tafa’aki ki he Vāhenga’; Tu’utu’uni mo e Taki’ pea mo e Va’a Fakalakalaka ki he Kau Ngāue’.

Policy work on remuneration, code of conduct (fraud, conflict of interest, sexual harassment), the classification of position (implementation, Job Descriptions), the performance management system, and HRM delegation framework will be key work areas for the 2019/2020 financial year.

Ko e ngaahi palani ngaue ki he ta'u ka hoko mai (2019/2020 FY) 'e fakatefito e ngaahi ngaue lalahi ki hono vakai'i e ngaahi tu'utu'uni fekau'aki mo e vāhenga', tu'utu'uni faka'ulungaanga' (kākā, fakahā mai pe 'oku 'i ai ha'ane kaunga, ngaahi fakamālohi fakalielia), fokotu'utu'u fakakalakalasi 'o e ngaahi lakanga' (ko hono fakahoko pea mo e ngaahi tohi fakamatala lakanga), founga tokangaekina 'o e fakahoko fatongia', pea mo e palani ki hono tuku atu 'a e ngaahi mafai ki hono tokangaekina 'o e kau ngāue'.

'Oku hokohoko atu pē 'a e 'Ofisi 'o e PSC' 'i he ngaahi alea felāve'i mo e tokoni fakapatiseti', 'a ia 'oku' ne fakamamafa'i 'a e ngaahi 'elia ki he takai hoko 'o e tokoni fakapatiseti', ko e ngaahi 'ēlia ko ia', ko e fakalahi pē 'o e ongo fuofua makatu'unga', 'a ia 'oku kau ai 'a e vahevahe fakakalakalasi lakanga fo'ou, ko e Palani fo'ou ki he Tu'unga Lavame'a' mo e fotunga fo'ou ki hono fa'u 'a e ngaahi tohi fakamatala ngāue', pea pehē foki ki hono tuku atu 'a e mafai mo hono fakalakalaka kimu'a 'o e 'ilo'. 'E hoko 'eni ke fakakakato mo fakapapau'i, 'e a'usia 'a e ngaahi taumu'a ki hono fakalelei'i 'o e ngāue fakapule'anga'.

'Oku mātu'aki hounga ki he PSC' 'a e ngaahi fengāue'aki lelei mo e poupou mei he 'Eiki Palemia mālōloo', Hon. Samiuela 'Akilisi Pōhiva; pea pehē ki he tataki 'a e Sea Le'ole'o', Simione Sefanaia; kau Komisiona'; poupou 'a e Hou'eiki Minisitā 'o e Kapineti', Kau 'Ofisa Pule Ngāue' pea mo 'enau kau ngāue'.



Government of Tonga



Office of the



PUBLIC SERVICE COMMISSION

ANNUAL REPORT 2018 - 2019



PUBLIC SERVICE COMMISSION
NUKU'ALOFA, TONGA
November, 2019

Hon Dr. Pohiva Tu'i'onetoa
Hon Prime Minister of Tonga
Prime Minister's Office
NUKU'ALOFA

Dear Hon Prime Minister

I am pleased to present the annual report of the 2018/2019 financial year for the Office of the Public Service Commission.

This report has been prepared in accordance with the requirements under Section 13F (2) & (3) of the Public Service Act 2002 as amended, and to the new annual reporting guideline (2019) for Government Ministries. This is submitted herewith for Your Honour's information and consideration prior to progressing for consideration by Cabinet and Parliament.

It is submitted herein with acknowledgement of the collated efforts of the late Hon. Prime Minister Samuela 'Akilisi Pohiva, Public Service Commissioners, CEO of the Commission, the PSC Office staff and all related stakeholders of the Public Service Commission.



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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
MOI	Ministry of Infrastructure
MOJ	Ministry of Justice
MOT	Ministry of Tourism
MPE	Ministry of Public Enterprise
MRC	Ministry of Revenue and Customs
NBS	National Bureau Statistics
OAG	Office of the Attorney General
PAL	Palace Office
PDD	Performance Development Division
PMO	Prime Minister's Office
PMS	Performance Management System
PSC	Public Service Commission
RA	Remuneration Authority
TA	Technical Assistance
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

A. FOREWORD STATEMENT

Prime Minister, and Minister of the Public Service Commission

I am pleased to present the Annual Report for the 2018/2019 financial year (i.e. July, 2018 to June, 2019) for the Office of the Public Service Commission.

The Public Service Commission continues to support the development of programs and initiatives to contribute towards “*a progressive Tonga supporting a higher quality of life for all*” and more specifically on achieving “*A more efficient, effective, affordable, honest and transparent Public Service, with a strong commitment to improved performance and able to deliver the required outputs of government to all people*”.

This report highlights outputs progressed by the PSC Office as it continues to work towards a reputation of being a trusted, respected and internationally reputed Public Service through quality services and enabling platforms.

I wish to acknowledge the contribution of the late Prime Minister, Hon. Samuela ‘Akilisi Pohiva who was the Minister responsible for the Public Service Commission since 2014 until his passing on 12th September, 2019. Under his leadership, the Commission has been able to deliver its core functions and achieve the majority of its planned targets for the 2018/2019 financial year ending June 30, 2019. I am particularly grateful to the Acting Chairman, Mr Simione Sefanaia and Commissioners for navigating with deep wisdom, the usual political challenges that come with the role. I also gratefully acknowledge the substantial contribution by Dr Litili ‘Ofanoa, whose contribution to the Government and to the work of the Commission has been invaluable.

Likewise, I am grateful to the contributions of Chief Executive Officers from line ministries, Public Servants and all relevant stakeholders in supporting the Commission’s efforts in existing and new reform initiatives and targeted outcomes that will ensure strengthening of existing policies and legislative framework conducive to promoting good governance and an efficient and effective Public Service.

As a central agency the Office of the Public Service Commission stands ready to provide oversight and management over the Public Service. 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



Acting Chairman, Public Service Commission

I take this opportunity to pay my respects to the late Prime Minister, Hon Samuela 'Akilisi Pohiva for the overall strategic guidance and leadership he had provided for the Public Service Commission and to Government as a whole over the past few years until his death on September 2019.

Furthermore, I acknowledge the contribution of the members of Cabinet, and fellow Commissioners for their dedication and commitment, and likewise, Chief Executive Officers of line ministries for their effective delivery of their core services. Lastly, I thank the CEO of the Commission Dr Lia Maka and staff who continue to provide strong, competent leadership, commitment and zeal in delivering the core functions of the Commission despite complex challenges that come with the role of the Commission.

This report highlights the achievements from key public sector reforms that PSC takes a lead in and new initiatives introduced in this period. The report also routinely analyses the state of the Public Service as a whole, and the work of the Commission as a central Human Resource agency whose function is to build “*a more efficient, effective, affordable, honest and transparent Public Service*”, with a strong commitment to improving systems and processes; performance, capability, and professionalism to deliver the core services of government to all people.

I am confident that through working together with all relevant stakeholders, the Commissioners and the PSC Office will continue to deliver quality service to line ministries and the country as a whole.

Respectfully



Mr. Simione Sefanaia

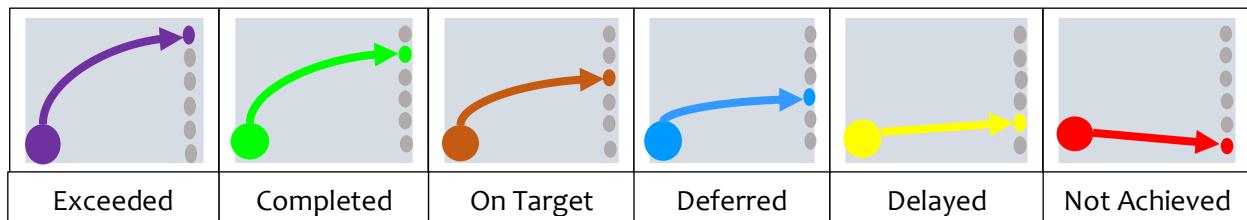
Acting Chairman, Public Service Commission

EXECUTIVE SUMMARY

The work of the Commission is generally demanding all year round given the reforms it leads and manages for the whole of the government, in addition to its other routine Human Resource (HR) and oversight responsibilities.

A self-assessment scale has been used to evaluate the performance of each division against their key performance indicators and a trend analysis is also provided on performance relative to baselines or targets over the last three financial periods. The rating was based on averaging the achievement status of targets/outputs for the year.

The following scale has been used:



PSC's performance in terms of delivery of its planned outputs, overall staff performance and financial management recorded **a strong improvement** by the end of the Financial year (June 2019) compared to the previous financial year 2017/2018. The following results were achieved.

I. PSC CONTRIBUTION TO WHOLE OF GOVERNMENT OBJECTIVES

The contributions to whole of government work include performance management, remuneration, and employment (HR) related matters, with two key priorities led by the Commission (Remuneration and Performance).

To contribute to gender equality targets under SDG Goal 5 (5.5.1; 5.5.2) and Samoa Pathway (16.6.2 & 16.7.1), a technical assistance from the Commonwealth Secretariat to scope a sexual harassment policy for the public service was secured and is to be developed in the next financial year 2019/2020. Gender mainstreaming training for senior public servants is also to commence on first week of July 2019 as a result of the PSC Office 2017 Gender Audit. The proportion of women in managerial positions in Schedule 1 dropped by 33% for CEO level with 77% male CEOs to 23% female CEOs and is primarily due to the very low level of female applicants.

Contributing to SDG Goal 16 (SDG 16.6.2), the first public service polling covering 2000 plus Tongans across the four main islands of Tongatapu was completed in December 2018 with a provisional summary of the findings already received by June 2019 which would show the level of satisfaction of the population with the public services.

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

Output 1 – Leadership, Policy and Corporate Governance

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



The final amendments to the entire public service policy instructions were completed by the end of June 2019 and will be submitted to Cabinet for noting by end of December 2019.

Most were to clarify ambiguous clauses that led to differing interpretations. The revision took two years to complete. Cabinet also passed the *Scarcity Skills* policy and *Scarcity Skills Allowance* for Senior Medical Specialists.

Four new policy guidelines and frameworks were approved by Commission in this period. These include the:

- i) **Public Service Commissioners Code of Integrity and Conduct**, an initiative of the Office of the Commission (2018)
- ii) **Recruitment and Selection Manual for CEOs and Senior Executives (2018)**
- iii) a Public Service **Annual Reporting Guide for Line Ministries (2019)** which reflects the latest amendment to the due date of annual reports passed by Parliament and His Majesty in Council from May to September. This guideline seek consistency in the focus, structure and reporting of MDAs to ensure that the information provided properly inform Parliamentarians, Cabinet, and other stakeholders including the public on the work of Government.
- iv) a **Delegation framework** for devolution of some of the HR processes to line Ministries which is part of the next set of budget support triggers for Development partners' assistance.

The Office has also completed its first **Standard Operations Manual** in Q4 which becomes the institutional guide for all new and existing staff on various aspects of working at PSC.

The proposed amendment bill on the appointment of Chief Executive Officers passed in Parliament in 2018 was vetoed by His Majesty in Council early in 2019 so current existing provisions prevail.

Issues with the 60 years of age instructions CEO performance were policy challenges that were being dealt with in this period.

Dr. Litili 'Ofanoa resigned due to poor health and Mr. Kaveinga Tu'itahi was appointed in June to commence in the new financial year (July 2019).

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



A total of 3854 employees (increase of 44 from same period in 2018) were under Schedule 1 at 30 June 2019 with MET (Education) again being the largest at 1179 (30.6%), followed by MOH (Health) at 1039(27%). Female to male ratio was at 60:40 which is fairly the same distribution in the last FY.

Schedules 1 and 2 collectively total 5235 as of 30 June 2019. Schedule 1 comprises 73% of the total public service.

For Schedule 1, the number of entries exceeds the number of exits. Normal attrition during the quarters is below the total number of entries resulting in an increasing public service. Most of the exits from the Public Service was from Band L with 10 (27%) and then followed by Band M with 9 (24.3%) which is a combined total of 51%.

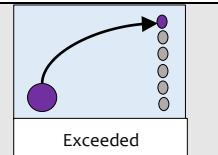
The majority of the Public Servants falls in the age group, 31-40 years old with 31.9% (1228) followed by 19-30 years old with 27.3% (1052) and 41-50 years old with 23% (889). Collectively, 59% are from ages 21 – 40 which is an increase by 5% from 54% in June 30 2018.

Around 62% holds a degree or diploma with Diploma holders at 1683 (43.7%) and first-degree holders at 669 (17.4%).

The PSC office has continued to progress the implementation of the Public Service Workforce Development Framework (44% completed); and included a series of trainings and induction of 86 new staff, established 1 sector career committee in the infrastructure/transport sector; and provide development partners and the national scholarship committee the annual training needs report of government.

Output 3 - Performance Management

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



Results for the 2018/2019 implementation of the PMS

All 26 Ministries from Schedules 1 and 2 (excluding Legislative Assembly) participated in the PMS for this period. The results from the Office of the Ombudsman was not submitted to the overall moderation exercise for the past two years so they are not part of this reporting. Whilst the results were not processed and finalized by 30 June 2019, the administration of the PMS as well as the results showed a big improvement from the previous year. All PMS results including CEOs were due at the end of August 2019 and this will be reported fully in the 2019/2020 report. However, a summary of results are as follows:

Of the total Public Service of 5,269, 4,190 (80%) employees and 13 Chief Executive Officers were assessed. Of this, 788 employees were ineligible (on probation, on study leave etc) and 291 employees did not submit a performance review, a big drop from the 1,297 employees who did not have a review in 2017/2018. Sixty-nine (69) were underperformers.

Around 37% exceeded (rate 4 and 5) which is a big increase from 12% in 2017/2018, and the majority (61%) of public servants performed to expectations. There was a decrease to 2% (69) in underperformers, from the 5% in the previous year.

Payment of Performance Rewards for the Public Service

The amount estimated to be paid out as performance rewards for the 2018/19 FY is around \$1.8 million Pa'anga, just below the approved budget of \$1.92 million Pa'anga for the 2018/2019 performance reward.

Triggers on this reform for the budget support for government were therefore met.

Public Service Month and Public Service Day

This is the second year of this initiative to promote the **spirit of service and unity** across the public service. A theme, *Ko Hoku Tonga, Mo Ho'o Tonga, Ko Hotau Tonga ia*, with a short film competition was part of a number of outreach activities across secondary schools. The first ever Best Practice Conference attended by 83 senior public servants was run with 9 demonstrating their good practices including PSC Office. This was well perceived by CEOs and staff with suggestions for improvement in the next event.

Twenty-three Line Ministries (which are all of Schedule 1 and II Ministries except LA) and 10 Private sector and public enterprises as well as the University of the South Pacific participated in the Public Service Day exhibition. The day saw hundreds of Tongans from school children to adults including 5 Cabinet Ministers visiting the booths and learning about what Ministries do. It is anticipated that the next public service day based on feedback, will have a career day focus. Prizes were given on a number of categories.

Work to commence flowcharting from a Cabinet Decision (CD No. 642 of 29 May, 2019) commenced to be further expanded in the 2019/2020 FY. These process improvements will contribute to plans on digitization and e-government.

Output 4 – Human Resources Management

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



Completed

While routine HR work was delivered to Line Ministries and reported in detail in the main report, some key milestones were completed. This included the approval by Commission of the Human Resource Management Delegation Framework with planned devolution of some of the processes and approval levels for the new FY.

The number of cases processed to Commission increased to 821 (140 cases extra) by end of June 2019 compared to 681 at the end of June 2017/2018. Ninety one percent (91%) were with decisions, and less than 1% were subject to dispute/grievances.

PSC's Annual report 2017/2018 was endorsed by Cabinet in July 2019. This is the first time to use the new annual reporting template which called for more analysis particularly with financials.

A major improvement this year was the CEO recruitment which historically are invariably delayed for various reasons. With the exception of the CEO of the Ministry of Trade and Economic Development which was vacant since February 2019, six CEO positions were filled promptly.

Output 5 - Oversight

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



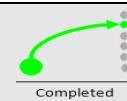
Completed

The first Monitoring and Evaluation Plan for the Commission was completed as a benefit of having two AVIs on board; Claire Welsh, M&E specialist and Dr Dharma Dassanayake, data specialist. Refinements were made to the PSC ME Dashboard and reporting as reflected in our 2017/2018 annual report and other reports. The Office of the PSC achieved 97.4% of its planned outputs by 30 June 2019. Detailed performance by Division is provided in the main report.

Partial reviews of 7 Ministries were completed focusing on staffing and vacancies as part of the monitoring of public service staffing cost. A substantial amount of work was made in the last quarter of the period (April – June) to manage monthly vacancy audits based on Cabinet's direction to fill 700 plus vacancies across whole of Government by June 2019 to manage the wage bill which was bordering on the 53% threshold. By the end of June, vacancies under Schedule 1 decreased to 510 inclusive of MET. Unfilled vacancies were pooled. This issue saw central agencies Finance and PSC working closely to manage overtime, budget transfers and vacancies. Work on critical positions had not been initiated because vacancies needed to be filled first.

Output 6 - Remuneration

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



Completed

The key milestones are 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. This will see a revamped classification of positions (COP), to be operational by the end of December, 2019.

In terms of job evaluation, 455 positions were evaluated (450 in 2017/2018), 431 were reevaluated, 245 positions benchmarked (none in 2017/2018) and more positions were reconciled (144 compared to 7 in 2017/2018).

Payment of Performance Rewards for the Public Service

The amount utilized for the performance rewards for the 2017/18 FY was 1.2 million which was well within the amount approved by Cabinet of 2.2 million. The Performance Rewards amount for the 2018/19 FY was approved during this period which amounted to 1.92 million.

There continued to be no Cost of Living Adjustment (COLA) recommendation for this period.

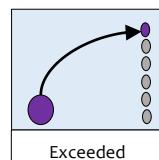
II. PSC OFFICE RESULTS AGAINST THE ANNUAL MANAGEMENT PLAN 2018/2019

The Office said good bye to seven of its senior staff in Q3 & Q4. This created a work void in the remuneration division particularly during a very demanding time.

i) PSC's FY 2018 – 2019 Divisional Output performance

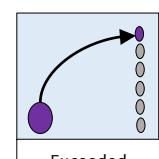
The overall result has been **very good**.

Overall, **97.4% of PSC outputs** for this period were completed compared to a 91% output performance for 2017/2018. In addition, PSC has **made vast progress** in the '**exceed**' category where its number of exceeded outputs increased to **37% by 30 June 2019**.



ii) PSC's FY 2018 – 2019 Financial Performance

The approved total budget estimate for FY2018/2019 was \$2.09 million.



As at 30th June 2019, overall **budget performance** (against forecast) for PSC is strong at **93%** and improved from 89% in 2017/2018.

Total expenditure (actual) was **96%** leaving a balance of \$90,728. This is compared to 99% expenditure in 2017/2018.

As at 30th June 2019, 76% of the total development budget has been utilized.

The number of **budget transfers** continues to be above average with a **reduction to 16 transfers** this FY compared to 21 in the previous year.

Procurement performance was at **100% compliance**, an exceeding performance compared to 75% in 2017/2018.

Overall, PSC financial performance remains strong.

Table1: PSC financial performance over three FYS 2016 – 2019

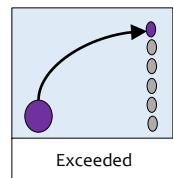
ITEM	FY	ORIGINAL EST	Forecast (SPENDING) Jul – Jun	Actual (SPENDING) Jul – Jun	VARIANCE	Budget Transfers	% utilized Jul – Jun	Performance (%)	BALANCE June
EXPEND	2016/17	\$1,600,000	\$1,418,317.64	\$1,500,492	(83,454.70)	34	94%	106%	\$99,508
EXPEND	2017/18	\$1,840,200	\$2,121,615	\$1,815,378	\$306,237	21	99%	89%	\$24,822
EXPEND	2018/19	\$2,092,800	\$215,863	\$2,002,073	\$156,558	16	96%	93%	\$90,728

iii) Performance and Compliance Audits

The Office of the Auditor General undertook a performance review of the PSC for the new performance information Framework and a compliance audit for the past 4 years from July 2015 – June 2019. The Compliance audit did not raise any issues on the performance of PSC and the performance review is yet to be reported.

iv) PSC's Overall PMS Performance FY 2018 – 2019

PMS staff performance for PSC in 2018/2019 was 95% (improvement from 91% in 2017/2018 for those at rating 3 and above); with marked improvement (21% increase) in those who **exceeded** at 53% which is a little above half of the PSC staff and reflects a progressive improvement from 22% in 2016/2017; to 32% in 2017/2018 to 53% in this period.



v) Strategic and Operational challenges and risks

This period especially quarter 4 was extraordinarily demanding for the Commission, with a number of strategic and operational matters which had to be dealt with expeditiously. This included the successful management of a potential strike by teachers due to dissatisfaction from their 2017/2018 PMS; and grievances by Ministry of Finance staff on the same; and managing the recruitment of around 700 vacancies that needed to be filled by end of June 2019 as directed by Cabinet.

In sum, challenges were as follows:

Extraneous

- Uncertainty on the renovation status of the PSC damaged building and health and safety issues at the Tungi Colonade where PSC is currently housed. Likewise, the rental costs of \$11,074.39 per month for Tungi Colonade excluding other normal utility charges are quite a significant budget item.
- Managing relations with the Ministers and those in political positions within the auspices of the Public Service Act and its principles of political neutrality
- Managing reforms and people that involve rewards and money
- Managing performance and ethical issues of CEOs
- Engagement with the media

Within PSC

- Not having its total staff working in full capacity due to sudden departures of six key staff in Quarter 3 (Jan-March); and that of the Accountant at the beginning of Q4 in addition to other hard to fill vacancies that have been longstanding (CEO performance coordinator) meant that existing staff and CEO were given additional responsibilities to address the staffing gap.
- Likewise, June marks the annual public service month and public service day which involve a number of activities and logistics. This is a collective output for all of PSC although led by the Performance Development Division. Preparations for this public service month is usually made at Quarter 3.

All of these were extremely demanding for the work of the Office.

1. OVERVIEW OF THE OFFICE OF THE PUBLIC SERVICE COMMISSION

1.1 Introduction

Since its establishment on the 1st of July, 2003, the Public Service Commission (PSC) has continued to focus on reforming the public service. The PSC in this period has continued to ensure reform programs supported the revised National Impact under the Tonga Strategic Framework II which calls for, “A progressive Tonga supporting a higher quality of life for all” and were in line with the National Outcome of “a more inclusive, sustainable and responsive good governance with strengthen rule of law”.

As a major contributor to the Political Institution Pillar, the PSC focuses on progressive improvement to make the Public service respected, and trusted nationally and internationally. This means fostering a more performance based civil servants’ workforce, a spirit of service, and an efficient and transparent service delivery to achieve the following outcome of:

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

1.2 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">• a) perform their functions in an impartial and competent manner;• b) ensure employment decisions are based on merit;• c) ensure equality of opportunity in employment;• d) provide a workplace that is free from discrimination and recognizes the diverse background of employees;• e) be accountable for their actions;• f) deliver services fairly, effectively, impartially and courteously to the public and to visitors to Tonga;• g) establish a co-operative workplace relations based on consultation and communication;• h) observe the law; and• i) ensure there is transparency in the performance of their functions.

1.2.1 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.



1.2.2 Stakeholders

The Public Service Commission serves as a central agency that provides human resource services to 20 MDAs who are our main customers with oversight from Cabinet. However, with oversight on the Public Service performance management, the PSC has to work with 5 Schedule 2 Ministries (Police, Fire, HMAF, Audit, Prisons).

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, supported by four Commissioners on a part time basis. For the first time, the Commission was at full capacity with Simione Sefanaia continuing to act as Chairman. Dr Litili 'Ofanoa resigned in 11 February, 2019. His position was filled by Mr. Kaveinga Tu'itahi on 19th July, 2019

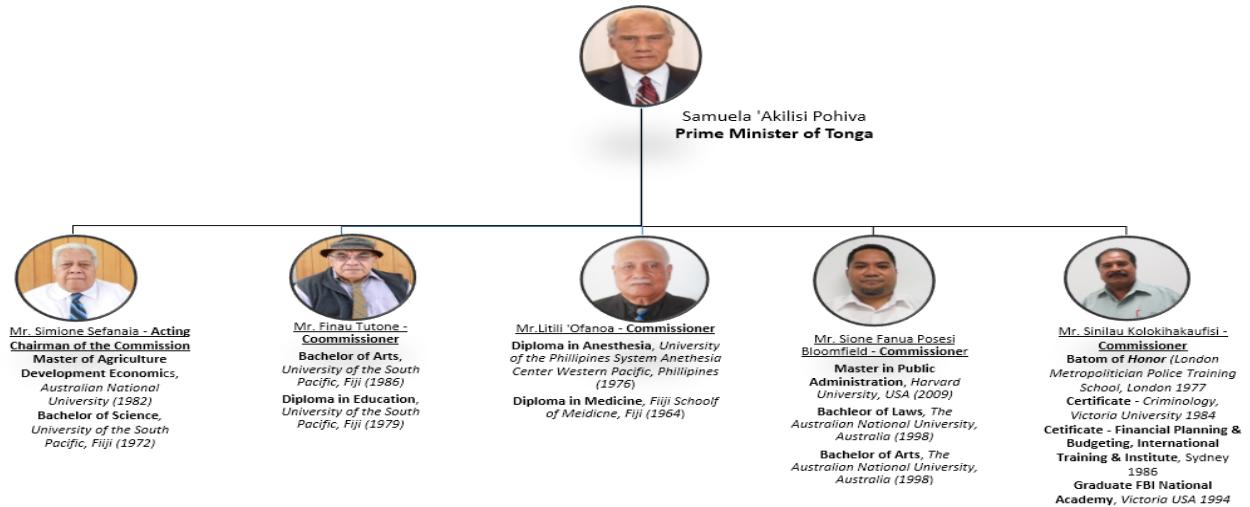
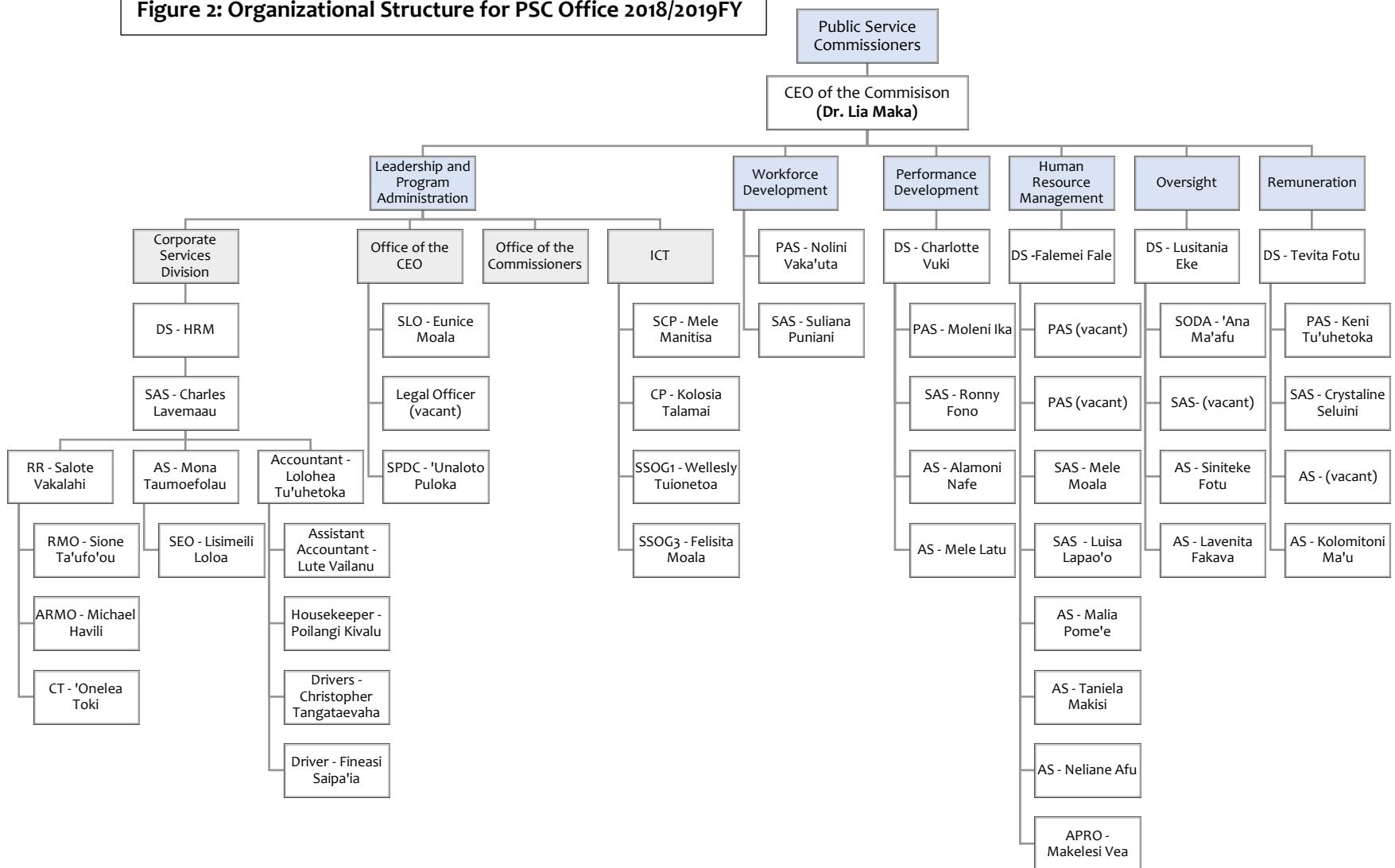


Figure 2: Organizational Structure for PSC Office 2018/2019FY



1.4

PSC's Performance Management Framework

The following is PSC's results log frame over a three-year period 2017/2018 – 2019/2020.

Table 2: PSC's results 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 quality (staff engagement survey or organisational climate survey)	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
		CEO and senior leadership capability development	CEO performance - % who meet the performance expectations	Baseline: NA % progressive reduction in processing time and complaints cases 80% staff satisfaction 80% staff performance effective 100% procurement compliance	- 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
	Internal policies and processes Individual Staff performance planning and appraisal (new)	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			
		% Staff satisfaction – culture/organisational survey Secure and OHS compliant Workstations	Percentage of procurement Compliance 100% Fixed asset register updated quarterly	Fixed asset stocktakes June 2017/2018/2019			
	Strengthen CHRIS Archiving/Digitis	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			

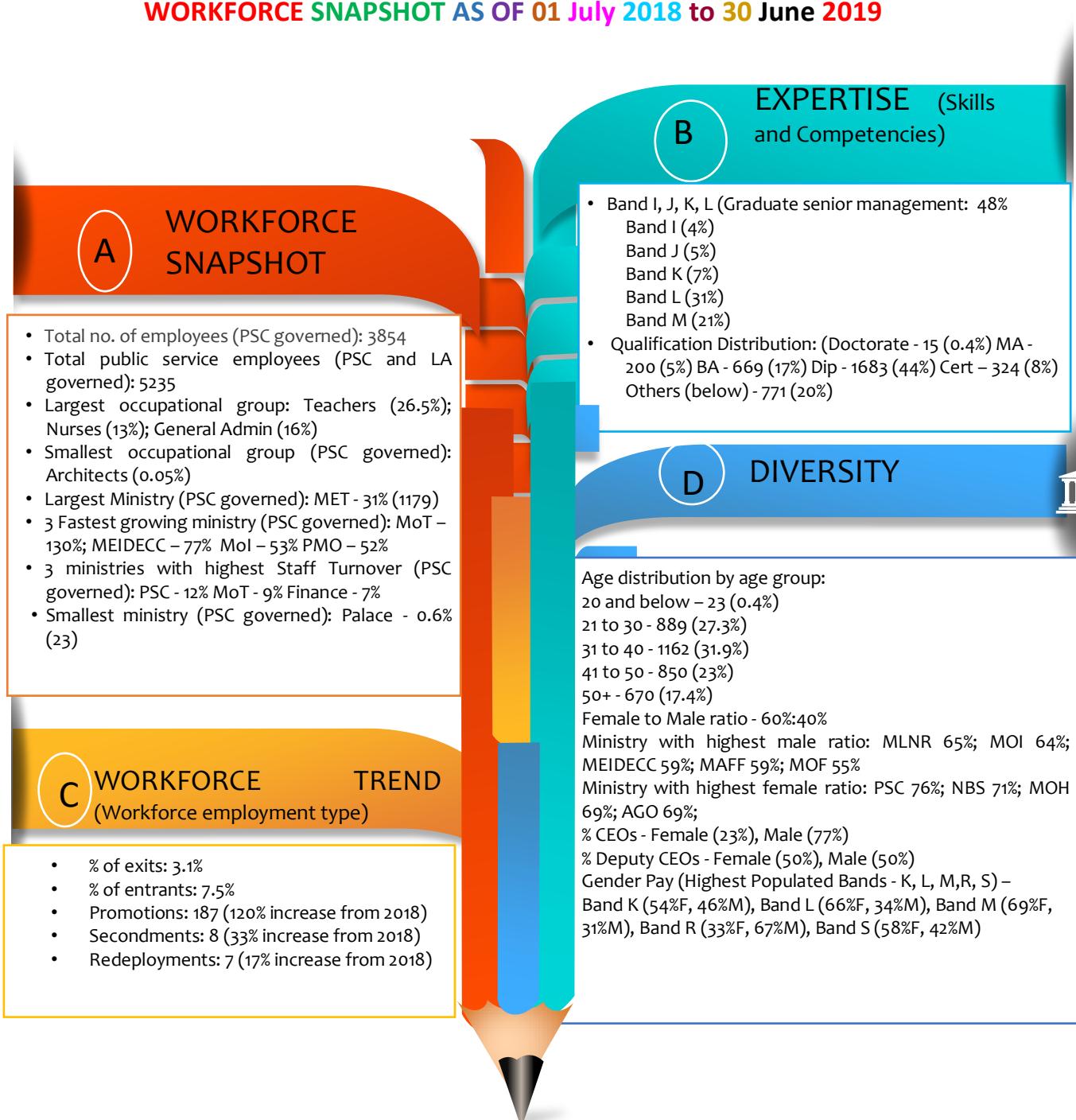
	ation of files	infrastructure in place	TA/Funding available for an integrated ME/reporting system	2017 – 60% 2018 – 100% 2016 - 30% of Ministries use the CHRIS; 2017 –60% 2018 – 80%		Low commitment from CEOs	
2. Workforce Development Increased pool of competent, disciplined and qualified Public Service 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 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%	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]

2.

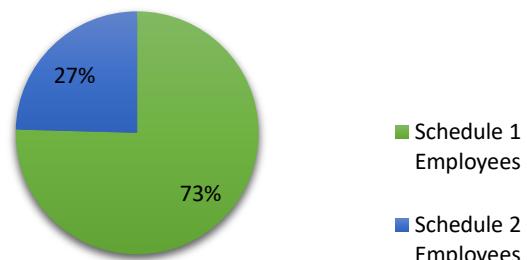
THE PUBLIC SERVICE – GENERAL PERFORMANCE

Figure 3: Public Service Workforce snapshot June 2019.



The Tonga Public Service operates under two (2) schedules. Schedule I comprises fifteen (15) government ministries and five (5) government agencies governed under the Public Service Commission; Schedule II comprises the Ministry of Police, Fire and Prisons, His Majesty's Armed Forces and the Office of the Auditor General which is under the jurisdiction of the Legislative Assembly (LA). Total **employees** as at 30 June 2019 was **5,235**; comprising 3,854 (73%) for Schedule 1 Ministries and 1,381 (27%) for Schedule 2. This reflects an increase of 184 employees (3.6%) from 5,051 in the 2017/2018 period.

Figure 4: Workforce Size FY2018/2019



2.1.1 Schedule 1 or PSC governed Employees

The total number of employees under Schedule I shows a marginal increase by 44 employees (1%) from the previous FY. The trend in total employees from year to year is shown below with an average growth of 2.5% in the last three years.

Table 3: Total employees

Year (as of June)	Total Employees Schedule 1	% increase	Total employees (Schedule 1 & 2) % increase
2015/16 FY	3,575	-	-
2016/17 FY	3,606	1%	5127
2017/18 FY	3,810	5.5%	5051
2018/19 FY	3,854	1%	5235

- ❖ Largest Ministry – MET (31%)
- ❖ 2nd Largest Ministry – MOH (27%)
- ❖ Fastest growing Ministry – Tourism (130%), MEIDECC (77%)
- ❖ Biggest reduction in staffing – Palace (-38%) & MIA (-30%)
- ❖ Smallest Ministry – Palace Office (0.6%)

The Ministry of Education and Training and the Ministry of Health accounted for 31% and 27% respectively of the total number of public servants under Schedule I. Both of these Ministries have been the two largest over the past three consecutive years. Employees by Ministry is shown in **Table 4**.

Table 4: Distribution of Employees by Ministry and % of Employee Growth from 30 June, 2016 to 30 June, 2019

Ministry	30-Jun-16	31-Dec-16	30-Jun-17	31-Dec-17	30-Jun-18	31-Dec-18	30-Jun-19	Distribution (%) at 30 June 2019	Growth (%) June 16 – June 19	Female	Male	Tot 30-Jun-19
MET	1189	1178	1221	1212	1217	1202	1179	31	-0.8%	778	401	1179
MOH	999	984	988	990	1023	1043	1039	27	4%	718	321	1039
MAFF	185	172	173	170	173	188	189	5	2%	78	111	189
FINAN	133	131	157	161	160	155	153	4	15%	99	54	153
MRC	154	153	151	170	179	168	164	4	6%	84	80	164
MEIDECC	111	118	139	168	176	180	196	5	77%	81	115	196
MOI	112	101	116	134	142	156	171	4	53%	61	110	171
MLNR	112	110	111	127	131	127	138	4	23%	48	90	138
MOJ	100	97	95	103	116	113	117	3	17%	73	44	117
MTED	76	75	73	75	85	81	79	2	4%	46	33	79
MIA	63	65	57	56	56	35	44	1	-30%	24	20	44

MOF	50	57	56	61	73	70	73	2	46%	33	40	73
MFA	55	56	53	51	52	36	41	1	-25%	27	14	41
PMO	42	42	41	42	41	54	64	2	52%	37	27	64
PSC	33	34	35	40	42	40	41	1	24%	31	10	41
MPE	33	33	35	36	37	33	34	0.9	3%	22	12	34
NBS	28	29	29	31	32	31	34	0.9	21%	24	10	34
AGO	31	29	28	28	28	28	29	0.8	-6%	20	9	29
MOT	20	30	21	25	24	34	46	1.2	130%	28	18	46
PAL	37	32	24	23	23	24	23	0.6	-38%	13	10	23
	3575	3545	3603	3703	3810	3798	3854	100		2325	1529	3854

FIGURE 5: Size of the Public Service June 2016 to June 2019



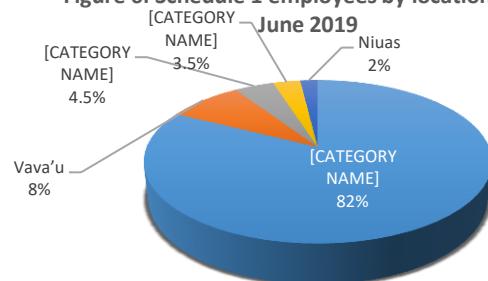
2.1.2 Total number of employees in each island group as of 30 June 2019

The majority (82.3%) of the Public Service are based in Tongatapu. The remaining is shared between the government sub-branches located in Vava'u, Ha'apai, 'Eua and the two Niucas. As reported in the previous annual report, it is anticipated that the Vava'u services will increase in the next three years with employee numbers expected to grow based on a number of investment projects.

Table 5: Schedule 1 Employees by locations

Islands	2018/19 Employees	2017/2018 employees
Tongatapu	3171	3133
Vava'u	312	313
Ha'apai	169	166
'Eua	118	115
Niucas	84	73
TOTAL	3854	3810

Figure 6: Schedule 1 employees by location at 30 June 2019



2.2 Public Service Occupation features

The Public provide a wide range of activities and services which range from clerical administration, to analytical, technical, policy, managerial, monitoring and information related activities across different occupations.

2.2.1 Occupational Grouping as of 30 June 2019

Largest Occupational Group
Teachers (26.5%)
Nurses (13%)

The two largest groups of established staff are from the Education and Health sectors which account for around 58% of the Public Service workforce. There is no change in the % of occupational grouping from 2017/2018 for the largest groups. Teachers continue to be the largest occupations at 27% followed by nurses at 13%; a reduction from the 30%:14% ratio of 2017/2018. Composition at the occupation level, show very low % of female employees in highly technical, scientific sectors (MAFF/MEIDECC/MLNR/MOF) as opposed to service sectors (Education/Health).

These occupational groups are still very broad and were relevant in the old Remuneration Structure which has since become redundant as of 01 July, 2016. Until the new Classification of Post and Competency Framework are in place the table below represents the job clusters in the Public Service although this does not reflect the diverse nature of the Public Service today.

Figure 7: Occupational Grouping FY2018/2019

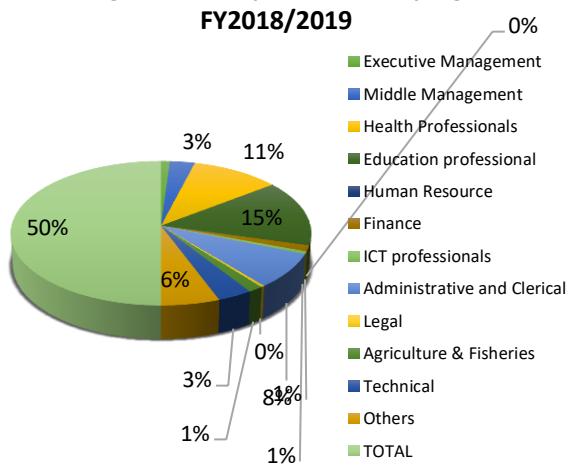


Table 6: Occupational grouping June 2019

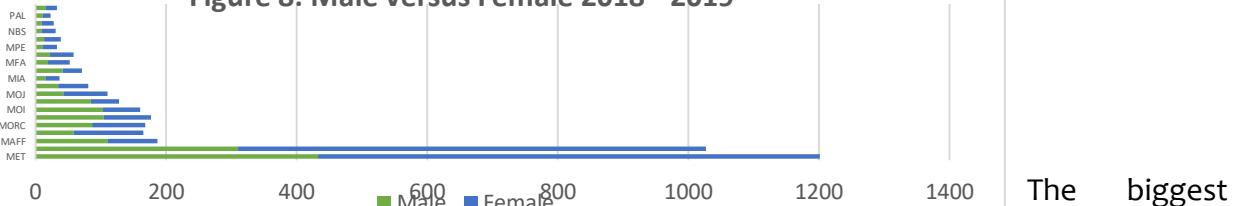
Executive Management	79
Middle Management	238
Health Professionals	796
Education professional	1142
Human Resource	3
Finance	92
ICT professionals	50
Administrative and Clerical	618
Legal	27
Agriculture & Fisheries	116
Technical	271
Others	422
TOTAL	3854

2.2.2 Gender distribution in the public service

At the end of June 2019, there were 2,325 female employees and 1,529 male employees. Female employees continue to outnumber male employees at 60%: 40%, which is an increase in the female: male composition by 7% (60%:40%) from the previous Financial Year. The Public Service Commission Office holds the highest percentage of female employees at 76%; followed by the Statistics Office at 71% and the Office of the Attorney General and Health both at 69%. However, in terms of headcount, MET and MOH continue to have the highest number of female employees at a collective total of 64% of the total females in the Public Service.

There is an increase in representation of males in MAFF, MOI and MLNR for this FY and this is across the technical, infrastructure, environment, natural resources, and scientific areas as shown in Figures 7 and 8.

Figure 8: Male versus Female 2018 - 2019



growth for females in this period is with MEIDDEC followed by Revenue and Customs, and Fisheries; with largest drop in Internal Affairs. For males, the biggest growth has been Infrastructure, followed by MEIDDEC and Lands and Survey. The biggest drop in males has been with Education.

Table 7: Gender Distribution by Ministry as at 30 June 2019

Ministry	Total Females 30 June 2018	Total Females 30 June 2019	Growth June 2018 - June 2019	Female (%) June 2019	Males 30 June 2018	Total Males 30 June 2019	Growth June 18 - June 19	Male (%) June 2019	Total 30 June 2019
MET	751	778	3%	66%	452	401	-13%	34%	1179
MOH	710	718	1%	69%	308	321	4%	31%	1039
MAFF	69	78	12%	41%	101	111	9%	59%	189
MFNP	100	99	-1%	65%	57	54	-6%	35%	153
MRC	73	84	13%	51%	75	80	6%	49%	164
MEIDECC	65	81	20%	41%	101	115	12%	59%	196
MOI	52	61	15%	36%	79	110	28%	64%	171
MLNR	43	48	10%	35%	72	90	20%	65%	138
MOJ	63	73	14%	62%	40	44	9%	38%	117
MTED	41	46	11%	58%	31	33	6%	42%	79
MIA	21	24	13%	55%	13	20	35%	45%	44
MOF	29	33	12%	45%	37	40	8%	55%	73
MFA	25	27	7%	66%	13	14	7%	34%	41
PMO	30	37	19%	58%	23	27	15%	42%	64
PSC	27	31	13%	76%	13	10	-30%	24%	41
MPE	23	22	-5%	65%	12	12	0%	35%	34
NBS	22	24	8%	71%	11	10	-10%	29%	34
AGO	19	20	5%	69%	10	9	-11%	31%	29
MOT	18	28	36%	61%	15	18	17%	39%	46
PAL	12	13	8%	57%	11	10	-10%	43%	23
Total	2193	2325			1474	1529			3854

At the senior management and leadership level, there is a decrease by 28% in female CEOs compared to 2018 (50%) whilst female Deputy CEOs retain their numbers at 50%.

2.2.3 Gender Parity

As displayed in **Figure 9**, women in the public service are the largest salary earners in comparison to men with a huge increase from the 2015/2016 period.

Gender Pay Parity
Female (60%): (30%) Male

The gender pay parity continues to be maintained at around 60:40% ratio with still more women in the higher paid bands (H, I, J, K, L, M)

The largest number are in Bands L and M which can be attributed to a higher concentration of female employees at Health (Nurses) and Education (teachers).

Female CEOs

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

Female Deputy CEOs

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



2.2.4 Public Service Age group

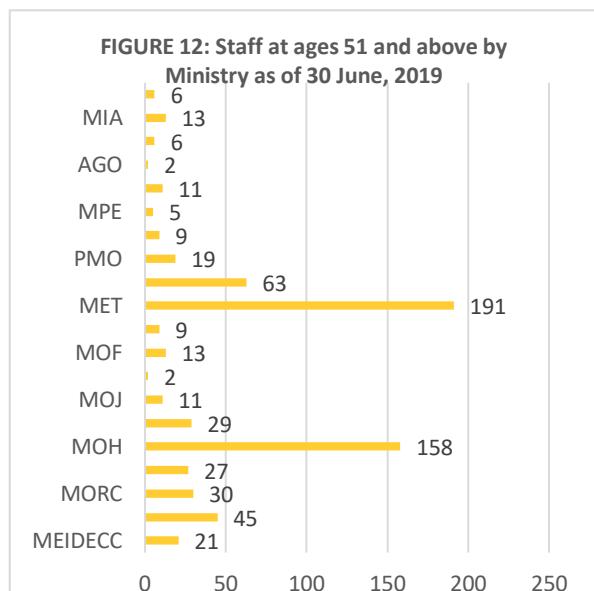
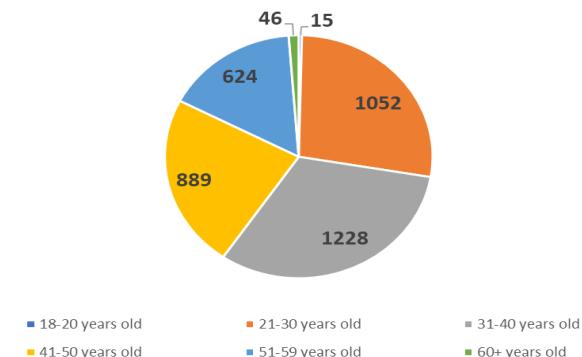
The public service is still **young with ages 18 – 40 accounting for 60% of the total workforce**. Forty percent (40%) are from the ages 41 – 60. Twenty three percent (23%) are in the ages of 41 – 50. There are 670 (around 17%) who are at ages 51 – 60+; of which around 52% are from the Ministry of Education and Health.

Extensions have been granted to a few who are over 60 mostly in Education and Health due to exigencies in services.

Compared to 2017/2018, there is an increase (by 6%) in the number of those ages 18 – 40.

Numerically, Education registered the highest in terms of those nearing retiring age at ages 51 and above at 191

Figure 11: Age Group as of June, 2019



(28.5%), followed by Health at 158 (23.6%) and Agriculture at 63 (9.4%).

- ✓ Ages 18 – 40 (60%)
- ✓ Ages 41 – 60 (40%)
- ✓ Ages 51 – above (17%)

Focus on replacement and succession planning for the 17% in the 51 – 60+ age group is part of the PSC's workforce strategy with Ministries requiring to provide succession planning and more proactive recruitment while PSC supports targeted capacity building for leaders and managers.

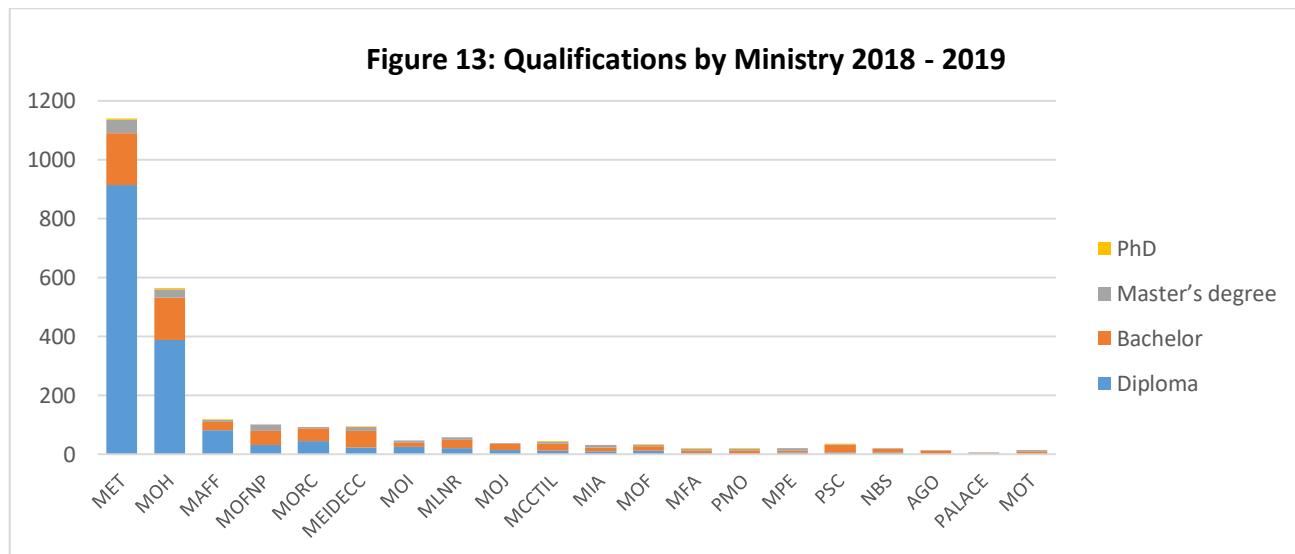
At the same time, given that entrance is twice or three times higher than exits (high offset); there might be limited places to offer to new entrants or potentially a freeze in new positions to manage the size of the public service and the wage bill.

Table 8: Age group as of 30 June, 2019

Age	18-20 years		21-30 years		31-40 years		41-50 years		51-59 years old		60+ years old		TOTAL		TOTAL
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
MEIDECC	0	1	31	36	36	21	30	20	18	3	0	0	115	81	196
MOI	0	0	21	20	27	13	27	18	32	10	3	0	110	61	171
MORC	0	0	22	39	26	26	13	8	18	10	1	1	80	84	164
MLNR	0	0	23	24	21	12	24	7	21	5	1	0	90	48	138
MOH	2	9	106	279	101	205	55	124	48	92	9	9	321	718	1039
MOFNP	0	0	12	33	13	27	13	26	16	13	0	0	54	99	153
MOJ	0	0	13	38	10	17	15	13	6	5	0	0	44	73	117
PSC	0	0	5	16	2	11	3	2	0	2	0	0	10	31	41
MOF	0	1	9	10	9	13	10	8	12	1	0	0	40	33	73
MTED	0	0	4	12	10	14	12	18	7	2	0	0	33	46	79
MET	0	0	48	160	157	326	122	175	70	110	3	8	400	779	1179
MAFF	0	1	13	11	13	22	41	25	39	18	1	5	107	82	189
PMO	0	0	3	10	6	12	5	9	11	5	2	1	27	37	64
NBS	0	0	1	4	3	11	2	4	4	5	0	0	10	24	34
MPE	0	0	4	7	2	11	4	1	2	3	0	0	12	22	34
MOT	1	0	4	10	1	8	5	6	6	4	1	0	18	28	46
AGO	0	0	5	9	1	7	2	3	1	1	0	0	9	20	29
MFA	0	0	1	1	5	11	7	10	1	5	0	0	14	27	41
MIA	0	0	4	4	3	5	6	9	7	6	0	0	20	24	44
PALACE	0	0	0	0	2	8	3	4	5	0	0	1	10	13	23
TOTAL	3	12	329	723	448	780	399	490	324	300	21	25	1524	2330	3854
	15	1052			1228		889		624		46				

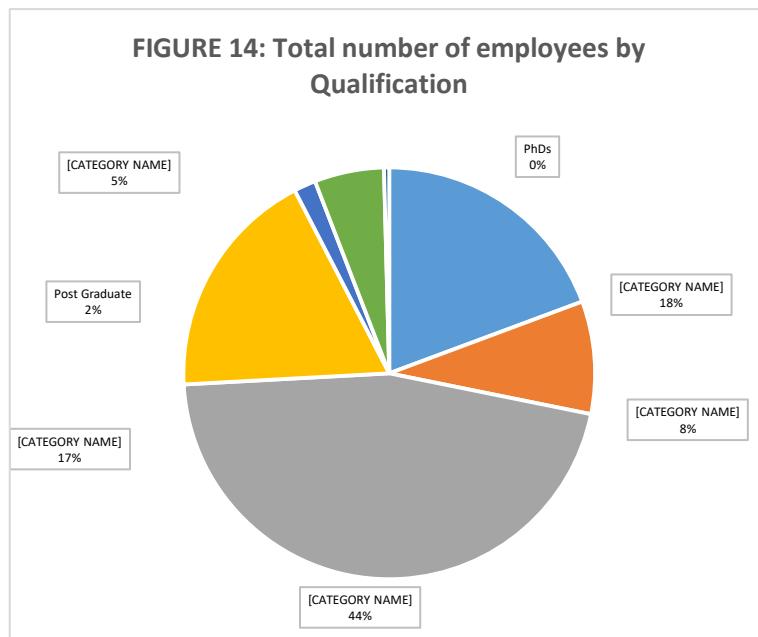
2.2.5 Qualifications as of 30 June 2019

This is the second time that the qualification component is being reported because all qualifications have been uploaded into CHRIS



The majority of the Public Service employees were Diploma holders with 1,683 (43.7%), followed by Secondary School certificate 708 (18.4%) and then, third place were first-degree holders with 669 (17.4%).

Overall, forty four percent (44%) of the workforce holds a Diploma with 25% holding a degree or higher qualification giving a total of 69% with a diploma or higher qualifications



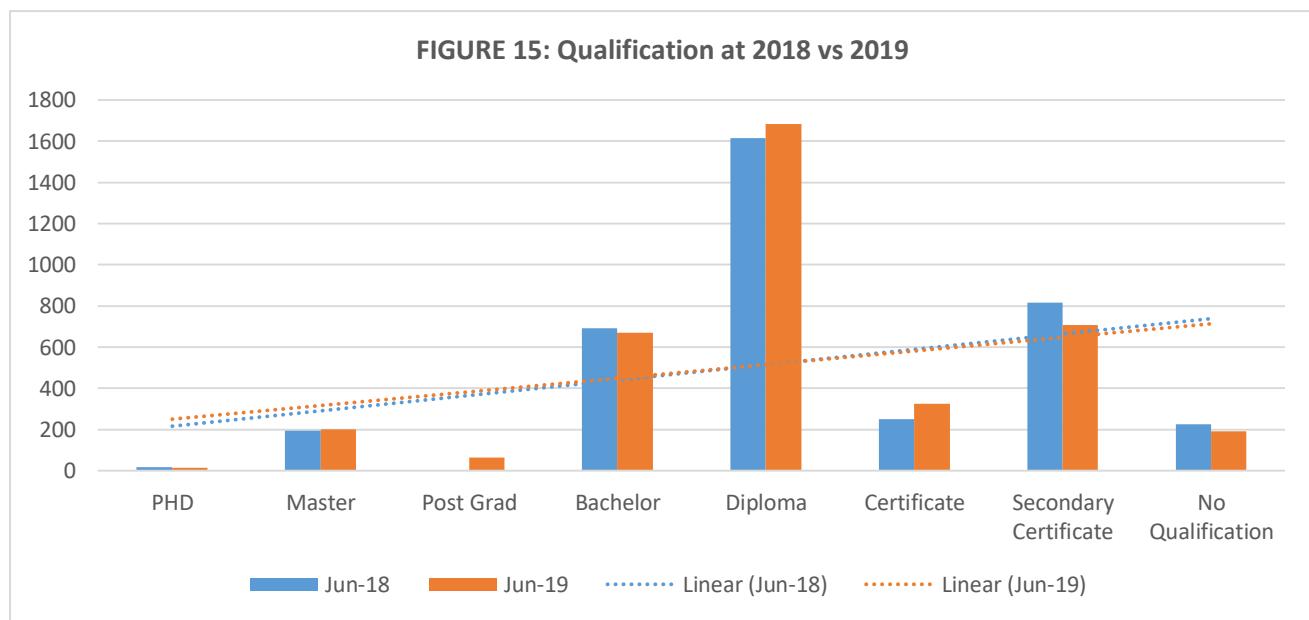
At Ministry level, around 66% of those with diploma and above are from Education and Health.

192 employees (5%) have no qualifications.

Table 9: Breakdown by Qualifications per Ministry as of June 2019

Ministry	Secondary Certificate		Certificate		Diploma		Bachelor		Postgraduate		Master's degree		PhD		No Qualification		Total
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
MET	20	19	8	12	298	636	59	77	0	4	14	29	1	2	0	0	1179
MOH	43	100	52	132	96	301	52	86	5	33	12	19	0	2	61	45	1039
MAFF	35	18	2	4	50	42	16	9	2	0	5	4	1	1	0	0	189
MOFIN	24	24	1	6	9	21	15	31	0	1	5	15	0	1	0	0	153
MORC	40	26	2	5	13	32	23	19	0	0	2	2	0	0	0	0	164
MEIDECC	18	16	14	7	8	23	39	24	1	2	11	7	1	0	23	2	196
MOI	33	30	29	3	22	14	15	9	0	1	2	4	0	0	9	0	171
MLNR	44	14	9	6	10	14	21	9	2	0	4	5	0	0	0	0	138
MOJ	15	42	0	0	6	10	8	17	1	0	1	1	0	0	13	3	117
MTED	17	13	1	3	5	8	9	16	0	1	1	4	0	1	0	0	79
MIA	1	4	0	4	7	3	3	6	0	0	5	6	1	0	4	0	44
MOF	24	3	4	4	5	10	3	12	2	1	1	3	1	0	0	0	73
MFA	5	8	0	2	2	6	2	3	0	2	4	4	1	0	0	2	41
PMO	6	15	1	0	2	3	3	12	0	0	2	3	0	1	14	2	64
MPE	3	2	0	3	1	6	1	4	0	0	6	5	0	0	1	2	34
PSC	2	1	0	2	1	6	5	17	0	3	1	3	0	0	0	0	41
NBS	2	6	1	1	2	4	2	9	0	2	0	2	1	0	2	0	34
AGO	1	7	0	1	0	0	6	11	0	0	0	0	0	0	2	1	29
PALACE	8	9	0	1	1	2	1	0	0	0	0	1	0	0	0	0	23
MOT	2	8	1	3	2	2	5	10	0	0	2	5	0	0	6	0	46
TOTAL	343	365	125	199	540	1143	288	381	13	50	78	122	7	8	135	57	3854
	708	324	1683	669			63		200		15		192				

As shown in **Figures 15 and table 11**, there is a small increase in the entrance of those with degrees or higher from June 2018 to June 2019 and in those with Certificates; with a decrease in those with diplomas. The data also shows that 48% in Schedule 1 are in senior positions (L, K, J, I).



It is not possible to evaluate whether these qualifications necessarily mean a better performing public service. Behavioral competencies such as leadership, teamwork, communications clarity, diligence and strong work experience are equally important as qualifications

With Tonga holding a very high PhD per capita, only a small number (15) PhD holders are employed by Government.

The Government faces ongoing difficulties in the recruitment of its executive management levels (CEO and D/CEO positions) with very limited interests. There is a need to strategically manage the scholarship bonds and awards against needs of government and costs to the public service effectiveness. Jobs requiring no qualifications are usually driving, cleaning work and daily semi-skilled work with minimum requirement of having received some years of secondary schooling.

Table 10: Qualifications in the Public Service in June 2018 and June 2019

June 2018 versus June 2019								
	PHD	Master	Post Grad	Bachelor	Diploma	Certificate	Secondary Certificate	No Qualification
June-18	16	194	0	691	1615	251	817	226
June-19	15	200	63	669	1683	324	708	192

2.2.6 Public Service Entrants versus Exits to and from the Public Service 2018/2019

There have been more entrances to the Public Service than exits with highest entrance at 29:12% ratio. This is a big increase from 2017/2018 which was at 8:3% ratio. MOH continues to lead in the highest entries, followed by MOI, MET then both MAFF & MEIDECC. In terms of exit, MOH and MET continues to lead. Entrances need to be proactively managed as this has an impact on the wage bill.

MEIDDEC with its several portfolios manages a number of multimillion projects, hence there is an anticipated increase in entrance, likewise for Infrastructure (MOI).

More Exits than Entries
Total entrance vs exit- 29:12%
Highest entrance: MOH, MOI, MET, MAFF & MEIDDEC
Highest exit: MET & MOH

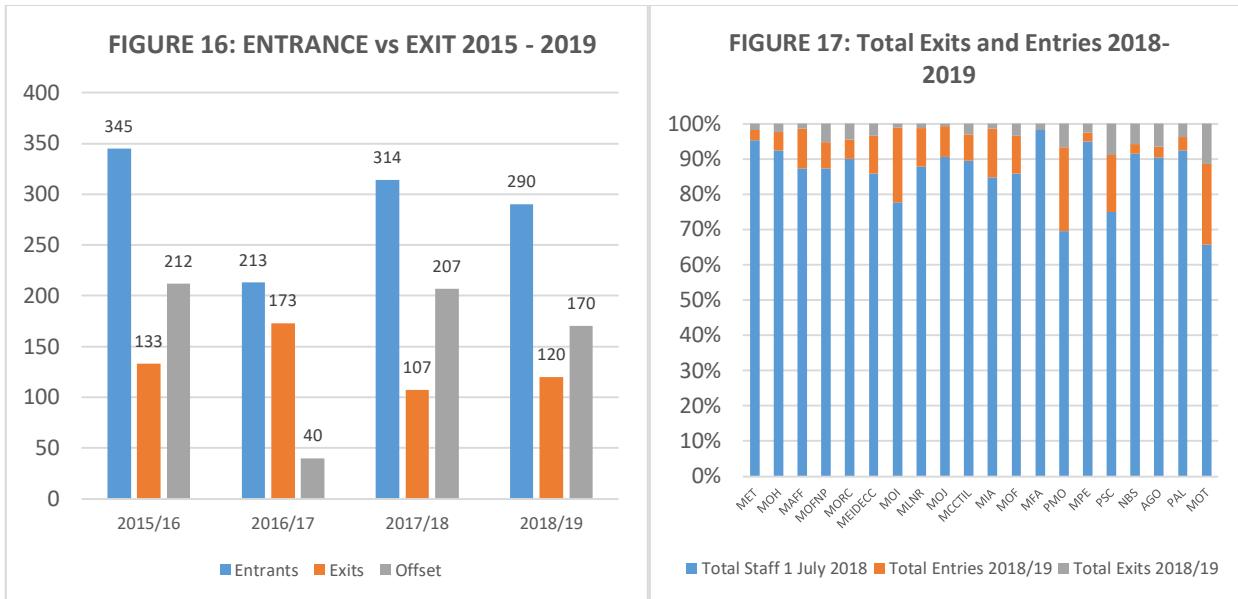


Table 11: Total entries vs exits Jul 2018 – June 2019

Ministries	Total Staff 1 July 2018	Total Entries		Total Staff 30 June 2019
		July 2018 - June 2019	July 2018 to June 2019	
MET	1217	37	24	1179
MOH	1023	58	27	1039
MAFF	173	22	3	189
MOFNP	164	14	10	153
MORC	179	11	9	164
MEIDECC	176	22	7	196
MOI	142	39	2	171
MLNR	131	16	2	138
MOJ	116	11	1	117
MCCTIL	85	7	3	79
MIA	56	9	1	44
MOF	73	9	3	73
MFA	52	0	1	41
PMO	41	14	4	64
MPE	37	1	1	34
PSC	42	9	5	41
NBS	32	1	2	34
AGO	28	1	2	29
PAL	24	1	1	23
MOT	23	8	4	46
TOTAL	3810	290	120	3854

2.3 Workforce Development

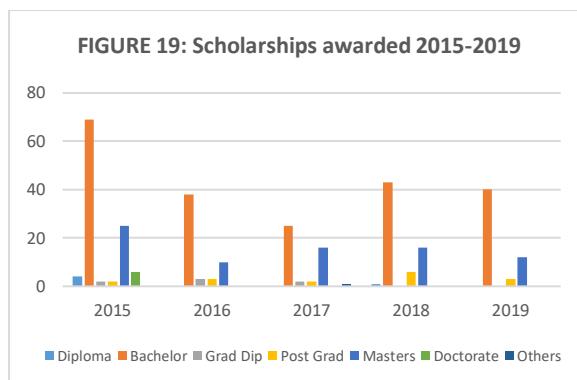
As reported in the 2017/2018 annual report, the Public Service Workforce Framework (2017) directs activities that are to be provided in order to secure training opportunities for the Public Service (both formal and informal) through linkage of line ministry priority needs to scholarship allocations. Therefore, the PSC Office is required to implement an annual training needs analysis survey. This annual survey informs the allocation of scholarships by development partners and the Government of Tonga. The outcome of the annual survey in 2019 saw fifty-five (55) scholarships awarded which is a decrease from 66 in 2018. The year 2015 still registers the

largest number of scholarships awarded of 108 in the past five (5) years, with many of these scholars already back to serve Tonga.

Sixty two percent (62%) of scholarships awarded in 2019 are undergraduate degree programs; followed by Post graduate/Masters programs at 38%. Over the 2018 – 2019 period, a total of 121 scholarships were awarded.

Table 12: Summary of scholarships 2015 - 2019

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



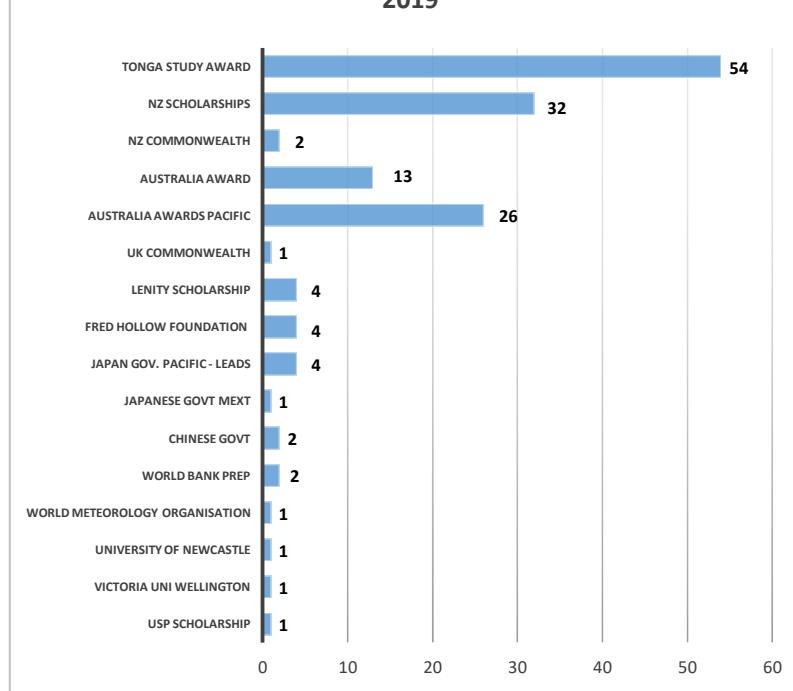
2019 Scholarships Award per Development Partners

The Tonga Government allocated the highest number of awards at 54 for 2019; followed by the Government of Australia and New Zealand. The value of these scholarships cannot be determined at this stage. New Zealand also continues to offer short term awards annually. These involve work attachments or short-term trainings tenable in New Zealand.

The Chinese Government has started to offer a number of undergraduate awards open to all school leavers and likewise graduate awards to public servants. It has doubled its offers in 2019.

Japan has also continued to provide a few undergraduates and Postgraduate scholarships at an average of less than 5 annually.

Figure 20 - Awards by Development Partners 2015 - 2019



However, the Ministry of Education Scholarship committee has no monitoring and management oversight over the Chinese and Japanese scholarships particularly with enforcement of bonds or study contracts.

There are ongoing accreditation and recognition issues for some qualifications from China and some other countries like Cuba where Tongan students have studied in. This is particularly so for Medical students.

In terms of informal training opportunities, Development Partners and PSC Office funded from its recurrent budget, the following;

- (1) A First Aid certified training for select public servants in Ha'apai and 'Eua which was run by the Tonga Red Cross during the month of May 2019
- (2) Gender Training for select public servants in Tongatapu which was run by Mrs. Kepreen Ve'etutu and funded by the Commonwealth Secretariat in October 2018
- (3) Mind Education Lectures for the Public Service, FWC Education Staff and Council of Churches representatives (Tongatapu only) which was run by the International Youth Fellowship (IYF) in November 2018 and March 2019 and co-funded by the Korea IYF Council and the PSC Office. During the two visits, the Korean team also visited Hu'atolitoli prisons and delivered encouragement sessions.
- (4) Spirit of Service and Effective Communication training for the Public Service (Vava'u, Ha'apai and 'Eua only) which was run by the PSC Office in October 2018
- (5) Ongoing Quarterly Induction Trainings for the new appointees to the Public Service with the support of the Retirement Fund Board, Ministry of Finance and Ministry of Revenue and Customs. Outer island inductions were held on a bi-annual basis.

3. PSC STAFFING

As of the end of June 2019, the PSC Office had a total of forty-five (45) staff; of which, thirty-four (34) were established, and five (5) were daily paid. Of the established staff, twenty-four (24) were senior and ten (10) were junior staff. Staffing and human resources matters of the PSC Office for the 2018/2019 financial period is as follows:



Seven (7) new appointments

- Four (4) internal promotions
- **From left to right:**
 - **First Row;** Ms. Lute Vailanu, Ms. Kolosia Talamai, Ms. Siniteke Fotu, Ms. Malia Pome'e, Ms. Claire Welsh, Mr. Dharmasirri Dassanayake, Dr. Lia Maka (CEO of the Commission), Ms. 'Alamoni Nafe, Mrs. Kato'one Fa'aoa, Mrs. Makelesi Vaea, Mr. Tevita Fotu, Mr. Ronny Fono, Mrs. Florence Eke.
 - **Second Row;** Mrs. Lisimeili Loloa, Ms. Lavenita Fakava, Ms. Linda Mokofisi, Ms. 'Asupa Latu, Mrs. Suliana Wolfgram, Ms. Meliame Lea, Mr. Sione Ta'ufo'ou, Mrs. Victorina Kioa, Mr. Moleni Ika, Mrs. Nolini Vaka'uta, Ms. Mona Taumoefolau, Mrs. Lu'isa Lapao'o, Ms. Mokaleini Fifita, Mr. Taniela Makisi, Mrs. Maa'imoa Mafile'o, Ms. Neliiane Afu, Mrs. Falemei Fale.
 - **Absentees;** Ms. Eunice Moala, Mrs. Mele Fatai, Mr. Charles Lavemaau, Mrs. Salote Vakalahi, Mr. Christopher Tangataevaha, Mr. Romney Laiafi, Mrs. 'Anitoneti Nofo'akifolau, Ms. 'Onelea Toki, Mr. Michael Havili, Ms. Charlotte Vuki, Ms. Mele Latu, Mr. Wellesley Tu'i'onetoa, Ms. 'Ana Ma'afu, Ms. Maryanne Schaaf.

Table 14: New Appointments at the PSC Office

No.	Name	Post	Division	Assume duty
1	Ms. Kato'one Mateialona	Assistant Records Grade III	Corporate Services	26 th Nov, 2018
2	Ms. Mokaleni Fifita	Legal Officer	Leadership	3 rd Apr, 2019
3	Ms. Meliame Lea	Executive Officer	Corporate Services	23 rd Apr, 2019
4	Ms. Asupa Latu	Assistant Secretary	Remuneration	29 th Apr, 2019
5	Mrs. Victorina Kioa	Deputy Secretary	Oversight	2 nd May, 2019
6	Ms. 'Ilisapesi Veikune	Assistant Secretary	Performance Development	10 th June, 2019
7	Mrs. Jamie Fa'oliu Sa	Assistant Secretary	Human Resources	10 th June, 2019

Table 15: Promotion

No.	Name/ current position	Post	Division	Assume duty
1.	Luisa Lapao'o, Senior Assistant Secretary	Principal Assistant Secretary	Human Resources	11 th Feb, 2019
2.	Charles Lavemaau, Senior Assistant Secretary	Principal Assistant Secretary	Corporate Services	11 th Feb, 2019
3.	Ms. Alamoni Nafe, Assistant Secretary	Senior Assistant Secretary	Performance Development	15 th Apr, 2019

4.	Mr. Taniela Makisi, Assistant Secretary	Senior Assistant Secretary	Human Resource Management	29 th Apr, 2019
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Table 16: Transfer

No.	Name and current position	Post	Division	Date Assumption of duty
1.	Mr. Ronny Fono, Senior Assistant Secretary, Performance Development Division, PSC Office	Senior Assistant Secretary, Remuneration Division, PSC Office	Remuneration Division	14 March, 2019

A total of six (6) permanent staff tendered their resignation from employment at the Office of the Public Service Commission and as tabulated below;

Table 17: Resignation

No.	Name	Post	Division	Date of Resignation
1.	Mrs. Lusitania Eke	Deputy Secretary	Oversight	7 th January, 2019
2.	Ms. Mele Manitisa	Senior Computer Programmer	ICT	14 th January, 2019
3.	Ms. Crystaline Seluini	Senior Assistant Secretary	Remuneration	14 th March, 2019
4.	Mr. 'Unaloto Puloka	Senior Performance Dev Coordinator	Performance Dev	4 th February, 2019
5.	Mr. Kolomitonu Ma'u	Assistant Secretary	Remuneration	27 th February, 2019
6.	Mr. Fineasi Saipa'ia	Driver	Corporate	1 st March, 2019

Table 18: Appointment of daily paid labour

No.	Name	Position	Duration of Contract
1.	Ms. Milika Fifita	Office Assistant	01 st November – 31 st January, 2019
2.	Ms. Anna Jane Vea	Office Assistant	02 nd July – 31 st October, 2018
3.	Mr. Vilisolo Finau	Office Assistant	01 st February – 8 th March, 2019
4.	Mr. Sefita Fa'aoa	Office Assistant	01 st February – 8 th March, 2019
5.	Ms. Kato'one Mateialona	Office Assistant	01 st November, 2018 – 31 st June, 2018
6.	Ms. 'Anitoneti Nofo'akifolau	Housekeeper	01 February – 30 th June, 2019
7.	Mrs. Florence Eke	Office Assistant	01 st February – 30 th June 2019
8.	Ms. Maryanne Schaaf	Office Assistant	8 th April, 2019 – 30 th June, 2019

Table 19: List of Deputy Secretaries who were appointed as Acting CEO for PSC Office

Name	Acting Appointment Duration
1. Mrs. Falemei Fale, Deputy Secretary, PSC Office	14 – 24 May 2019
2. Ms. Charlotte M. Vuki, Deputy Secretary, PSC Office	25 – 29 March 2019

3.1 Attendance

Table 20: The staff attendance for Quarter 1 - 4 are tabulated below;

Month	No of Working Days	Complete No of Attendance	On time	Total Late Per Day	Total On Leave	Total Sick Leave (In-patient)	Total Sick Leave (Out-patient)	Total Days Off (Time in lieu)	Official Travel
Jul	21	966	614 (63.6%)	135 (14%)	175.5 (8.1%)	0 (0%)	34 (3.5%)	7 (0.7%)	0 (0%)
Aug	23	1058	757 (71.6%)	105 (9.9%)	135 (12.7%)	2 (0.1%)	17 (1.6%)	5 (0.4%)	37 (3.5%)
Sep	19	920	699.5 (80%)	29 (3.3%)	94 (10.2%)	7 (0.7%)	24.5 (2.6%)	0 (0%)	20 (2.3%)
Total Q1	63	2944	2070.5 (70.3%)	269 (9.1%)	404.5 (13.7%)	9 (0.3%)	75.5 (2.5%)	12 (0.4%)	57 (1.9%)
Oct	23	1058	824.5 (77.9%)	67 (6.3%)	95.5 (9%)	0 (0%)	29 (2.7%)	12 (1.1%)	30 (2.8%)

Nov	21	966	720 (74.5%)	82 (8.5%)	131.5 (13.6%)	0 (0%)	11 (1.1%)	7.5 (0.7%)	14 (1.4%)
Dec	13	598	330.5 (55.2%)	55.5 (9.2%)	184 (30.7%)	0 (0%)	7 (1.1%)	16 (2.6%)	5 (1%)
Total Q2	57	2620	1875 (71.5%)	204.5 (7.8%)	411 (15.6)	0 (0%)	47 (1.7%)	35.5 (1.3%)	49 (1.8%)
Jan	21	1008	632 (62.69%)	70 (6.94%)	147.5 (14.6%)	0 (0%)	58.5 (5.8%)	30 (2.9%)	0 (0%)
Feb	20	820	634 (77.12%)	112 (13.66%)	117 (4.2%)	0 (0%)	17 (2%)	16 (1.9%)	0 (0%)
Mar	21	861	570 (66.20%)	97 (11.2%)	149 (7.3%)	0 (0%)	11.5 (1.3%)	14 (1.6%)	12 (1.39%)
Total Q3	62	2689	1836 (68.3%)	279 (10.4%)	413.5 (15.3%)	0 (0%)	87 (3.2%)	60 (2.2%)	12 (0.4%)
Apr	19	855	588 (68.7%)	81 (9.4%)	78.5 (9.1%)	0 (0%)	38 (4.4%)	7 (0.8%)	5 (.58%)
May	23	1012	652 (64.4%)	99 (9.7%)	171 (16.8%)	0 (0%)	39 (3.8%)	7 (0.6%)	46 (4.5%)
Jun	19	874	557 (63.7%)	141 (16.1%)	114 (13%)	0 (0%)	37 (3.6%)	11 (1%)	0 (0%)
Total Q4	61	2741	1797 (65.5%)	321 (11.7%)	363.5 (13.2%)	0 (0%)	114 (4.1%)	25 (0.9%)	51 (1.8%)
Total (Q1 - Q4)	243wds	10994	7578.5	1073.5	1592.5	9	323.5	132.5	169

Employees are required to work a total of 243 working days during the FY.

During this financial year, staff were noticeably on time the most during September, 2018 and mostly on leave during December, 2018. During January, 2019 staff were mostly on sick leave (outpatient).

Table 21: Overseas Travel

No.	Participant's name	Current position	Travel Purpose	Program Name	Duration/ Dates	Host Country	Report submitted
1.	Mrs. Makelesi Vaea	Assistant Principal Registry Officer	Training	Human Resources Development for Developing Countries	8 - 28 Aug 2018	China	Yes
2.	Mrs. Falemei Fale	Deputy Secretary	Work Attachment	Work Attachment at the NZ State Service & HR Department of Inland Revenue	27 Aug - 11 Sept 2018	New Zealand	No
3.	Ms. Mele Manitisa	Senior Computer Programmer	Workshop & Conference	Attend Asia-Pacific Network Information Centre 46 Fellowship program	6 - 13 September 2018	Noumea, New Caledonia	Yes
4.	Dr. Lia Maka	CEO	Attend 20th Fiji Business Excellence Awards, 2018	Attend the 20th Fiji Business Excellence Awards, 2018	03 – 05 November, 2018	Fiji	Yes
5.	Ms. Salote Vuki	Deputy Secretary					
6.	Mr. Sinilau Kolokihakaufisi	Commissioner					
7.	Mr. Keni Tu'uhetoka	Principal Assistant Secretary	Training	Training on SMART NATION:	26 - 30 Nov 2018	Singapore	Yes
8.	Dr. Lia Maka	CEO	Meeting	Mind Education	17 - 24 Dec 2018	Korea	No
9.	Mrs. Falemei Fale	Deputy Secretary	Conference	Asia Pacific Career Conference	6 - 9 March 2019	Hawaii	No
10.	Dr. Lia Maka	CEO	Meeting	Pan Commonwealth Meeting Chief Secretaries/ Head of Public Service Commission	19-Mar	London	No

4. RESULTS MANAGEMENT – PUBLIC SERVICE COMMISSION OUTPUTS

This section covers the performance of the PSC for the 2018/2019 financial year based on its Annual Management Plan 2018/2019. The results contribute to the three-year priorities of the Commission as identified in the 2017/2018 – 2020/2021 Corporate Plan which are:

3 Years Priority Outputs	KPIs
1. Improved Monitoring, Evaluation and Learning through improved data and analytics	PSC Service Excellence scoreboard improves by 5% every year
2. Talent and Leadership Development – Proactive workforce analysis and planning	Service Excellence initiatives (projects) embedded across MDAs.
3. Public Service Business Excellence Program adopted across MDAs – Improved Systems wide performance	HR ME Framework Devolution pilot implemented
4. Digital Transformation – Greater efficiency in automated HR Workflow	Stakeholders/citizens satisfaction
5. COP reform – Revamped Public Service Classification of Posts (Occupational List)	Revamped Classification of Posts and new Competency framework in place

These priorities specifically target **improvement in the wider public service system** (across MDAs) in terms of efficiency, responsiveness, cost effectiveness, quality of service delivery and customer care in the medium term. Progress and improvement will be tracked by improved monitoring, evaluation, learning and communication of PSC results to stakeholders.

The budget strategy 2018/2019 – 2020/2021 is specifically focused on Recovery with Greater Resilience with PSC's contribution in areas that are cross cutting including good governance.

Specifically, PSC stands to promote and provide an enabling and stable work environment that reflects sound accountability and good governance principles in order to speed up recovery and strengthen resilience of the public service to serve Tongans.

The results also contribute in part to international/regional frameworks (SDGs, Samoa Pathway) in the following areas:

Goal 5: Achieve gender equality and empower all women and girls focusing on two indicators:

- 5.1.1 Whether or not legal frameworks are in place to promote, enforce and monitor equality and nondiscrimination on the basis of sex; indicator
- 5.5.2 Proportion of women in managerial positions)

Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Focus is on two **indicators:**

- 16.6.2 Proportion of the population satisfied with their last experience of public services;
- 16.7.1 Proportion of positions by sex, age, persons with disabilities and population groups in public institutions compared to national distributions

In this AMP, there are six (6) outputs aligned with PSC's strategic functions which contribute to the PSC's high-level outcomes as follows;

Program 1 - Leadership, Policy, Strategic Foresight, Corporate governance Program

Output 1: Efficient, ethical, responsive and high-quality service to the Commissioners, Prime Minister, Cabinet and to MDAs

Program 2 - Workforce Development

Output2: Increased pool of competent, disciplined and qualified Public Service staff in key managerial and technical areas to improve efficiency and effectiveness of service delivery

Program 3: Performance Development

Output 3: Performance Based Systems established for developing, managing and improvement of Public Service Performance.

Program 4: Human Resource Management

Output 4: An effective HR Management System is implemented with phased delegation in functions to line Ministries

Program 5: Oversight

Output 5: Improved data collection and analytics to monitor, review, and strengthen core functions, coordination and service delivery and manage staff costs, across the government machinery.

Program 6: Remuneration

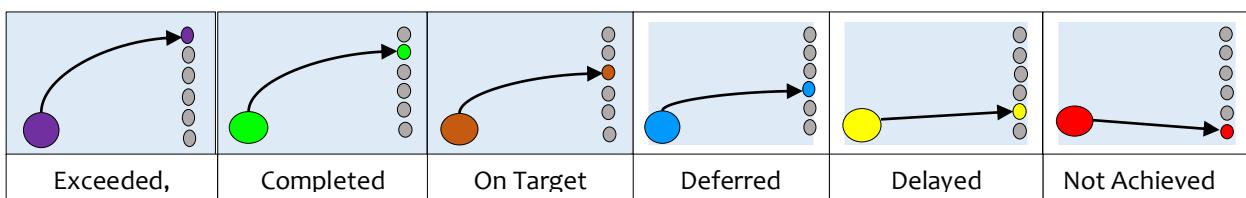
Output 6: A fair, equitable and affordable remuneration and incentive framework to attract, retain, and motivate public servants is established.

4.1

Evaluating the Outputs by Divisions

This section has 3 sub sections. i)reporting against Whole of Government priorities; ii) reporting against the 3-year milestones in the Corporate Plan; and iii) reporting against the Annual Management Plan by divisions.

A 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.



4.2

PSC work contributing to whole of Government objectives

The contributions to whole of government work include performance management, remuneration, and employment (HR) related matters.

The Commission leads two public sector reform priorities since 2016 – i) the government wide new remuneration Hay system and ii) the performance management system which is linked to performance pay. Both were implemented in July 2016 (2016/2017 FY) as part of the joint development partners budget support.

To contribute to SDG Goal 5 (5.5.1; 5.5.2) and the Samoa Pathway in terms of gender equality targets, a technical assistance from the Commonwealth Secretariat to scope a sexual harassment policy for the public service was secured and is to be developed in the next financial year 2019/2020. Gender mainstreaming training for senior public servants is also to commence on first week of July 2019 as a result of the Office 2017 Gender Audit.

As required under SDG Goal 5, 5,5,2; the target female representation has dropped and appears to vacillate over the last three years. The proportion of women in managerial positions in Schedule 1 dropped by 33% for CEO level with 77% male CEOs to 23% female CEOs compared to the 50% as at June 2018. This drop is primarily due to the very low level of female applicants. The June 2018 data showed 50% female CEOs. Female Deputy CEOs was retained at 50%.

Contributing to SDG Goal 16 (SDG 16.6.2), the first public service polling covering 2000 plus Tongans across the four main islands of Tongatapu was completed in December 2018 with a provisional summary of the findings already received by June 2019 which would show the level

of satisfaction of the population with the public services. This will be reported fully in the next annual report. It is also anticipated that more detailed analysis on women, disabilities and outer islands representation will be provided in the next report to ensure progress in the targets for responsive, inclusive, participatory and representative decision making at all levels (SDG 16.7.1)

All the six key results of the Commission contribute to the Whole of Government work. The rest of the contributions are detailed in the following results against the AMP.



4.2.1 Progress in Key milestones for the 2017/2018 to 2019/2020

The Public Service Commission's three (3) years priority outputs as reported last year and now this year are assessed as follows:

3 Years Priority Outputs	KPIs	
1. Improved Monitoring, Evaluation and Learning through improved data and analytics	PSC Service Excellence scoreboard improves by 5% every year Stakeholders/citizens satisfaction	
2.Talent and Leadership Development through Proactive workforce analysis and planning	Service Excellence initiatives (projects) embedded across MDAs.	
3.Improved Systems wide performance through adoption of the Public Service Excellence Initiative across MDAs	HR ME Framework Devolution pilot implemented	
4.Greater efficiency in automated HR Workflow through Digital transformation	Revamped Classification of Posts and new Competency framework in place	
5.Revamped Public Service Classification of Posts (Occupational List)		



The implementation of the Public Service Excellence framework launched in the previous FY was deferred indefinitely as a direction by Cabinet. Planned activities for excellence were therefore diverted to performance improvement initiatives that included flowcharting systems and operations starting with the Office of the PSC; and sharing of Good Practices among Government Ministries through the first ever conference in June on sharing good practices.

PSC and the Ministry of the Public Enterprises already had a baseline excellence scorecard and PSC continued to improve its internal processes leading to the completion of the first ever comprehensive standard operation manual for the office; the complete business flowcharting of all of its operations and divisional work and other internal improvements.

It is planned for business flowcharting to be rolled out across Government in the new Financial Year 2019/2020.

A key measure of public service performance is gauging the feedback of the public or their stakeholders. The Public service polling, conducted by Statistics as discussed above has been completed.

The Human Resource Management ME devolution framework was completed in this FY and will be further progressed in the new FY. Similarly, the revamped Classification of Positions for the Public Service has been completed and will be submitted for Cabinet endorsement and publication in the new FY.

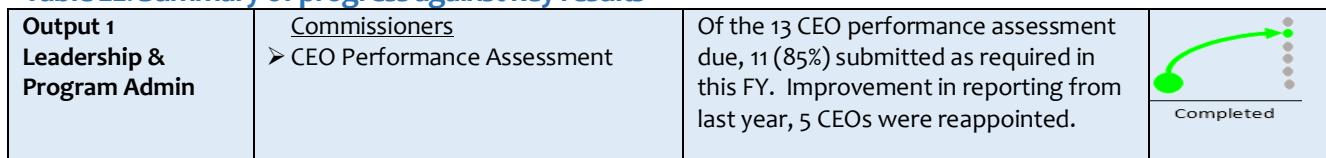
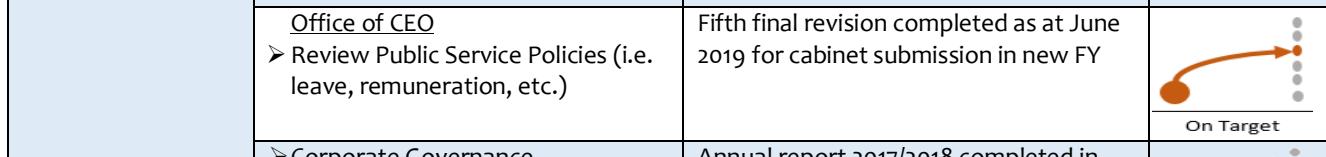
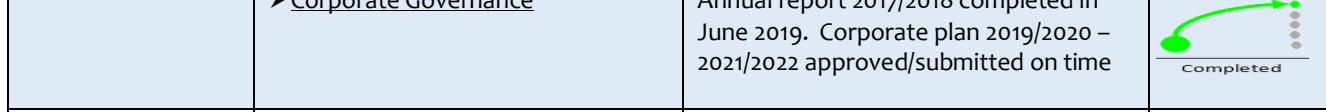
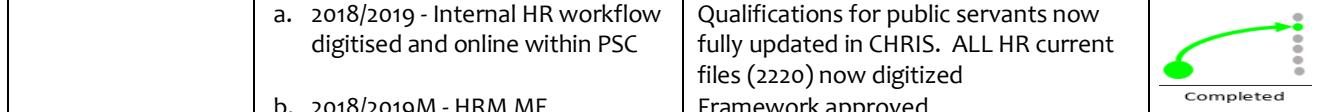
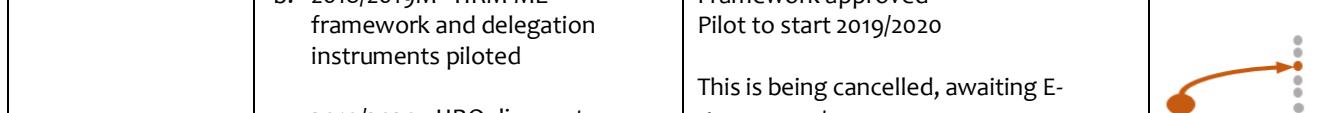
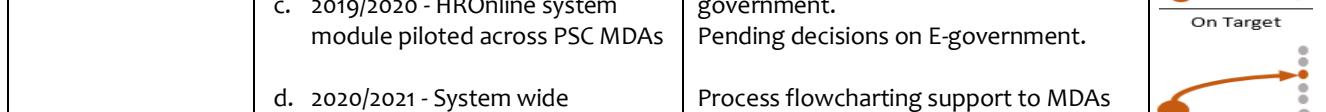
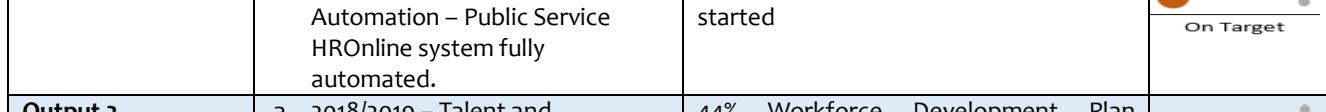
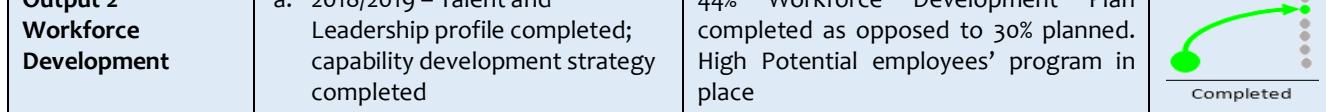
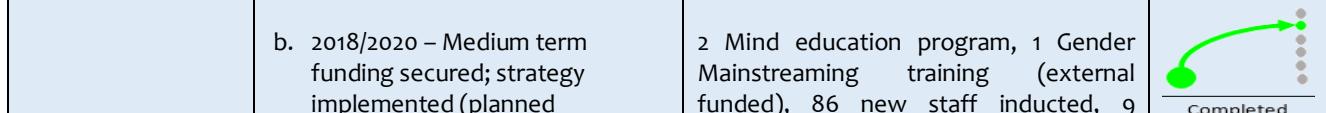
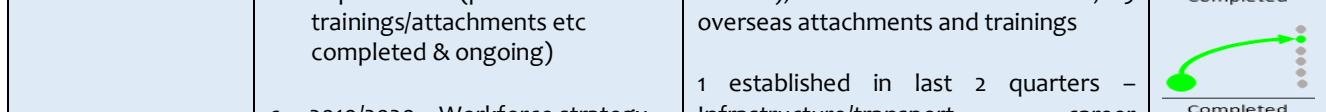
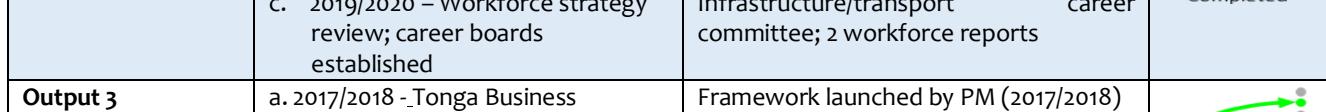
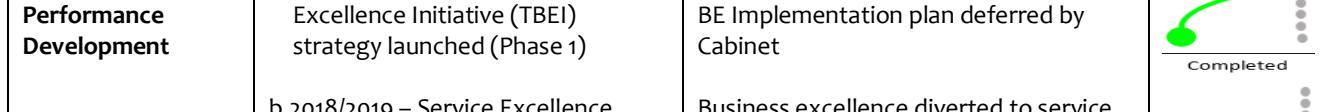
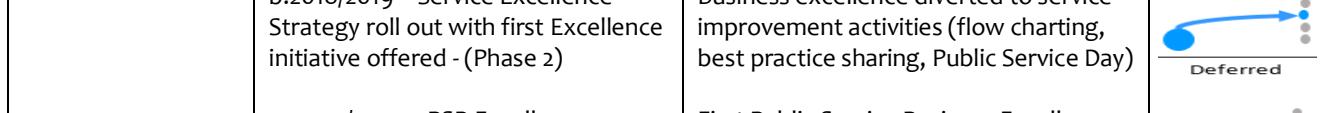


4.2.2

Progress in Divisional Outputs as per Annual Management Plan 2018/2019

The PSC performed as per its annual management plan against specific divisional outputs as follows:

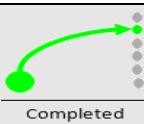
Table 22: Summary of progress against key results

Output 1 Leadership & Program Admin	<u>Commissioners</u> ➤ CEO Performance Assessment	Of the 13 CEO performance assessment due, 11 (85%) submitted as required in this FY. Improvement in reporting from last year, 5 CEOs were reappointed.	 Completed
	<u>Office of CEO</u> ➤ Review Public Service Policies (i.e. leave, remuneration, etc.)	Fifth final revision completed as at June 2019 for cabinet submission in new FY	 On Target
	➤ <u>Corporate Governance</u>	Annual report 2017/2018 completed in June 2019. Corporate plan 2019/2020 – 2021/2022 approved/submitted on time	 Completed
Output 2 Workforce Development	a. 2018/2019 - Internal HR workflow digitised and online within PSC	Qualifications for public servants now fully updated in CHRIS. ALL HR current files (2220) now digitized	 Completed
	b. 2018/2019M - HRM ME framework and delegation instruments piloted	Framework approved Pilot to start 2019/2020	 On Target
	c. 2019/2020 - HROnline system module piloted across PSC MDAs	This is being cancelled, awaiting E-government. Pending decisions on E-government.	 On Target
	d. 2020/2021 - System wide Automation – Public Service HROnline system fully automated.	Process flowcharting support to MDAs started	 On Target
Output 2 Workforce Development	a. 2018/2019 – Talent and Leadership profile completed; capability development strategy completed	44% Workforce Development Plan completed as opposed to 30% planned. High Potential employees' program in place	 Completed
	b. 2018/2020 – Medium term funding secured; strategy implemented (planned trainings/attachments etc completed & ongoing)	2 Mind education program, 1 Gender Mainstreaming training (external funded), 86 new staff inducted, 9 overseas attachments and trainings	 Completed
	c. 2019/2020 – Workforce strategy review; career boards established	1 established in last 2 quarters – Infrastructure/transport career committee; 2 workforce reports	 Completed
Output 3 Performance Development	a. 2017/2018 - Tonga Business Excellence Initiative (TBEI) strategy launched (Phase 1)	Framework launched by PM (2017/2018) BE Implementation plan deferred by Cabinet	 Completed
	b. 2018/2019 – Service Excellence Strategy roll out with first Excellence initiative offered - (Phase 2)	Business excellence diverted to service improvement activities (flow charting, best practice sharing, Public Service Day)	 Deferred
	c. 2019/2020 – PSB Excellence Initiative roll out to include Quasi PS entities (Phase 3)	First Public Service Business Excellence Conference launched in June 2019 with 9 Ministries sharing best practices.	 On Target

Output 4 Human Resources Management	<ul style="list-style-type: none"> a. Set up contracts management unit b. Review of recruitment process c. Devolution of certain HR functions – capacity building, pilot to line ministries 	<p>The approved funds for the new positions were not yet available</p> <p>New Recruitment and Selection Manual for CEOs and senior executives started</p> <p>Devolution framework endorsed by Commission, pilot in 2019/2020</p>	
Output 5 Oversight (M&E and Communications)	<p>Monitoring and Evaluation</p> <ul style="list-style-type: none"> a. 2018/2019 - High level results ME dashboard developed for PSC & MDAs b. 2018/2021 - MDAs self-assessment & performance improvement targets identified c. 2018/2021 - Wage bill targets monitored d. 2018/2021 - Public service performance regularly communicated to stakeholders <p>Data and Analytics</p> <ul style="list-style-type: none"> a. 2018/2019 – More detailed HR Capability analysis in PSC Annual report b. 2018/2019 – HR datasets in reportable formats, Public Opinion Survey pilot c. 2019/2020 – 1st Public Service HR Capability report; Public Opinion Survey roll out 	<p>ME matrix updated annually to Planning (PMO)</p> <p>Organizational review was completed for 1 Ministry only and others are delayed</p> <p>Quarterly Vacancy reports/Critical Posts subcommittee reports</p> <p>Annual/Performance reports to expand in 2019/2020</p> <p>HR and workforce analysis completed – quarterly issues</p> <p>Planned first public service polling completed</p> <p>Baseline data on Public Service performance</p>	
Output 6 Remuneration	<ul style="list-style-type: none"> a. 2018/2019 – COB Review completed by end of 2018 (Phase 2) b. 2018/2019 – Minimum requirements database completed and digitised (Phase 3) c. 2019/2020 – New Public Service Competency Framework (Phase 3) d. 2019/2020 – National public service occupational list in place (Phase 4). 	<p>COP review completed</p> <p>Transition tasks and performance rewards work through APRA completed as planned</p> <p>CF approved by Commission</p> <p>COP published</p>	

Output 1 – Leadership, Policy and Corporate Governance

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



1.1. Leadership and Policy

The final amendments to the entire public service policy instructions were completed at the end of June 2019 and will be submitted to Cabinet for noting by end of December 2019. Most were to clarify ambiguous clauses that led to differing interpretations. The revision took two years to complete. Cabinet also passed the Scarcity Skills policy and Scarcity Skills Allowance for Senior Medical Specialists.

Four new policy guidelines and frameworks were approved by Commission in this period. These include the:

- i) **Public Service Commissioners Code of Integrity and Conduct**, an initiative of the Office of the Commission
- ii) **Recruitment and Selection Manual for CEOs and Senior Executives (2018)**
- iii) a Public Service **Annual Reporting Guide for Line Ministries (2019)** which reflects the latest amendment to the due date of annual reports passed by Parliament and His Majesty in Council from May to September. This guideline seek consistency in the focus, structure and reporting of MDAs to ensure that the information provided properly inform Parliamentarians, Cabinet, and other stakeholders including the public on the work of Government.
- iv) **a Delegation framework for devolution** of some of the HR processes to line Ministries and the Draft Classification of Post for the Public Service – are both part of the next set of budget support triggers for Development partners assistance;

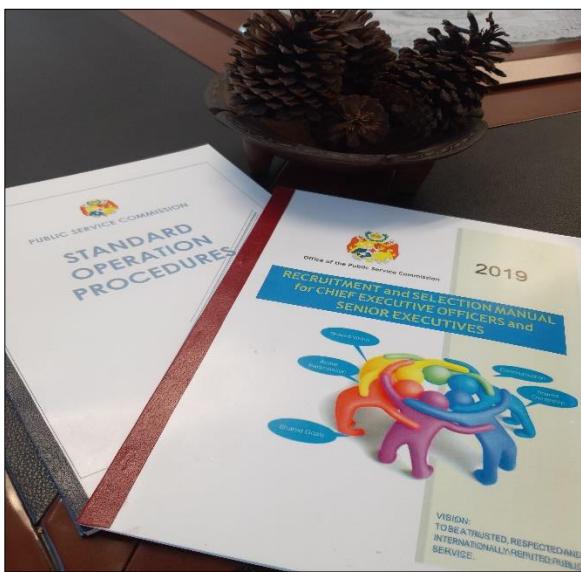
The proposed amendment bill on the appointment of Chief Executive Officers passed in Parliament early in this FY was vetoed by His Majesty in Council early in 2019 so current existing provisions prevail.

1.2 Corporate Governance

The Office has also completed its first **Standard Operations Manual** in Q4 which becomes the institutional guide for all new and existing staff on various aspects of working at PSC. Business flowcharting for each division and key functions have been completed and incorporated into this manual.

PSC has continued to engage in the budget support policy negotiations with indicative areas for the next round of budget support, the areas being an extension of the first two triggers which include a new Classification of Position (COP) for Schedule 1 of the Public Service, a new Competency Framework and Job Description (JD) templates as well as devolution instruments and capacity development to be completed by the new Financial year 2019/2020. The COP work was delayed due to inability to get a consultant to progress the work and was secured only from DFAT in Q4 to finalise the COP work. However, talks on other TAs for the JD work with World Bank, MFAT and other development partners have been progressed to start in the new financial year.

The Commission secured two AVI volunteers who started in February 2019 – one a data specialist and the other; a Monitoring and Evaluation Specialist to support the reporting/synthesis work of the Commission.



1.3 Annual Report

The PSC Annual report 2017/2018 was completed on time and was approved by the former Prime Minister on 24 June 2019; and endorsed by Cabinet in July 2019. This is the first time to use the new annual reporting template which called for more analysis particularly with financials. However, a challenge remains for the Commission because though the past two annual reports had been submitted on time to Cabinet and to Parliament, these two reports (2016/2017; 2017/2018) are still yet to be passed by Parliament.

1.4 Policy and Apolitical Advice

The Commission regularly briefed the late PM regularly as scheduled or as requested. This includes discussion of quarterly progress, CEO and policy matters. In particular were policy and disciplinary matters on CEO recruitment and performance (Education, Trade and Economic Development, Foreign Affairs), policy matters (60 years, scarcity skills); Commissioner resignation, Mind Education, and various Cabinet submissions – (APRA, PMS, Vacancy & Reevaluation). Other critical matters were on grievances from the PMS especially Ministry of Finance and MET, the development of the Public Service Annual Report Guideline, Privy Council Decisions, and the PSC Annual Report 2017/2018.

1.5 CEO recruitment and performance management

A major improvement this year was the CEO recruitment which historically are invariably delayed for various reasons. With the exception of the CEO of the Ministry of Trade and Economic Development which has been vacant since February 2019 due to differences with the former Minister, eight CEO positions (Infrastructure, Revenue & Customs, Crown Law, MEIDDEC, Tourism, Internal Affairs, Health, Prime Minister's Office) were filled promptly, while two CEOs were granted one year extensions (PSC, Fisheries). Statistics CEO was still under recruitment as of June 2019.

1. Mr. Ringo Fa'oliu was appointed as CEO for Infrastructure with effect 06 August, 2018 for a period of 4 years
2. Mr Kelemete Vahé was appointed as CEO for the Ministry of Revenue and Customs with effect from 10 August, 2018 for a period of 4 years.
3. Mr. Sione Finau Sisifa has been re-appointed as the Solicitor General, Office of the Attorney General for a period of four (4) years with effect from 06 November, 2018.
4. Mr Edgar Cocker was appointed as the Chief Secretary and Secretary to Cabinet for a period of four (4) years with effect from 05 February, 2019

5. Mr Sione Finau Moala Mafi was appointed as the CEO for the Ministry of Tourism for a period of four (4) years with effect from 07 February, 2019
6. Dr Fotu Kuohiko Valeli Fisi'iahi was appointed as the CEO for the Ministry of Internal Affairs for a period of four (4) years with effect from 25 February, 2019
7. Mr Sione P Ákaauola was reappointed as the CEO for the Ministry of Public Enterprises for a period of four (4) years with effect from 26 June, 2019
8. Mrs Temaleti Manakovi Áleamotuá Pahulu was appointed as the CEO for the Ministry of Justice for a period of four (4) years with effect from 24 June, 2019
9. Contracts for Dr Lia Maka, (CEO, PSC) and Dr Tuikolongahau Halafihi (CEO, Fisheries) were extended for 1 year with effect from March 2019; and June, 2019 based on good performance.



In terms of CEO performance management, a proposed new position for a full time Assistant Commissioner to provide technical and mentoring support to CEOs in particular, was not approved for funding for 2018/2019. However, a survey on the quality of CEO satisfaction with the work of the Commission was conducted in the last quarter with results in early July. Forty seven percent (47% - 8 out of 17) of CEOs responded to the survey; around 40% were on duty travel and did not respond. The results show general satisfaction with the Commissioners and office of the PSC but suggested improvements such as timeliness, nature of assessment of CEO not to be based on reports only; more interaction and deeper appreciation of the work of the Ministry.

Chief Executive Officers Forum

Five CEO forums were held in this period where policy and operational matters were tabled for discussions; and best practices and knowledge shared. Chief Executive Officers also took the opportunity to present on their respective portfolios enabling better appreciation of whole of government work by CEOs. The chair is rotated and presided by the hosting Ministry. The following forums were held in 2018/19 as follows;

- 9 August 2018 hosted by the Ministry of Lands and Natural Resources
- 20 September 2018 hosted by MEIDECC
- 29 November 2018 hosted by the Ministry of Revenue and Customs
- 14 March 2019 hosted by PSC/PMO
- 20 June 2019 hosted by the Ministry of Health



Issues with the 60 years of age instructions, CEO performance matters (CEO, Ministry of Education and Training, CEO Foreign Affairs, CEO MAFF) were policy challenges that were being dealt with in this period.

Commissioner, Dr Litili 'Ofanoa, resigned due to poor health and a new Commissioner, Mr Kaveinga Tu'itahi, was appointed in June to commence in the new financial year (July 2019).

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



2.1 Workforce Statistics – Schedule 1

The division has exceeded in progressing the implementation of the Public Service Workforce Development Framework (44% completed); and implemented 70% of its three-year training plan, which included a series of training (Korean Mind Education, First Aid, Gender and Leadership) and induction of 86 new staff; 18 of which from the outer islands. Thirty people from Haapai and Eua were trained on Basic First Aid with facilitation from Tonga Red Cross.

A significant output is the establishment of one sector career committee in the infrastructure/transport sector comprising technical specialist in the sector to forecast workforce needs in this area; with plans to set up two other sector committees to provide forecasts in the next two years.

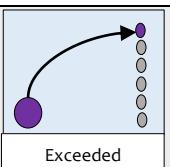
Only 51% of training needs identified by Ministries in the annual training need survey were provided through the scholarships allocated. It is acknowledged that we cannot cater for all training needs and it is important that each Ministry allocate at least a minimum of 5% to capacity building of their staff.

A significant development is in the issuance of two workforce reports which analyzed different elements of the current public service.

Support to careers in the public service were made during public service month and day, and specifically to Liahona High School Career Day and to the Tonga Youth Employment Entrepreneurship (TYEE) workshop

Output 3 - Performance Management

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



3.1 Results for the 2018/2019 implementation of the PMS

All PMS results including CEOs were due at the end of August 2019.

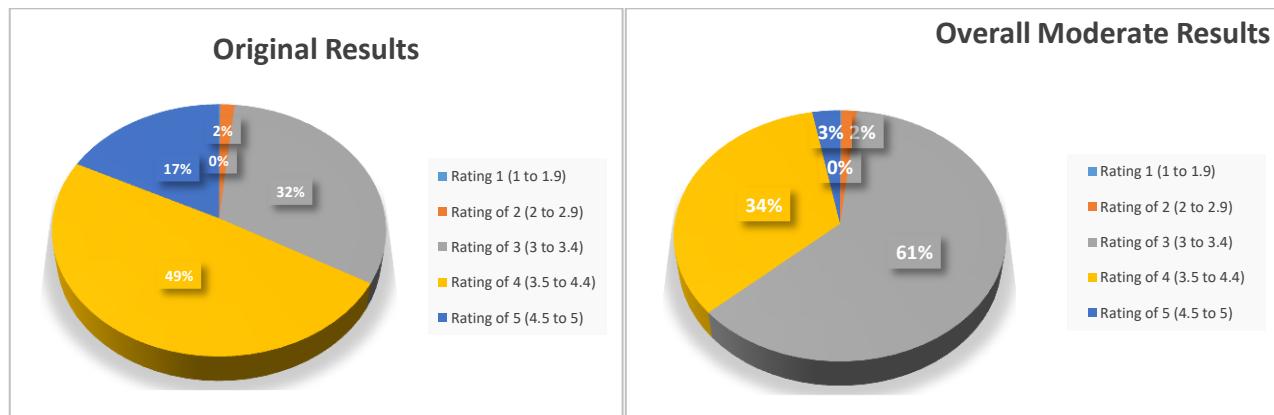
All 26 Ministries from schedule 1 and 2 (excluding Legislative Assembly) participated in the PMS for this period. The results from the Office of the Ombudsman was not submitted to the overall moderation exercise for the past two years so they are not part of this reporting. Whilst the results were not processed and finalized by 30 June 2019, the administration of the PMS as well as the results showed a big improvement from the previous year as shown in **Table 21**. This will be reported fully in 2019/2020 Annual Report; however, because this is the 2018/2019 report, the following is a synthesis of the results.

Of the total Public Service of 5,269, a total of 4,190 (80%) employees and 13 Chief Executive Officers were assessed. Of this, 788 employees were ineligible and 291 employees did not submit

a performance review despite being told repeatedly to do so. This is a big drop from the 1,297 employees who did not have a review in 2017/2018. Sixty-nine (69) were identified as underperformers. Around 37% exceeded (rate 4 and 5) which is a big increase from 12% in 2017/2018, and the majority (61%) of public servants performed to expectations. There was a decrease to 2% (69) in underperformers, from the 5% in the previous year.

Table 23: Overall results 2018/2019 – Original vs Moderated

	Rating 1 (1 to 1.9)	Rating 2 (2 to 2.9)	Rating 3 (3 to 3.4)	Rating 4 (3.5 to 4.4)	Rating 5 (4.5 to 5)	TOTAL
Original Results	5 (0%)	64(2%)	1325 (32%)	2062(49%)	734(17%)	4190
Overall Moderated Results	6(0%)	69 (2%)	2579 (61%)	1413 (34%)	123 (3%)	4190

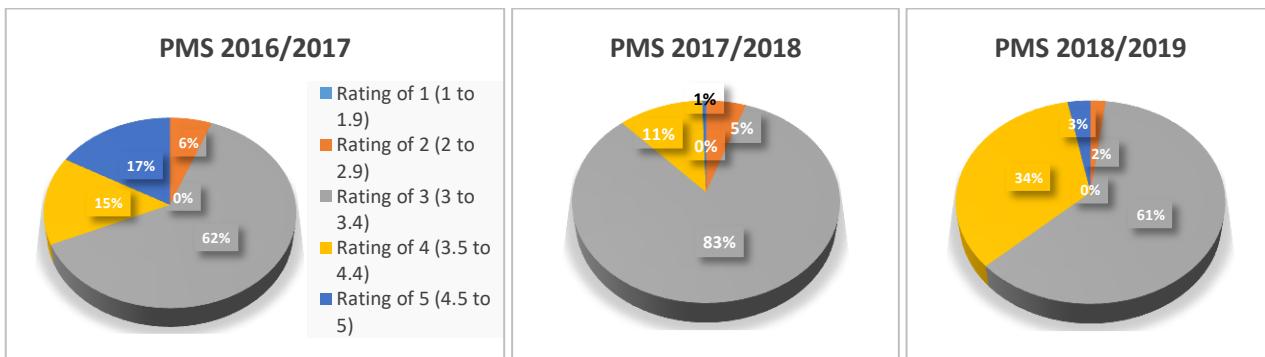


Key messages from the PMS results of 2018/2019 FY are:

1. Big improvement in compliance with the PMS process (i.e. submission by deadline, submission of requirements, internal moderation)
2. The moderation of results for this FY shows great improvement and ownership by Ministries and is evidence of genuine commitment by Ministries to improve their own processes.
3. Improvement in justifications across the Public Service both for ministries under PSC and those outside of PSC (HMAF, TFES, Prisons, Police, Audit)
4. Great improvement across the majority of the Public Service in justifying performance. This accounts for the increased time invested by Moderators in moderation
5. Commitment from Ministries towards preliminary reconciliation of results to limit queries
6. Increase in the number of performance scores retained following moderation due to good justifications provided
7. Increase in the number of CEOs and Supervisors providing summary comments to justify overall performance of employees
8. Out of 11 CEOs had performance assessment for 2017/2018 (73%). 3 did not submit. 7 were under probation i.e. were ineligible. All 8 met or exceeded expectations (100%). For 2018/2019, 13 out of 13 CEOs had performance assessments in 2018/2019
9. For MET, 19 consultations with 677 MET (59%) staff carried out from March to May were held in Tongatapu, Vava'u, Haapai and Eua to manage a potential strike and to clarify. This was successfully carried out resulting in a revised PMS form for MET employees which was implemented in the PMS for this period.
10. A radio program and e-copies of the questions and answers were recorded and sent to all outer islands

Table 24: PMS results 2016/2017 vs 2017/2018, 2018/2019

PMS Year	Rating of 1 (1 to 1.9)	Rating of 2 (2 to 2.9)	Rating of 3 (3 to 3.4)	Rating of 4 (3.5 to 4.4)	Rating of 5 (4.5 to 5)
2016/2017	0	7%	75%	18%	0.2
2017/2018	0.1%	5.2%	82.9%	11.3%	0.5%
2018/2019	0%	2%	61%	34%	3%



Description	% rewards	Reward Amount	% equivalent
13 Chief Executive Officers (est)	tbc	\$ 47,000	3%
123 Public Servants	5%	\$ 164,798.37	9%
1,413 Public Servants	3%	\$ 889,629.47	49%
2,579 Public Servants	1.5%	\$ 713,719.30	39%
	Total estimated Cost (\$)	\$ 1,815,147.14	100%

3.2 Payment of Performance Rewards for the Public Service

The amount estimated to be paid out as performance rewards for the 2018/19 FY is around \$1.8 million Pa'anga, just below the approved budget of \$1.92 million Pa'anga for the 2018/2019 performance reward.

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

3.3 Business Excellence Framework Implementation

This Sub-output was deferred indefinitely due to a Cabinet direction; however, this was replaced with a performance improvement initiative to encourage Ministries who have good practices to share with others. As such, a very successful first conference was held in June. Nine Ministries including PSC presented good practices. PSC presented 2 on organizational surveys as an ME tool and dashboard. Other Ministries presented on management of attendance, case management, procurement process and others.

Re-diverting action plans to developing process flowcharts and improving internal processes of PSC led to the completion of the first ever flowcharts for all of PSC activities and divisions; as well as a first ever standard operation manual for the office. These workflow processes involved three presentations to the Hon Minister of Finance, the CEO forum and an E-Government forum.



Output 4 – Human Resources Management

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



Some key milestones were completed. This included the approval by Commission of the Human Resource Management Delegation Framework planned devolution of some of the processes and approval levels for the new FY. The key outputs are as follows:

4.1 Fair decision making

The number of cases processed to Commission increased to 821 (140 cases extra) by end of June 2019 compared to 681 at the end of June 2017/2018. Ninety one percent (91%) were with decisions, and less than 1% was subject to dispute/grievances.

Details are as follow:

4.1.1 Funerals from July 2018 – 2019

Sixteen (16) serving employees passed away during the previous FY and again during this FY. However, thirty-three (33) retired employees passed away in comparison to the twenty-seven (27) retired employees who also passed away in the 2017/18 FY. Due entitlements were carried out accordingly in recognition of their dedicated service to the Government of Tonga and the people of Tonga including preparation/reading of letter of condolence, arrangement of wreathes, Police/Defense band and flag. Two (2) employees ceased services on medical grounds in comparison to the five (5) last FY.

Table 25: Died During Service

Name	Post	Ministry	Month
1. Tevita Siale Latu	Senior Executive Officer	Health	July 2018
2. 'Ofa Hala Ket'u'u	Radiographer	Health	Aug 2018
3. 'Ofa Tu'a Moa	Principal Grade IV	Education	Aug 2018
4. Puluno Toke	Tourist Officer	Tourism	Sept 2018
5. Vitikami Paongo	Revenue Officer	Revenue and Customs	Sept 2018
6. Mele P. Vunipola	Deputy CEO	Trade & Economic Dev	Oct 2018
7. 'Asipolo Fifita	Caretaker	Health	Oct 2018
8. Semisi Tahilanu	VIP Driver	Lands & Natural Resources	Dec 2018
9. Losaline F. Kaufusi	Health Officer	Health	Dec 2018
10. Lofia Heimuli	Commissioner	Fire Department	Dec 2018
11. Ha'unga Petelo	Deputy CEO	Agriculture	Mar 2019
12. Ului Latu	Computer Operator Grade III	Prime Minister's Office	Apr 2019
13. Petsy Lomu	Sterile Supply Officer	Health	May 2019
14. Kuli Ha'apai Kava	Technical Officer Grade I	Agriculture	May 2019
15. Uini Tamale Latu	Senior Staff Nurse	Health	June 2019
16. Manoa Tu'itupou	Watchman	Prime Minister's Office	June 2019

Table 26: Pensioners who also passed away

Name	Position upon retirement	Ministry	Month
1.Latu Taufa Fakahua	Senior Public Health Nurse	Health	July 2018
2.Afu Taumoepeau	Master, MV. Tauloto	Works	July 2018
3.Sione Latavao	Teacher-in-Charge Grade II	Education	July 2018
4.'Aisea M Lelenoa	Acting Senior Inspector of Schools	Education	July 2018
5.Paula 'Aholelei Moala	Driver	Finance	Aug 2018
6.Petelo Vaohea	Teacher-in-Charge Grade III	Education	Sept 2018
7.Mele Latai Foukimoana	First Assistant Teacher Grade I	Education	Sept 2018
8.'Etuini Finau	Head Teacher Grade II	Education	Sept 2018
9. Sione Tupou Kava	Deputy Principal Grade III	Education	Oct 2018
10. Sione Kelo Tamanika	Senior Assistant Teacher	Education	Oct 2018
11. Fifita Taungakava	Teacher-in-Charge Grade III	Education	Oct 2018
12. Viliami Fonohema	Education Officer	Education	Oct 2018
13. Vili 'Akau'ola	Mechanical Overseer	Works	Oct 2018
14. Losa M Fonua 'Ali	Senior Nursing Sister	Health	Nov 2018
15. Siunipa Latu	A/Senior Agricultural Officer	Agriculture	Dec 2018
16. Suliasi L Fakava	District Education Officer	Education	Dec 2018
17. Valenisia Kienga	Head Teacher Grade III	Education	Jan 2019
18. Finau L. Taumoepeau	Infant Mistress Grade II	Education	Jan 2019
19. Tevita 'Alamoti Tei	Senior Assistant Teacher	Education	Jan 2019
20. Laumeesi Malolo	Director of Health	Health	Feb 2019
21. 'Aisea Fainga'anuku	First Assistant Teacher Grade I	Education	Feb 2019
22. Sione Vaea	Teacher-in-Charge	Education	Feb 2019
23. Supiesi Talanoa	First Assistant Teacher Grade II	Education	Feb 2019
24. Taulafo Molisi	Master, MV. Pako	Education	Feb 2019
25. Taniela Moala	Laboratory Technician Grade I	Health	Mar 2019
26. Sione Finau Fakatou	Chief Inspector of Schools	Education	April 2019
27. 'Otolose Vaha'akolo	Principal Grade II	Education	April 2019
28. Tupou M Tu'ifua	Senior Assistant Teacher	Education	April 2019
29. Sione Manase	Mechanical Overseer	Works	May 2019
30. Tuitu'u Tokotaha	Principal Auditor	Audit	May 2019
31. Salote L Fotu	Senior A/Teacher Diplomate	Education	May 2019
32. Sione Tu'i	Senior Health Officer	Health	June 2019
33. Sione Loumoli	Senior Tutor	Education	June 2019

Table 27: Cessation of service on medical grounds

Name	Post	Ministry	Month
1. Tonga Tu'ifua	Leading Hand Mechanic	Works	Sept 2018
2. Fine Mo'unga	Senior Assistant Teacher Diplomate	Education	Jan 2019

4.1.2 Commission decisions on HR matters

The Public Service Commission convened thirty (30) Commission Meetings and thirty (30) Special Commission Meetings during the 2018/2019 FY and 22 paper circulations covering 1002 cases. Of the 1002 cases, the Commission approved 841 cases in 2018/2019 FY which is (84%) approval. However, whilst all cases had a decision, some are not intended for approval, but rather for information, or for noting.

- ❖ Approx. 31% Appointment related Decisions;
- ❖ 14% Promotion Decisions

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

Table 28: Submissions to the Public Service Commission for Jul, 2018 – Jun, 2019

Type of Case	Jul – Sept ‘18 Q1	Oct – Dec ‘18 Q2	Jan – Mar ‘19 Q3	Apr – Jun ‘19 Q4	TOT Approved
Appointment	49	54	42	118	263
Re-appointment	7	2	2	3	14
Daily paid	0	0	0	1	1
Promotion	19	20	22	61	121
Re-designation/Appointment	1	0	0	0	1
Termination of Appointment	1	0	2	0	3
Termination of Appointment	0	2	0	2	4
Transfer/Promotion	4	2	5	11	22
Lateral Transfer	5	4	6	5	20
Permanent Transfer	0	0	1	0	1
Incremental Credit	0	0	0	1	1
Redeployment	2	2	0	2	6
Reclassification	1	0	0	0	1
Professional Contract	7	7	6	10	30
Resignation	10	12	15	18	55
Retirement	2	7	4	8	21
Extension of Services	1	1	1	5	8
Extension/Retirement	2	18	3	10	33
Medical Grounds	3	3	1	2	9
Medical with pay	0	1	0	0	1
Sick leave with pay (CEO)	0	0	0	1	1
Disciplinary Case	2	2		1	5
Dismissal	14	4	2	1	21
Suspension	0	0	0	1	1
Extension of Contract	0	0	1	0	1
Grievance	1	0	0	0	1
Defer Annual Leave	1	2	3	0	6
Cash Payment Salary in Lieu Leave	3	17	0	0	20
Special leave without pay	18	21	9	8	56
Special leave with pay	0	2	0	0	2
Cases Deferred by Commission	10	0	3	2	15
Sporting Tour Leave	5	9	4	6	24
Secondment	1	2	1	2	6
Extension Secondment	2	1	1		4
CEO Matters	5	1	6	6	18
Remuneration related	1	0	0	0	1
Tribunal	0	1	0	0	1
Amendment PSC Decision	8	7	2	2	19
PSCD not approve		0	2	4	6
Rescind	2	2	0	2	6
Policy related/PSC Act	1	1	0	0	2
PMS related	3	0	2	0	5
Court Ruling	0	0	0	0	0
Special Audit	1	0	0	0	1
Manual Commissioner	0	1	0	0	1
Established Appeal Commission	0	0	0	1	1
RA	0	1	0	0	1
TOTAL	192	209	146	294	841

Appointments have increased from 23% to 31% this year, so as promotion from 85 last year to 121. Retirement and resignations are fairly the same with the previous year. The sick leave without pay requests have increased from 44 to 56 this FY as well as dismissals from 8 to 21.

4.1.3 Public Service Tribunal

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

- 1) Samuela Fakatou - unsuccessful
- 2) Eileen Fonua- unsuccessful (matter is with Supreme Court undergoing Judicial review and pending hearing)
- 3) Tupou Fakakovikaetau- successful
- 4) Penitiketo ‘Uhatafe- successful
- 5) ‘Onetoto ‘Anisi – successful

4.1.4 Chief Executive Matters

Contractual Appointments of Chief Executive Officers

As earlier referenced, eight (8) Chief Executive Officers were appointed/re-appointed to CEO positions and two were extended by another

- ❖ 6 CEO Appointments
- ❖ 2 CEO reappointments
- ❖ 2 CEO contract



Output 5 - Oversight

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



The assumption of the new Deputy Secretary for this division, Victorina Kioa in the last quarter of this FY speeded up delayed work.

5.1 PSC Output Performance

A key improvement has been our monitoring of internal results of the divisions as set out in the Annual Management Plan 2018/2019. As earlier discussed, the ME Plan was improved and progressive improvements were noted across the PSC outputs with a 97% completion rate of overall outputs by end of June 2019; and with outputs “exceeding” targets at 37%. This is an improvement in outputs performance from 91% of 2017/2018.

5.2 MDA organizational review

The organizational review of the Ministry of Lands and Natural Resources (MLNR) was completed and seven Ministries were partially reviewed in terms of their vacancies.

5.3 Wage bill management - vacancies

There was concentrated activity in Quarter 4 to work with Finance to manage the overall wage bill which has a 53% threshold. Due to an overwhelming number of vacant positions of around 700 plus, monthly vacancy reports were issued in Q4 including 2 Cabinet joint PSC-Finance papers for direction on the vacancies. Ministries were directed by Cabinet to fill all vacancies by end of June; and if not filled; they would revert to a general pool.

By the end of June, vacancies under Schedule 1 decreased from 445 (in May) to 423. When incorporating MET, vacancies increased from 445 to 510. The highest number of vacancies are from Health, followed by Education.

This process for vetting critical positions had not been initiated for this FY but is scheduled to start in the first quarter of the new financial year 2019/2020 once the vacancies had been filled.

5.4 Customer/Stakeholder engagement (Internal and External)

PSC continued to improve its engagement with line Ministries (its primary stakeholders) through the various forums it hosts - PMS subcommittee, HR subcommittee, CEO Forum, the public service month and day activities which include radio and television programs with other CEOs. It has played an active role in celebrating other Ministries key activities including the weekly Fiefia Sports.

As part of its role in monitoring performance of the PSC and also other Ministries, three external surveys were conducted:

- i) one is a **Public Service Polling** which was administered by the Statistics Office as part of the national disability survey conducted in November to December 2018. The survey covered 2000 plus people in Tongatapu, Vava'u, 'Ha'apai, 'Eua and Niua and attempted to capture their experience of service delivery of the 20 Line Ministries under Schedule 1. The provisional results were received at the end of June 2019 and the final report will be released in the next financial year. The results will be used as a baseline on how the public perceive the services of Tonga's public service as this is also a key indicator for SDG16 under which PSC operates.
- ii) A survey of **CEOs on their perception** of the work of the Commission and in particular, the quality of their engagement with PSC. Around 47% of CEOs responded (many were on duty travel) and identified strengths and areas for improvements:

a. Strengths

There is a strong relationship between the CEO of the Commission and the rest of the CEOs; and likewise, good communications and engagement between the Commission and CEOs.

b. Improvements needed

Improvements were recommended in the area of performance management and called for more one to one active engagements and discussions and site visits.

- iii) A **Commissioners satisfaction survey** has been introduced and was run twice which shows a satisfied Commission with the work of the PSC.

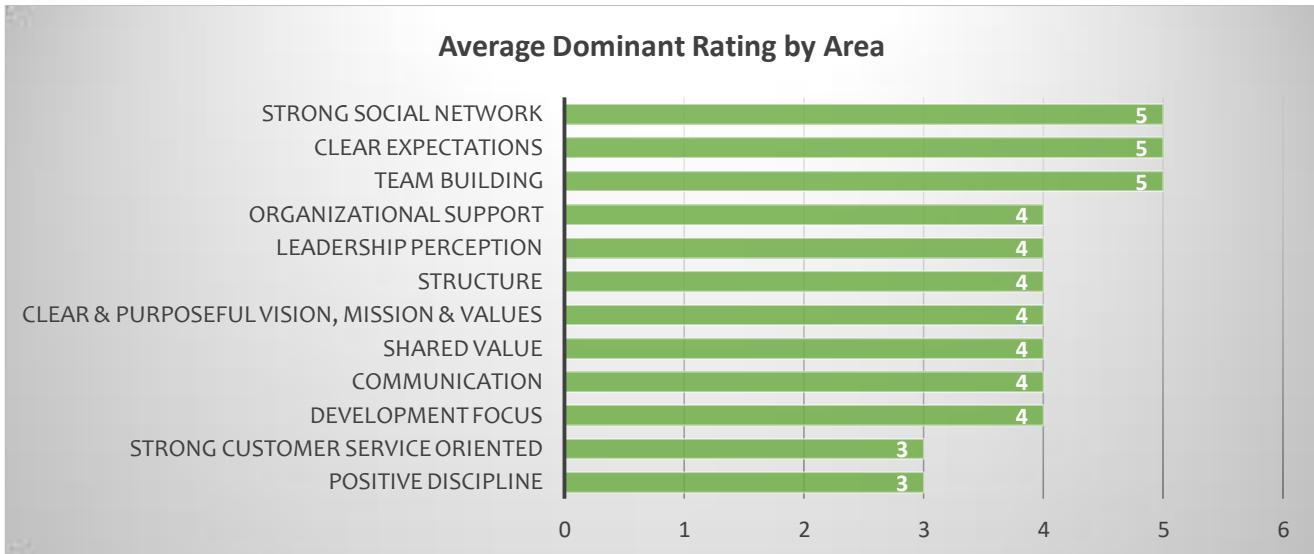


Internally, PSC's culture or organizational surveys (conducted twice annually) show good improvement in all 12 areas (Development focus, Positive Focus, Team Building, Communications, Clear Expectations, Shared values, Customer service oriented, Strong social network, Clear and purposeful vision, mission and objectives, Structure and Leadership Perception). As shown in **Table 28** the PSC is rated excellent in three areas but need improvement in customer service orientation and positive discipline matters.

Feedback from Roadshows, PMS and HR forums as well as the public service month and day include two end of year awards surveys continue to strengthen PSC's relationships with the line Ministries and PSC's own staff morale.

Table 29: Number of Areas by Dominant Rating

Dominant Rating	Rating Description	No. of Areas
3	Satisfactory but needs improvement in most areas	2
4	Good development generally with room for improvement	7
5	Excellent working environment at all aspects with mechanism in place to maintain and improve	3



5.5 Communications and Engagement

Communication activities other than routine HR correspondences include the use of the media television, radio, newsletter, website and Facebook. The last roadshow visits were finally completed with 20 of the MDAs already visited by PSC.

Work has progressed to digitize processes and website and Facebook updates have been updated weekly or when required. The development of a revamped website for the PSC was initiated by end of June. PSC also increasingly used the Facebook, PSC website and SMS texts to publicise vacancies and inform the public of its activities. There was such a big increase in vacancies uploaded in Q4 at 83 compared to 30 in Q3 and it led to 15 server breakdowns due to overload. A total of 7 press releases and 4 newsletters were also uploaded including policy amendments already gazetted.

Output 6 - Remuneration

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



6.1 Classification of Position review

The key milestones 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. This will see a revamped classification of positions (COP). The COP is planned to be operational by the end of December.

6.2 Job evaluation and reevaluation

In terms of job evaluation, 455 positions were evaluated (450 in 2017/2018). The annual reevaluation exercise completed in April. Cabinet approved 431 re-evaluated positions. A total of 245 positions were benchmarked (none in 2017/2018) and more positions were reconciled (144 compared to 7 in 2017/2018).

6.3 New and Refresher job evaluation training

Hay Training for 12 staff was completed including refresher for existing trained staff. This included representatives from the Tonga Development Bank and the Remuneration Authority.

The departure of three critical and senior staff of the four-man team in the division had an immediate impact on the momentum and quality of remuneration activities. The principal, senior and assistant secretaries left during the 3rd quarter. PSC asked RA to help with sizing

positions in bands L above and other senior officers from other PSC divisions trained in Hay were asked to put in extra time for sizing work.

Payment of Performance Rewards for the Public Service

The amount recommended by APRA and to be utilized for the performance rewards for the 2018/19 FY is an estimated **\$1,815,147.14** which is within the approved budget (\$1.92 million) for rewards for this period. The increase this year is due to the full participation of the Ministry of Education and Training and Police as well as improved administration and commitment by employees to justify to their work.

A joint report of the Remuneration Authority and the Commission did not recommend a Cost of Living Adjustment (COLA) for the next financial year.



5. PSC FINANCIAL MANAGEMENT

5.1 Statement of responsibilities

The CEO of the Commission, including the accountant and relevant staff 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 2018/2019 was \$2,092,800. This is a decrease of \$113,486 or 0.59% from the 2017/2018 budget estimates (2,206,286.00). There is a reduction of around 24% (\$9,373) from the Maintenance and Operations category where common utility costs such as communications (internet, telephone – e government), are now pooled and paid from the Ministry of Finance.

Table 30: Actual versus Original budget estimates

PSC	FY2016/17 Original Est	FY2016/17 Actual	FY2017/18 Original Est	FY2017/18 Actual	FY2018/19 Original Est	FY2018/19 Actual
Cash (Recurrent)	1,600,000	1,500,512	1,840,200	1,814,010	\$ 2,092,800	\$2,002,073
In-kind (Donor)	1,460,000	100,000	1,760,000	300,000	\$ 440,000	\$ 35,730
Cash (Donor)	190,000	70,295	215,400	92,277	\$ -	\$ -
Total	3,250,000	1,670,808	3,815,600	2,206,286	\$ 2,532,800	\$2,037,803

5.3 Statement of Cash Receipts and payments

Table 28 shows the original and actual expenditure spent. Staffing took up 65% of the budget and 35% operations. Under operations, a significant portion (74%) is spent on goods and services and the rest on the other operations category. As in **Table 39** a total of **\$2,0002,073 (96%)** was spent. This is discussed in detail in the following pages.

Only 8% of the development budget which is now into its third cycle was spent with a total of 76% balance and remaining will be rolled over to the new FY.

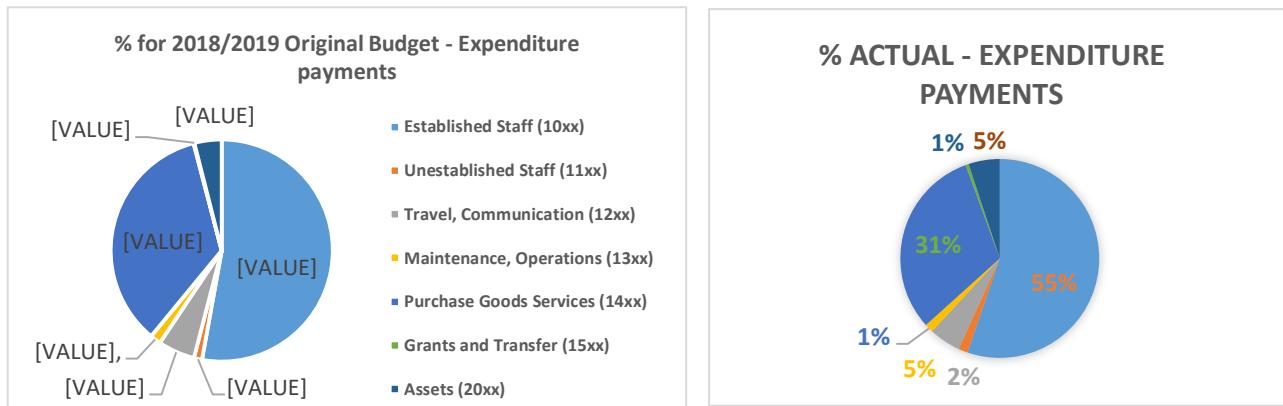
Table 31: Statement of Cash Receipts and Payments

Budget (\$m)	2018/19 Original Budget	Actual Expenditure
Expenditure/Payments	2,532,800	2,037,803
Established Staff (10xx)	1,338,600	1,121,060
Unestablished Staff (11xx)	30,000	30,848
Travel, Communication (12xx)	136,100	103,036
Maintenance, Operations (13xx)	39,673	28,031
Purchase Goods Services (14xx)	884,731	624,422
Grants and Transfer (15xx)	3,000	10,121
Assets (20xx)	100,696	101,962
Recurrent Payments	2,092,800	2,002,073
Established Staff (10xx)	1,338,600	1,121,060
Unestablished Staff (11xx)	30,000	30,848
Travel, Communication (12xx)	136,100	107,369
Maintenance, Operations (13xx)	30,300	28,031
Purchase Goods Services (14xx)	533,700	638,411
Grants and Transfer (15xx)	3,000	10,121
Assets (20xx)	21,100	66,232
Development Expenditure	440,000	35,730
Maintenance, Operations (13xx)	9,373	-

Purchase Goods Services (14xx)	351,031	-
Assets (20xx)	79,596	35,730

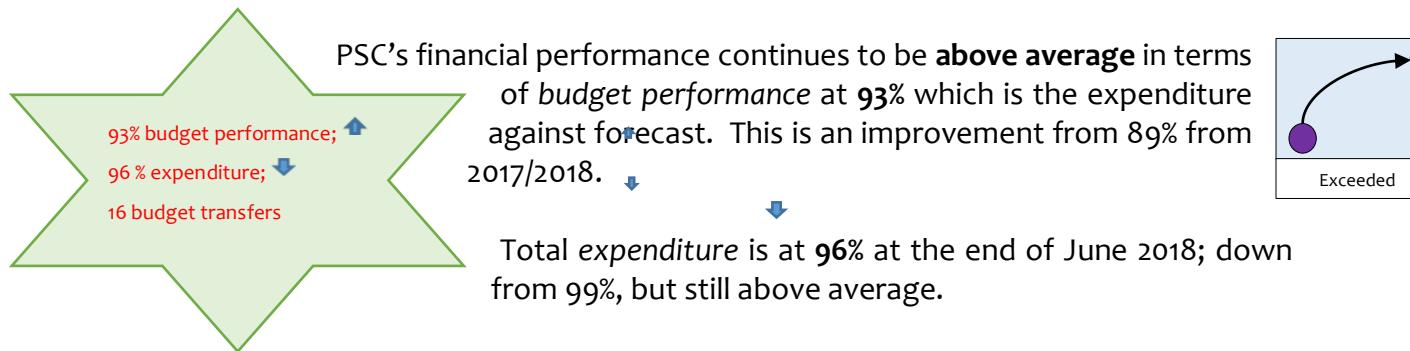
Table 32: Budget Transfers

Divisions	Budget Est 2018/19	Sum of Transfer	Sum Revised Budget	Sum of Actuals	Budget Spent	Sum of Balance	Balance
Commissioners	\$181,500.00	\$67,876.59	\$249,376.59	\$244,433.66	98%	\$4,942.93	2%
Office of the CEO	\$210,000.00	\$(44,904.23)	\$165,095.77	\$159,365.80	97%	\$5,729.97	3%
Corporate	\$526,800.00	\$34,312.90	\$561,112.90	\$543,340.40	97%	\$17,772.50	3%
ICT	\$112,000.00	\$(19,729.27)	\$92,270.73	\$77,671.22	84%	\$14,599.51	16%
Workforce Development	\$96,000.00	\$3,368.30	\$99,368.30	\$99,090.48	100%	\$277.82	0%
Performance Development	\$264,200.00	\$(11,308.03)	\$252,891.97	\$250,412.12	99%	\$2,479.85	1%
Human Resource Management	\$358,700.00	\$24,713.00	\$383,413.00	\$361,060.08	94%	\$22,352.92	6%
Oversight	\$164,600.00	\$(23,751.00)	\$140,849.00	\$126,673.78	90%	\$14,175.22	10%
Remuneration	\$179,000.00	\$(30,578.26)	\$148,421.74	\$140,024.96	94%	\$8,396.78	6%
Grand Total	\$2,092,800.00	\$ -	\$2,092,800.00	\$2,002,073	96%	\$90,727.50	4%



5.4

PSC Budget Performance



Performance on procurement improved from 75% last FY to 100% together with a **decrease in budget transfers** from 21 last FY to 16 in the 2018-19 FY. This is one of the lowest among MDAs. The PSC Office continues to implement internal financial measures to improve the overall financial performance of the Office.

Table 33: Summary of Performance

Item	Financial Year	Original Estimate	Forecast Spending July – June	Actual Spending July – June	Variance	Budget transfers	% utilized from July – June	Performance (%)	Balance as at 30 June
Expenditure	2018/19	\$2,092,800	\$2,158,630	\$2,002,073	\$156,558	16	96%	93%	\$90,728

Budget performance was particularly higher than the forecast for Commissioners across three quarters and for the Performance Development Division in Quarter 4. This is reflected in the 6% increase in the spending under Goods and Services category due to increased meetings to manage critical government issues and to provide recognition incentives to Government Ministries, public enterprises and schools who participated in the Public Service Day exhibition and other programs.

Table 34: Percentage of PERFORMANCE AGAINST FORECAST 2018/2019 by Output and by Quarter

	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Overall
Commissioners	116%	111%	81%	94%	93%
CEO	98%	109%	103%	75%	
Corporate	97%	99%	89%	72%	
ICT	100%	116%	116%	62%	
Workforce	99%	91%	103%	79%	
Performance Development	102%	76%	98%	106%	
Human Resource	97%	101%	108%	113%	
Oversight	100%	113%	102%	71%	
Remuneration	95%	106%	102%	70%	

Quarter two performance on average, **had the highest** overspent on what was forecast and this was across most of the outputs. This was followed by Quarter 4 with highest overspent against forecast by the Human Resource (113%), Performance Development Division (106%) and Commissioners (94%).

Underspending was mostly from the **ICT output** due to delays in securing technical expertise and appropriate equipment for the problem fraught server which needs urgent upgrade; as well as structural issues with the Tungi Colonade building.

Underspending was also in terms of **salaries** due to six vacant positions by the end of the June 2019 which have been difficult to fill.

Table 35: Estimates versus Expenditure

OFFICE OF THE PSC ESTIMATES vs SPENDINGS							
Expenditure per division	ORIGINAL Estimate 2018/19	Quarter Performance	Forecast (SPENDING)	Actual (SPENDING)	VARIANCE	Performance (%)	Remaining Balance at the end of Quarter
Commissioners	\$181,500	Quarter 1	\$34,496.00	\$39,947.67	\$(5,451.67)	116% over	\$209,428.92
		Quarter 2	\$42,859.00	\$47,751.46	\$(4,892.46)	111% over	\$161,677.46
		Quarter 3	\$85,091.00	\$68,572.50	\$16,518.50	81%	\$93,104.96
		Quarter 4	\$93,659.56	\$88,162.03	\$5,497.53	94%	\$4,942.93
CEO	\$210,000	Quarter 1	\$33,742.32	\$32,971.92	\$770.40	98%	\$132,123.85
		Quarter 2	\$36,449.88	\$39,808.66	\$(3,358.78)	109% over	\$92,315.19
		Quarter 3	\$42,668.56	\$44,050.59	\$(1,382.03)	103% over	\$48,264.60
		Quarter 4	\$56,573.99	\$42,534.63	\$14,039.36	75%	\$5,729.97

Corporate	\$526,800	Quarter 1	\$99,618.36	\$96,811.40	\$2,806.96	97%	\$464,301.50	
		Quarter 2	\$122,199.99	\$120,398.03	\$1,801.96	99%	\$343,903.47	
		Quarter 3	\$141,631.55	\$125,833.28	\$15,798.27	89%	\$218,070.19	
		Quarter 4	\$277,167.12	\$200,297.69	\$76,869.43	72%	\$17,772.50	
ICT	\$112,000	Quarter 1	\$19,973.92	\$19,973.88	\$0.04	100%	\$72,296.85	
		Quarter 2	\$20,373.88	\$23,628.24	\$ (3,254.36)	116% over	\$48,668.61	
		Quarter 3	\$16,794.68	\$19,473.95	\$ (2,679.27)	116% over	\$29,194.66	
		Quarter 4	\$23,709.93	\$14,595.15	\$9,114.78	62%	\$14,599.51	
Workforce	\$96,000	Quarter 1	\$17,700.72	\$17,550.72	\$150.00	99%	\$81,817.58	
		Quarter 2	\$37,914.64	\$34,354.94	\$3,559.70	91%	\$47,462.64	
		Quarter 3	\$26,242.82	\$27,123.75	\$ (880.93)	103% over	\$20,338.89	
		Quarter 4	\$25,524.69	\$20,061.07	\$5,463.62	79%	\$277.82	
Performance Development	\$264,200	Quarter 1	\$40,122.26	\$40,832.61	\$ (710.35)	102% over	\$212,059.36	
		Quarter 2	\$110,833.23	\$84,054.55	\$26,778.68	76%	\$128,004.81	
		Quarter 3	\$42,953.84	\$42,194.31	\$759.53	98%	\$85,810.50	
		Quarter 4	\$78,383.40	\$83,330.65	\$ (4,947.25)	106% over	\$2,479.85	
Human Resource	\$358,700	Quarter 1	\$76,888.15	\$74,526.09	\$2,362.06	97%	\$308,886.91	
		Quarter 2	\$92,036.84	\$93,410.82	\$ (1,373.98)	101% over	\$215,476.09	
		Quarter 3	\$66,829.94	\$72,402.28	\$ (5,572.34)	108% over	\$143,073.81	
		Quarter 4	\$107,187.52	\$120,720.89		113% over	\$22,352.92	
					\$ (13,533.37)			
Oversight	\$164,600	Quarter 1	\$27,572.02	\$27,573.06	\$ (1.04)	100%	\$113,275.94	
		Quarter 2	\$28,993.04	\$32,630.57	\$ (3,637.53)	113% over	\$80,645.37	
		Quarter 3	\$31,570.92	\$32,110.86	\$ (539.94)	102% over	\$48,534.51	
		Quarter 4	\$48,369.09	\$34,359.29	\$14,009.80	71%	\$14,175.22	
Remuneration	\$179,000	Quarter 1	\$35,078.46	\$33,154.18	\$1,924.28	95%	\$115,267.56	
		Quarter 2	\$34,974.55	\$36,955.60	\$ (1,981.05)	106% over	\$78,311.96	
		Quarter 3	\$37,420.20	\$38,199.19	\$ (778.99)	102%	\$40,112.77	
		Quarter 4	\$45,024.34	\$31,715.99	\$13,308.35	70%	\$8,396.78	
Total PSC Budget	\$2,092,800	TOT Q1	\$385,192.21	\$383,341.53	\$1,850.68	100%	\$1,709,458	
		TOT Q2		\$526,635.05	\$512,992.87	\$13,642.18	97%	\$1,196,466
		TOT Q3	\$491,203.51	\$469,960.71	\$21,242.80	96%	\$726,505	
		TOT Q4		\$755,599.64	\$635,777.39	\$119,822.25	84%	\$90,728
		Total	\$2,158,630	\$2,002,073	\$156,558	93%	4%	

Table 36: Three-year Summary of performance from 2016/17 – 2018/2019

ITEM	FY	ORIGINAL ESTIMATE	Forecast (SPENDING) Jul – Jun	Actual (SPENDING) Jul – Jun	VARIANCE	Budget Transfers	% utilized Jul – Jun	Performance (%)	BALANCE June
EXPEND	2016/17	\$1,600,000	\$1,418,317.64	\$1,500,492	\$ (83,454.70)	34	94%	87%	\$99,508
EXPEND	2017/18	\$1,840,200	\$2,121,615	\$1,815,378	\$306,237	21	99%	91%	\$24,822
EXPEND	2018/19	\$2,092,800	\$2,158,630	\$2,002,073	\$156,558	16	96%	93%	\$90,728

5.4.1 Analysis of Expenditure - Overall

Overall financial performance has been **strong**. Expenditure is at 96%, down from 99% in the previous year. However, this is still above average performance.

As can be seen in **table 35** there were overspending in the Commissioner's item (under Leadership Output) because of a big increase in meetings due to urgent matters that had to be dealt with expeditiously especially to diffuse a potential strike and disciplinary and policy issues regarding some CEOs. This was particularly so across Q1, 2 and Q4. Further legal costs to finalise the Busby Kautoke case was incurred beyond what was planned; including additional costs to promote the public service day events. These led to an increase by 6% of the spending in the Goods and Services category.

The highest **underspending** was on staffing (-8%) due to major difficulties in getting eligible staff to be appointed to the positions, most of these were senior positions (DCEO – vacant for 3 months; Senior

Computer Programmer, Senior Performance Coordinator) which had been vacant for more than 6 months and still vacant.

Table 37: Expenditure by Output

Expense(s)	Est Cost (\$) Year 1 2018/2019	Tot Budget + Transfer 2018/2019	Tot Expenditure June 2019	Tot % of Expenditure June 2019	Donor Fund	Balance end of June
Output 1 – Leadership, Program Admin (Commission, CEO, Corporate, ICT)	\$ 1,030,300	\$ 1,067,856	\$ 1,024,811	96%	\$88,969	\$ 43,045
Output 2 – Workforce Development Division	\$ 96,000	\$ 99,368	\$ 99,090	100%		\$ 278
Output 3 – Performance Management Division	\$ 264,200	\$ 252,892	\$ 250,412	99%		\$ 2,480
Output 4 – Human Resource Management	\$ 358,700	\$ 383,413	\$ 361,060	94%		\$ 22,353
Output 5 - Oversight	\$ 164,600	\$ 140,849	\$ 126,674	90%		\$ 14,175
Output 6 - Remuneration	\$ 179,000	\$ 148,422	\$ 140,025	94%		\$ 8,397
Total	\$ 2,092,800	\$ 2,092,800	\$ 2,002,073	96%	*\$88,969	\$ 90,728
				*Infrastructure upgrade		

a. Budget Transfers

A total of \$130,270.80 which is 7% of the total PSC budget was transferred comprising 16 transfers from five programs in this FY. This is an improvement from the 21 transfers in the 2017/2018 period. This is one of the lowest across Ministries.

The top three (3) transfers in costs were made in Q3 and Q4. The transfers were made to 4 programs; and most were to Goods and Services Category; followed by Maintenance and Operations and Grants and Assets categories. Specifics are as follows:

- \$67,876.59 transferred to meeting fees for Commissioners to accommodate the unforeseen consultations carrying out with the Ministry of Education regarding PMS issues and other CEO management issues
- \$34,312.90 to Corporate services for purchase of New Equipment (two (2) printers, PSC Billboard and the remaining for ICT equipment and software licenses)
- \$24,713.00 to HR to top up payment for consultant and Technical Assistance vote to cater for legal costs of Harry Waalkens.

Table 38: Budget transfers for 2018/2019

Divisions	Sum - Budget Estimate 2018/19	Sum - transfer from	Sum Transfer to -	Sum - Revised Budget	Sum of Total Actuals	% Budget Spent	Sum Balance
Commissioners	\$ 181,500.00		\$ 67,876.59 (38%:71%)	\$ 249,376.59	\$244,433.66	98%	\$4,942.93 (2%)
Office of the CEO	\$ 210,000.00	\$ (44,904.23) (22%:35%)		\$ 165,095.77	\$159,365.80	97%	\$5,729.97 (3%)
Corporate Services	\$ 526,800.00		\$ 34,312.90 (7%:36%)	\$ 561,112.90	\$543,340.40	97%	\$17,772.50 (3%)
ICT	\$ 112,000.00	\$ (19,729.27) (18%:16%)		\$ 92,270.73	\$77,671.22	84%	\$14,599.51 (16%)
Workforce Development	\$ 96,000.00		\$3,368.30 (4%:4%)	\$ 99,368.30	\$99,090.48	100%	\$277.82 (0%)
Performance Development	\$ 264,200.00	\$ (11,308.03) (5% within: 9%)		\$ 252,891.97	\$250,412.12	99%	\$2,479.85 (1%)
Human Resource Management	\$ 358,700.00		\$24,713.00 (7%:7%)	\$ 383,413.00	\$361,060.08	94%	\$22,352.92 (6%)
Oversight	\$ 164,600.00	\$ (23,751.00) (15%:19%)		\$ 140,849.00	\$126,673.78	90%	\$14,175.22 (10%)
Remuneration	\$ 179,000.00	\$ (30,578.26) (17%:24%)		\$ 148,421.74	\$140,024.96	94%	\$8,396.78 (6%)
Grand Total	\$ 2,092,800.00	\$ (130270.8) (7%)	\$96,707.1 (5%)	\$ 2,092,800.00	\$2,002,073	96%	\$90,728 (4%)

Note: % ration is % against division versus % against tot transfer

The Commissioners absorbed 71% of the total amount transferred; followed by Corporate Services which absorbed 36%. Legal matters are difficult to make close forecasts as they take time to be completed and one to one meeting with around 20 CEOs twice annually mean additional meetings by the Commission. A more streamlined approach for CEO matters is being planned for the new FY to be more cost effective.

Of total transfers, the biggest transfer was from the CEO budget on travel and technical assistance (35% of the total transfers; and 22% of the CEO budget) because two of her travels were funded externally. Transfers from the Training and TA budgets allocations from the Oversight and Remuneration teams were due to cancellation of planned travels and the delay in getting a TA to work on the Classification of Positions.

Overall, the PSC Office has continued to minimize its number of budget transfers over the years and has established relevant budget measures to further minimize this amount in the next FY.

5.5 Analysis of expenditure by CATEGORY

Staffing comprises 65% of the total budget with 64% to established staff and 1% to unestablished positions. As in the previous FY, the highest underspending was in the staffing category at -8% (56%) of the estimated 64%; whilst goods and services category exceed by 6% (32%) compared to the 26% initially set. The overspending is reflected in the transfers being made which have been primarily for goods and services (Commissioners, TAs) and Grants and Assets (Corporate, HR).

Table 39: Statement analysis – Actual Versus Expenditure

Budget (\$m)	2018/19 Original Budget	% for 2018/2019 Original Budget	Actual Expenditure spent	% Actual Expenditure Spent
Expenditure/Payments	\$2,532,800		\$2,008,251	
Established Staff (10xx)	1,338,600	53%	1,109,831	55%
Unestablished Staff (11xx)	30,000	1%	30,848	2%
Travel, Communication (12xx)	136,100	5%	103,036	5%
Maintenance, Operations (13xx)	39,673	2%	28,031	1%
Purchase Goods Services (14xx)	884,731	35%	624,422	31%
Grants and Transfer (15xx)	3,000	0%	10,121	1%
Assets (20xx)	100,696	4%	101,962	5%
Recurrent Payments	\$2,092,800		\$1,972,521	
Established Staff (10xx)	1,338,600	64%	1,109,831	56%
Unestablished Staff (11xx)	30,000	1%	30,848	2%
Travel, Communication (12xx)	136,100	7%	103,036	5%
Maintenance, Operations (13xx)	30,300	1%	28,031	1%
Purchase Goods Services (14xx)	533,700	26%	624,422	32%
Grants and Transfer (15xx)	3,000	0%	10,121	1%
Assets (20xx)	21,100	1%	66,232	3%
Development Expenditure	\$440,000		\$35,730	
Maintenance, Operations (13xx)	9,373	2%	-	0%
Purchase Goods Services (14xx)	351,031	80%	-	0%
Assets (20xx)	79,596	18%	35,730	100%

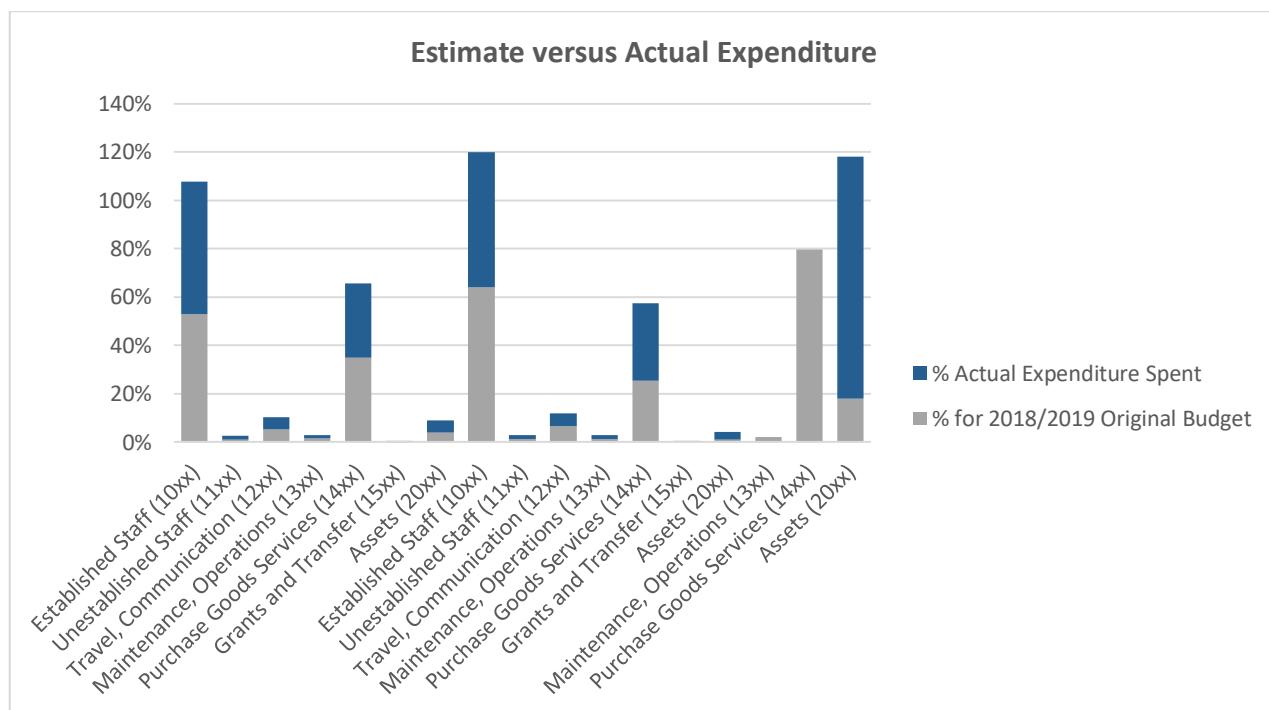
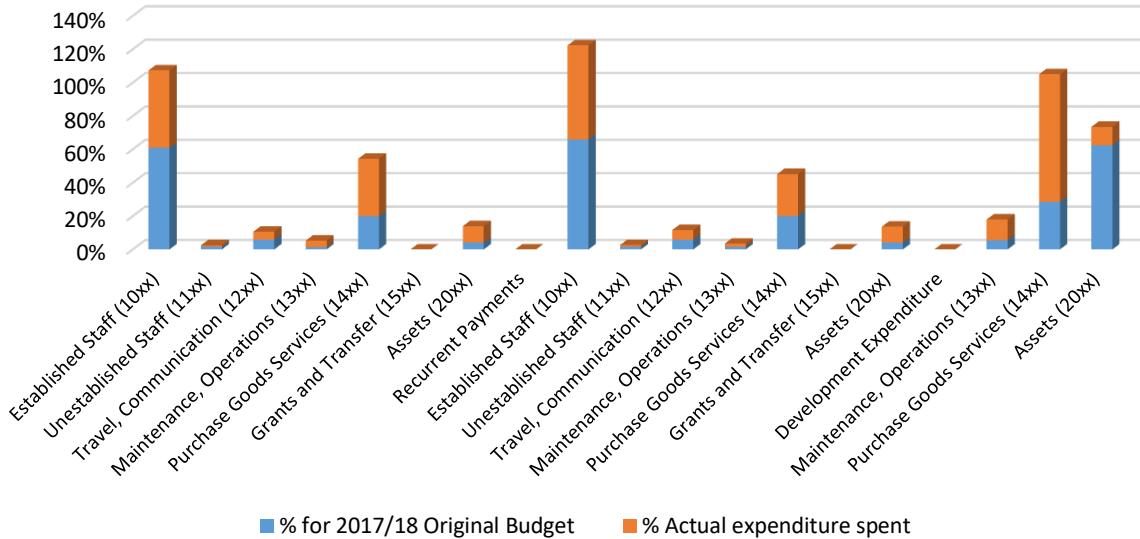


Figure 34: Estimate versus Actual Expenditure



5.6

Analysis of Expenditure by OUTPUTS

PSC completed 97% percent of its planned outputs by 30th June 2019. This is an improvement from the 2017/2018 percentage of 91%. There were 37% of outputs “exceeding” targets.

As shown in table 39 expenditure by programs was on average around 94%. The Leadership Division which has four (4) sub outputs (Commissioners, CEO, Corporate ICT) spent 93% collectively. ICT spent the lowest at 84% and this was due to delays with available TA expertise and issues with the servers and hosting premises. The Workforce Development outputs at 100% and the rest at 90% or above.

Table 40: Summary of Expenditure by Outputs (Divisions) as at 30 June 2019

Divisions	Sum of Budget Estimate 2018/19	Sum of Transfer	Revised Budget	Total Actuals	Budget Spent 30 June 2019	Balance	Balance Budget remaining
Commissioners	\$ 181,500.00	\$ 67,876.59	\$ 249,376.59	\$244,433.66	98%	\$4,942.93	2%
Office CEO	\$ 210,000.00	\$ (44,904.23)	\$ 165,095.77	\$159,365.80	97%	\$5,729.97	3%
Corporate Services	\$ 526,800.00	\$ 34,312.90	\$ 561,112.90	\$543,340.40	97%	\$17,772.50	3%
ICT	\$ 112,000.00	\$ (19,729.27)	\$ 92,270.73	\$77,671.22	84%	\$14,599.51	16%
Workforce Development	\$ 96,000.00	\$ 3,368.30	\$ 99,368.30	\$99,090.48	100%	\$277.82	0%
Performance Development	\$ 264,200.00	\$ (11,308.03)	\$ 252,891.97	\$250,412.12	99%	\$2,479.85	1%
Human Resource Management	\$ 358,700.00	\$ 24,713.00	\$ 383,413.00	\$361,060.08	94%	\$22,352.92	6%
Oversight	\$ 164,600.00	\$ (23,751.00)	\$ 140,849.00	\$126,673.78	90%	\$14,175.22	10%
Remuneration	\$ 179,000.00	\$ (30,578.26)	\$ 148,421.74	\$140,024.96	94%	\$8,396.78	6%
Grand Total	\$ 2,092,800.00	\$ -	\$ 2,092,800.00	\$2,002,073	96%	\$90,728	4%

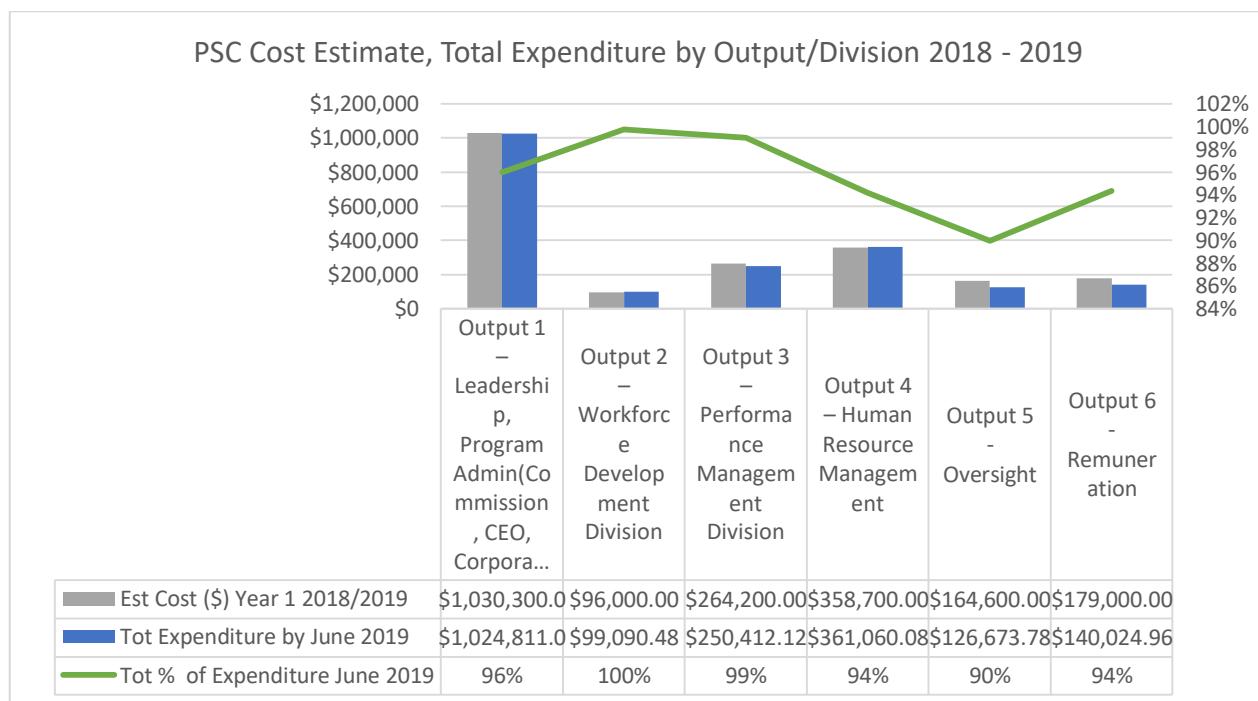
As has been alluded to; some of the outputs were completed based on funding transfers from other divisions and budget categories. These are reflected in those who spent over the forecast amounts highlighted in 'red' below (Tables 40.).

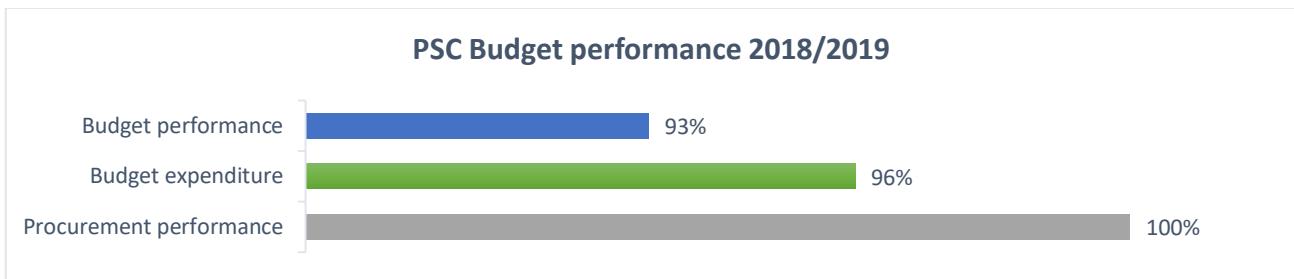
Table 41: Budget Performance by Output

Division	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Commissioners	116%	111%	81%	94%
CEO	98%	109%	103%	75%
Corporate	97%	98%	89%	72%
ICT	100%	116%	116%	62%
Workforce	99%	91%	103%	79%
Performance Development	102%	76%	98%	106%
Human Resource	97%	101%	108%	13%
Oversight	100%	113%	102%	71%
Remuneration	95%	106%	102%	70%

Table 42: Expenditure Summary of PERFORMANCE AGAINST FORECAST 2018/2019 by Output and by Quarter

	Quarter 1		Quarter 2		Quarter 3		Quarter 4	
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual
Commissioners	\$34,496.00	\$39,947.67	\$42,859.00	\$47,751.46	\$85,091.00	\$68,572.50	\$93,659.56	\$88,162.03
CEO	\$33,742.32	\$32,971.92	\$36,449.88	\$39,808.66	\$42,668.56	\$44,050.59	\$56,573.99	\$42,534.63
Corporate	\$99,618.36	\$96,811.40	\$122,199.99	\$120,398.03	\$141,631.55	\$125,833.28	\$277,167.12	\$200,297.69
ICT	\$19,973.92	\$19,973.88	\$20,373.88	\$23,628.24	\$16,794.68	\$19,473.95	\$23,709.93	\$14,595.15
Workforce	\$17,700.72	\$17,550.72	\$37,914.64	\$34,354.94	\$26,242.82	\$27,123.75	\$25,524.69	\$20,061.07
Performance	\$40,122.26	\$40,832.61	\$110,833.23	\$84,054.55	\$42,953.84	\$42,194.31	\$78,383.40	\$83,330.65
HRM	\$76,888.15	\$74,526.09	\$92,036.84	\$93,410.82	\$66,829.94	\$72,402.28	\$107,187.52	\$120,720.89
Oversight	\$27,572.02	\$27,573.06	\$28,993.04	\$32,630.57	\$31,570.92	\$32,110.86	\$48,369.09	\$34,359.29
Remuneration	\$35,078.46	\$33,154.18	\$34,974.55	\$36,955.60	\$37,420.20	\$38,199.19	\$45,024.34	\$31,715.99





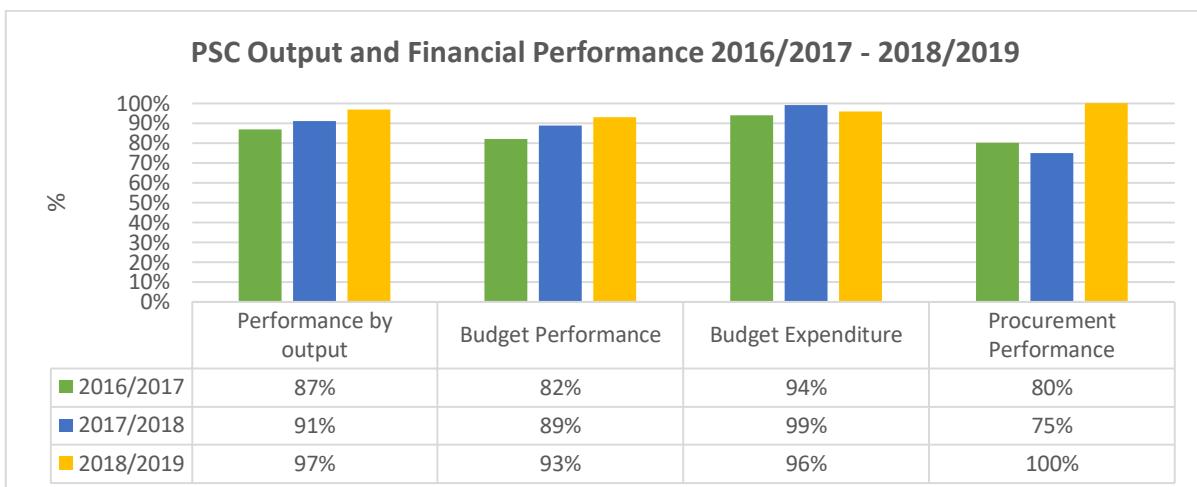
5.7 Financial performance over three years

Budget performance against forecast has improved from 82% to 89% to 93% over the last three years.

Likewise, expenditure continues to be above average staying above 90% with an average of 97% over the past three years.

Procurement has hit the 100% target improving from 75% in the previous FY. Overall average of procurement performance in the last three years is 90%.

Output performance has continued to improve and remain above average from 87% in 2016/2017 to 91% last FY to 97% this year.



Budget transfers likewise continue to improve with 34 transfers in 2016/2017; 21 transfers in the last FY and now 16 in this period.

5.8 Procurement

As shown in table 40, a total of six (6) proposals was submitted and endorsed by the Central Procurement Unit resulting in 100% compliance.

Table 43: Procurement submission for the PSC Office

Financial Year	No. of Received Proposals	No. of Endorsed Proposals	No. of Compliance	No. of Non-compliance	% of Compliance	% of Non-Compliance
2018 – 2019	6	6	6	Nil	100%	nil

Table 44: Procurement Method

Method of Procurement	2017 – 2018 FY	2018 – 2019 FY
Request for Quotation	2	1
Request for Proposal		2

Limited Bidding	4	-
Single Source	1	2
Restricted Bidding	1	-

5.9

Asset Management

The Fixed Asset Registry is updated on an ongoing basis according to the purchase orders processed. Once the asset is received it is updated to the following template to account for each specific asset.

Asset	Type	Quantity	Amount	Total Amount	Asset Label	Date received	Location & Officer
Example HP Laser Jet Pro	Moni Laser MFP	3	\$2450	\$7350	HP Laser Jet PRO	28/11/2018	ICT Division

For the whole year, a total of 30 assets were purchased and recorded at total value of \$88,167.79. There were 19 assets purchased in Q3 and Q4, 6 in Q3 and 13 in Q4. The last two quarters made the highest purchases or 89% of total assets purchased, and mostly on office equipment (replacements of two heavy duty printers; and desktop computers for new staff).

Overall, there has been an increase in new assets spending in 2018/2019 by 7.55% compared to 2017/2018.

Total costs of assets purchased is \$88,167.79, an increase of 7.5% value from previous FY.

The following is a summary of the Asset Registry, which was sent to the Ministry of Finance at the end of June 2019.

Table 45: Fixed Asset register summary: 2017/2018 vs 2018/2019

Fixed Asset Registry Items	2017/18 FY Cost	2018/19 FY Cost	Notes
Building and Infrastructure	-	-	The PSC Office was damaged from Cyclone GITA and has relocated to Tungi Colonnade Building, paying a monthly rent of \$11,074.
Vehicles	\$121,294.07	\$114,260.86	Value of four (4) vehicles decrease by 5.8% due to depreciation cost.
Computer Software	-	-	Not Applicable
Computer Hardware	\$60,557.09	\$73,008.81	Increase in 16% due to increased staffing and related cost of new computers with the purchase of two (2) heavy duty printers.
Other Plant and Equipment (Printers, Office equipmt)	\$74,196.60	\$87,361.36	
Furniture & Fittings (i.e. Desk, Shelves)	\$45,033.44	\$49,181.42	Increase by 9.21% is also a related cost due to additional PSC staff.
1 Computer set		2850.00	
Total Cost	\$ 301,081.20	\$323,812.45	Increase by 7.55% in total.

Table 46: Justification by Quarterly

Quarter	Amount (\$)	Total Assets	Justification
Q1	\$1794.00	1	-Just only one of the assets purchased this quarter to re-new the office air-conditioning for office use.
Q2	\$ 7713.00	10	-\$7,350 a printer for the filing team to scan the Pensioners files and the damaged files from Gita Cyclone.
Q3	\$18,258.70	6	-Purchase of Laptops for our Volunteers from Australia and Desktop for office use and laptop for our Commissioners.
Q4	\$60,402.09	13	-Purchase of two (2) Photocopier machine heavy duty for office use cause of printing paper for Commissioners and others, new full set Computers for our new staff recruit in the last financial year, one (1) new air condition for the Server Room and Bill board for advertising Public Service vacancies.
TOT FY/18-19	\$88,167.79	30	

6. SIGNIFICANT ISSUES AND CHALLENGES

Strategic and Operational challenges and risks for this period included:

Extraneous

- Managing resistance and mindsets to reform initiatives across the service
- Managing reforms that have a reward or monetary implications especially employees
- Promotion of a spirit of service and shared vision
- Coordinating a coherent approach to reporting of performance
- Getting real time feedback and date to report on trends and make appropriate forecasts.
- Managing relations with the Ministers and those in political positions within the auspices of the Public Service Act and its principals of political neutrality
- Managing the media and negative or misleading publicity

Within PSC

- There is a lack of capacity to proactively manage CEO performance but budget constraints have not enabled for a very senior position to be recruited to support the Commissioners
- Voluminous administrative HR work that marginalises the more important oversight and analytic role of the Commission
- Greater need for senior experienced policy analysts and IT database capability.

Other challenges identified in previous reports continue to exist such as

- Lack of capacity to utilise the improved access to information technology and systems
- Monitoring service delivery in the outer islands and systemic whole of government HR operations
- Lack of specialist expertise in areas of HRMIS, data analytics, database management, archiving, strategic HR policy, remuneration and job sizing, and funding for to build capacities and source TAs (experts)
- Stronger enforcement by the Commission for greater accountability by CEOs and Ministries for non –compliance and poor performance of Ministries and Chief Executive Officers.

6.1 Issues/challenges

The following from the previous year continued to be key challenges faced during this financial year by PSC's divisions.

Table 47: PSC's Issues and Challenges

Division	Challenges	Mitigation	Specific Way forward
Leadership and Program Administration	Leadership <ul style="list-style-type: none">- Managing and coordinating reform programs across Govt- Facilitating CEO Performance appraisal process and managing CEO contracts- Huge policy gaps – expensive tribunals- Monitoring service delivery in the outer islands- Maintaining the wage bill threshold of 53% Support Services <ul style="list-style-type: none">- Contracting procedures do not flow through proper procedure.- TA requests are not timely- Temporary Office location for PSC	Leadership <ul style="list-style-type: none">- Proactive engagement and planning with Hon Ministers and Commission, CEOs, PSC staff and development partners- Internal policies and processes reviewed:- Increased staff engagement at the outer islands- Improved coordination with MOFNP regarding maintain of wage bill Support Services <ul style="list-style-type: none">- Better coordination with HODs in the engagement of TAs- Consider a more permanent location for the PSC office	Leadership <ul style="list-style-type: none">- Strengthened 1-2-1 meetings between Commission and CEOs. CEO mentoring/coaching- Performance appraisal to be interviewed- TA to be engaged to review Public Service Policy and Instructions- Sub-committee (PSC & MOFNP) established to vet critical positions Support Services <ul style="list-style-type: none">- Improved internal process in requesting TAs- Develop a proposal to renovate the Old PSC building

	<p>Office after cyclone GITA</p> <p>ICT</p> <ul style="list-style-type: none"> - ICT Infrastructure Upgrade project delays - Internet capacity and stability - Strengthening CHRIS/ ICT Division's capacity 	<p>ICT</p> <ul style="list-style-type: none"> - Engage ICT experts to complete upgrade - Strengthening CHRIS/ Archiving/Digitisation of files - Daily paid staff for archiving work <p>Recruit AVI or AYAD volunteers or TA from COMSEC, ADB, DFAT to support process</p>	<p>ICT</p> <ul style="list-style-type: none"> - Engage Volunteers - Skills transfer by volunteer to ICT staff - Recruit more staff for the ICT Division - Encourage staff to use Helpdesk and to avoid impromptu requests <p>Prioritize ICT Infrastructure Upgrade Project</p>
Workforce Development	<ul style="list-style-type: none"> - No Training Centre for the internship/trainings - Line Ministries internship program not yet submitted to Commission - No suitable internship/ work attachment opportunities in Tonga - Lack of skilled trainers – to implement internship for 3 – 4 areas - Staffing skill gaps in the area of data analytics - Continuous increase in the number of Senior level staff and experts exiting the Public Service 	<ul style="list-style-type: none"> - Management and technical skills - Training Plan for scholarship opportunities locally and internationally - Proposal for funding/partnership to USP, DFAT, MFAT, AVI etc - 	<ul style="list-style-type: none"> - Development plan to establish a training center for Public Service trainings - Implement training needs survey and develop plan for staff empowerment - Training Needs Report forwarded to Scholarship Committee on time - Confirmed Annual Training Plan and TNA results - Confirm development of Talent and Leadership especially Senior Management Officers
Performance Development	<ul style="list-style-type: none"> - Lack of support demonstrated at the senior management level across a few Ministries - Weak enforcement of Policies relating to Performance - Differing understanding levels across supervisors in the Public Service - Poor time management resulting in assessments being rushed to meet deadline but often at the expense of quality - Adherence to due process continues to be a challenge for some Ministries although there has been a significant improvement in the level of compliance compared to the two previous FYs 	<ul style="list-style-type: none"> - Report Line Ministries PMS Traffic Lights status to the Commission on a quarterly basis - Introduction of a Coaching and Mentoring Program for HoDs, middle managers and front line supervisors on specific areas for capacity building purposes - More proactive reminders and follow ups and the provision of support to the PMS Managers and supervisors alike - Continuation of the Train the Trainer initiative which has been a key contributor to the improvement in the 2018/19 FY. 	<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 developed and implemented to facilitate improved compliance across all line ministries.</p>
Human Resource Management	<ul style="list-style-type: none"> - Devolving HR management functions to Ministries - Weak HR capacity in line agencies - HR Manager post to each Ministry - Poor supervision <ul style="list-style-type: none"> (i) Increase non-compliance (ii) Weak HR capacity in line ministries Lack of strategic oversight by the PSC Office over HR matters in line Ministries - Lack of an established minimum requirements database 	<ul style="list-style-type: none"> - Devolving HR management functions to Ministries - Attachment opportunities to PSC, ongoing training - Establish a HR Manager post to each Ministry - Recruit volunteers or TA from COMSEC or ADB to support process 	<ul style="list-style-type: none"> - Develop survey to capture Line Ministries HR capacity and capability - Recruitment of more staff - Provide specialized up skill training for HR managers - Scope relevant functions of the Commission to be delegated including capacity and capability of line Ministries to take on delegated functions - Provide more awareness and refresher trainings on HR processes
Oversight	<ul style="list-style-type: none"> - Lack of expertise (M&E, Data Analysis) - Lack of staff / staff retention - Lack of Coordination of data submitted from the MDAs to Finance and PSC 	<ul style="list-style-type: none"> - Returning Scholar / Recruitment of M&E Specialist from AVI - Request more staffing for the Division for the next FY - PSC and Finance to agree on who should be updated by the MDAs, send clear instructions to the MDAs on when data is due to who 	<ul style="list-style-type: none"> - Transfer of skills and knowledge from AVI to local staff to continue on the work - Develop career pathways for staff to remain in the division and be able to transfer institutional knowledge to new staff

Remuneration	<ul style="list-style-type: none"> - Adherence of the line ministries with the remuneration processes and deadlines - Persistent lack of understanding of the impact of the salary remuneration transition of 2016 and its effects - line Ministries still perceive re-evaluation process as a tool for increasing their salary 	<ul style="list-style-type: none"> - More consultations, trainings and forums to come in 2019/2020 - More information will be published on the new PSC website in line with the re-evaluation processes 	<ul style="list-style-type: none"> - Competency Framework & new JD implementation in 2019/2020 - More training on job re-evaluation processes - New website can be used to share information clearly to the public - New Technical Assistant/Specialist on the Remuneration Framework
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6.2 Risks and risk management

The following are risks and how they were managed during this financial year.

Table 48: Risks and risk management

Risks	Risk level			Risk Management
	High	Med	Low	
Strategic				
Political interference & High rate of referrals	√			Proactive engagement of Ministers and CEOs. Frequent CEO forums with Commission and Ministers
Lack of political & executive management buy in to new initiatives	√			Timely engagement with Ministers to discuss initiatives and get their feedback
Natural Disasters: Disruption due to temporary relocation to another office for major leakage in the PSC building (3mths)	√			Develop a Disaster Management Plan Consultation with key stakeholders especially with policy amendments
Resistance to change	√			Stronger engagement, clear structured communications with CEOs, employees and employer associations
Operational				
Staff turnover in the public service	√			Ministry to develop succession plans and identify potential leaders Stronger workforce monitoring by PSC
A lack of a substantive CEO for almost twelve (12) months	√			Better and timely engagement with Ministers to discuss CEO recruitment issues
Lack of capacity to utilise the improved access to information technology and systems		√		Engage Volunteers with ICT expertise for a period of 12 months
Sudden policy directives without due process		√		Develop understanding with Chief Secretary on processes and matters that needs consultation with PSC Office
Funding for reforms			√	Proactive engagement with donors for reform program that cannot be funded from the recurrent budget
Specific expertise in areas of HRMIS, archiving, reform areas			√	Engagement of a records management expert
Managing the reform initiative (remuneration & performance), grievances, transitional arrangements and communications			√	Establish a robust M&E framework and ensure reporting to Commission and PM are on time

7. DISCLOSURES AND LEGAL COMPLIANCE

7.1 Audit statements

The Office of the Auditor General undertook a performance review for the new Performance Information Framework (the first of Schedule 1 Ministries to be subjected to) and a compliance audit for the period of July 2015 – June 2019 in the last two quarters of this year. Whilst the performance review has not been completed and reported, the compliance audit for the past 4 years raised no issues of noncompliance. This is a good reflection of high compliance by PSC.

The Ministry of Finance has provided the audited financial statement for the PSC as per stated in section 2.3.

7.2 Detailed key performance indicators information

This has been discussed in sections 2

7.3 Ministerial directives

The Business excellence activities, contracting of deputy CEOs, and some remuneration policies were not approved from Cabinet or were deferred. This has resulted in the delay or non-achievement of some of the work outputs for the period.

7.4 Governance disclosures

The Prime Minister endorsed the Integrity and Conduct Manual for Public Service Commissioners during this period. Conflict of Interest declarations in the implementation of employment, selection, recruitment, appointment and termination matters were well managed.

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:

- Further Amendments to the Performance Development Framework and instructions on PMS and CEO performance rewards and performance management 2019
- Public Service Policy and instructions amendments to December 2018 translated and gazetted
- Final draft of the review of the Policy Instructions for the Public Service Completed
- Human Resource Management Delegation Framework approved by Commission
- Scarcity skills policy and scarcity allowance rate approved by Cabinet for Senior Specialist doctors only.
- Annual Reporting template and guideline for Schedule 1 Ministries
- Vacancy vetting of 700 plus positions
- 400 plus reevaluated positions approved by Cabinet

7.6 Board and Committee remuneration

The Office of the Public Service Commission consist has five part time Commissioners, who report directly to the Hon. Prime Minister. Meeting fees as determined by the Remuneration Authority, are based on the weekly Commission meetings to deal with Human Resource cases. However, two or more meetings can occur in a week given depending on the urgency of a case. These are reflected in the overall results of the number of Commission decisions made over the period, and in the number of meetings held. There has been an increase in costs for Commission meetings as reflected in 71% of total transfers to cover their meeting fees.

8. CONCLUSION

This report attempts to follow a proposed new reporting structure for MDA annual reporting and will continue to improve in the next report.

One challenge has been the delay in approval by Parliament of PSC's reports for the FY 2015/2016; and 2016/2017 even though they were submitted on time. This reflects the highly sensitive role of the Commission in sustaining political neutrality while focusing on improving efficiency and effectiveness of public service delivery. Strategic challenges were primarily the cabinet decision that deferred an approved output with activities which was the business excellence; likewise the cabinet decision regarding vacancies to be recruited by end of June; and the grievances and disputes from the performance management system especially from the Ministry of Education and Training; as well as the Ministry of Finance; and lastly; staffing capacity within the PSC due to staff departures; lack of appropriate staff to be recruited leaving additional work to existing fully loaded staff and management. This was felt in particular by the remuneration; Policy and leadership and the workforce divisions.

Policy work on remuneration, code of conduct (fraud, conflict of interest, sexual harassment), the classification of position (implementation, Job Descriptions), the performance management system, and HRM delegation framework will be key work areas for the 2019/2020 financial year.

PSC has continued to engage in the budget support policy negotiations with indicative areas for the next round of budget support, the areas being an extension of the first two triggers which include a new COP, a new Competency Framework and JD templates as well as devolution instruments and capacity development. This will complete and ensure the achievement of the public sector reform. The Commission gratefully acknowledges the ongoing support of the late Prime Minister, Hon 'Akilisi Pohiva; and the guidance of the Acting Chairman, Mr Simione Sefanaia; Commissioners; the support of Cabinet Ministers, Chief Executive Officers, and their respective staff.

