

# PSC Corporate Plan 2022 -2025



Office of the Public  
Service Commission

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## Chairman Preface

It is with great privilege that I present to you the Corporate Plan 2022-2025 planning cycle for the Public Service Commission. It presents the vision, mission, and strategic directions for PSC for the periods commencing from 2022 to 2025 financial years.

This Corporate Plan has been developed in consultation with all OPSC employees and with the technical support from the Department of Strategic Policy Planning and Aid Coordination (DSPPAC).

The plan is developed based on the policy objectives outlined under NSDP Society Pillar 6: "*Strong and Effective Institutions*".

I trust that this plan will support this constitutional institution in its commitments and efforts to Foster a Public sector with good governance principles and robust institutions delivering lawful, quality, innovative, inclusive and sustainable public services and support expected by all citizens of Vanuatu.

I encourage OPSC employees to work in collaboration with Central Agencies and line Ministries to ensure that our government priorities are implemented as expected by the government and the citizens. Simultaneously, PSC must continue to provide necessary supports needed by the Departments to enable them to deliver quality public services to our people.

Finally, I take this opportunity to acknowledge the commitment of all employees within the office of the Public Service Commission for the support in completing this Corporate Plan.



**Johnson Simil**

**Chairman**

**Office of the Public Service Commission.**



## About the Public Service Commission

### Our Vision

Fostering a Public sector with good governance principles and robust institutions delivering lawful, quality, innovative, inclusive and sustainable public services and support expected by all citizens of Vanuatu.

### Our Mission

- Providing outstanding human resource management, development and policy advice for the Public Service;
- Supporting the Public Service and the Government through the provision of high-quality public administration and management policy advice, and best practice guidelines that produce impacts of value to the citizens of Vanuatu; and
- Ensuring the professionalism, integrity and effectiveness of the Public Service at all times. (Refer to constitution)

### Our Values

Value	How we demonstrate this value in our work	How this value is not demonstrated in our work
<b>Respect</b>	We have high regard for the rule of law, everyone's human and legal rights, and custom and tradition. We value and respect diversity in people, and take good care of and maintain respectful relationships with all our stakeholders.	<i>We have little or no regard for respectful relationships with our stakeholders, the rule of law, everyone's human and legal rights, and custom and tradition.</i>
<b>Integrity</b>	We are honest and sincere in our approach to ourselves, our stakeholders and our work. We ensure consistency, fairness, logic and truthfulness in our approach.	<i>We are dishonest and not sincere or truthful in our approach to ourselves, our stakeholders and our work.</i>
<b>Accountability</b>	We strive to keep our promises to our stakeholders and meet agreed time frames. We value an open and inclusive approach to ensure that our decisions are understood. We take responsibility and ownership for our actions.	<i>We fail to keep our promises to our stakeholders and miss agreed time frames. Our decisions are made behind closed doors and are not inclusive resulting in misunderstood objectives. We show the lack of responsibility for our actions.</i>
<b>Observant</b>	We are listening and responding to those we serve, and are vigilant and open to accepting positive changes.	<i>We are inattentive to those we serve, and are non-vigilant and closed off to accepting positive changes.</i>
<b>Teamwork</b>	We value everyone's input, communicate well with each other,	<i>We do not value everyone's input, are non-supportive of each other</i>

	are supportive of each other and work together to achieve results.	<i>and work in disparity to achieve results.</i>
<b>Commitment</b>	We are committed to our work, disciplined in the execution of our duties, are responsive and seek to improve everything we do to provide quality services.	<i>We are not committed to our work, undisciplined in the execution of our duties, are non-responsive and do not have a culture of providing quality services.</i>
<b>Balance</b>	We value our evidence-based approach to decision making and our adaptability to ensure that we remain proportionate, consistent, fair and just.	<i>We do not value evidence in decision making, are inconsistent, unfair and unjust in our approaches.</i>

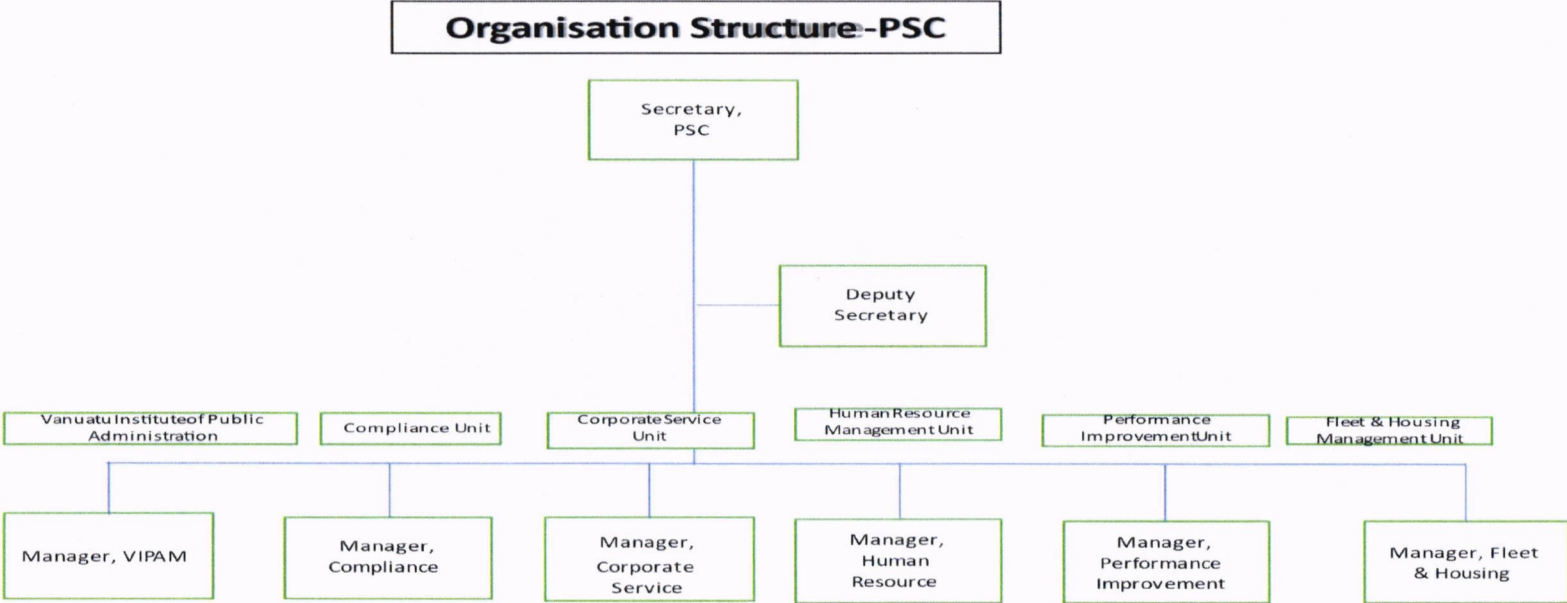
## Guiding Principles

The guiding principles of the Public Service and the Public Service Commission are to:

- be independent and perform their functions in an impartial and professional manner;
- make employment decisions based on merit;
- provide a work place that is free from all forms of discrimination and recognises the diverse background of employees;
- have the highest ethical standards;
- be accountable for their actions;
- be responsive to the Government in providing timely advice and implementing Government's policies and programs;
- deliver services fairly, effectively, impartially and courteously to the public and to visitors to Vanuatu;
- provide leadership of the highest quality;
- establish co-operative workplace relations based on consultation and communication;
- focus on achieving results and managing performance;
- observe the law; and
- ensure transparency

# Overall Structure

Figure 1: Overview of the Office of the Public Service Commission Structure for OPSC



The current OPSC structure was approved in 2020. The current approved structure comprised of 6 functional units as follows:

- Corporate Service Unit (CSU)
- Human Resources Unit (HRM)
- Performance Improvement Unit (PIU)
- Compliance Unit (CU)
- Vanuatu Institute of Public Administration & Management (VIPAM)
- Fleet and Housing Management Unit (FHMU)

The current structure has a total of 67 established positions of which 49 are filled while 18 are vacant due to budget constraint.

## Legal Mandate of the Public Service Commission

The Public Service Commission is a Constitutional body and derives its mandate primarily under Article 60 of the Constitution.

Article 60 of the Constitution provides that the PSC shall:

- be responsible for the appointment and promotion of public servants and the selection of those to undergo training courses in Vanuatu or overseas. For such purposes, it may organise competitive examinations;
- be responsible for the discipline of public service employees;
- have no authority over the members of the judiciary, the armed forces, the police, and the teaching services;
- not be subject to the direction or control of any other person or body in the exercise of its functions.

Major functions of the Commission include:

- to provide policy advice to Government on matters relating to the efficiency and effectiveness of the Public Service and in human resource development;
- the appointment and promotion of employees on merit;
- the resolution of employment disputes and discipline of employees in accordance with the PSC Act;
- to promote the code of conduct in Part 5 of the PSC Act;
- coordinating and providing training programs in Vanuatu for, and assisting with, the training of employees;
- to provide guidelines to Director Generals, Directors and to the Public Service in managing or developing employees in good employer systems and obligations;
- to ensure the observance of the rule of law in public affairs;
- to ensure compliance with and be responsible for the administration of the Public Service Act;
- to set targets for the delivery of services by the Commission;

- to provide regular reports in writing to the Minister on the performance of the Commission.

In carrying out its functions, the Commission must have regard to the policies of the Government, its independence, not be subject to the direction or control of any other person or body, and have regard to its obligation to act as a 'good employer'.

The Commission's duty to act as a good employer includes to ensure the fair and proper treatment of employees in all aspects of their employment; require the selection of persons for appointments and promotion to be based upon merit; promote good and safe working conditions; encourage the enhancement of the abilities of individual employees; and promote and encourage an equal opportunities programme.

## An Environmental Scan or SWOT Analysis

This is a very important tool in PSC planning for the next 4 years planning cycle. It helps the office understand its current operating environment and at the same time helps us and our decision makers to set strategic directions for future undertakings.

A SWOT Analysis was undertaken in consultation with all OPSC employees including our officers in the five Provinces during two days planning workshops in Port Vila from 25<sup>th</sup> to 26<sup>th</sup> November 2021. During the workshop staff considered the followings as Internal and external Strength, Weaknesses, Threats and Opportunities.

<b>Strengths, Weakness, Opportunities, Threats</b>	
<b>INTERNAL</b>	<b>EXTERNAL</b>
<b>STRENGTHS</b>	
<ul style="list-style-type: none"> <li>• Good HR procedures and processes</li> <li>• Teamwork</li> <li>• Increase in budget</li> <li>• Planning and reporting Guidelines</li> <li>• WIT – Project team</li> </ul>	<ul style="list-style-type: none"> <li>• Healthy working relationship with Ministries &amp; Departments</li> <li>• Funding support from UNDP</li> <li>• Establish Network (HRO, M&amp;E, Compliance)</li> <li>• Partnership with overseas stakeholders</li> </ul>
<b>WEAKNESS</b>	



<ul style="list-style-type: none"> <li>• Slow turn-around times for implementing Commission decisions</li> <li>• Under staffing for some units</li> <li>• Unplanned activities</li> <li>• Inconsistent Decisions</li> <li>• Lack of Consultation</li> <li>• Unclear decisions/Reasoning/Interpretation</li> <li>• By passing processes and channel of communication</li> <li>• No proper check and analysis</li> <li>• Lack of policies and guidelines</li> <li>• Reporting timeframe</li> </ul>	<ul style="list-style-type: none"> <li>• Slow turn-around times for implementing Commission decisions and other issues</li> <li>• By passing processes and channel of communication</li> <li>• No proper checks and analysis</li> <li>• Nepotism in recruitment/Salary scale</li> </ul>
<ul style="list-style-type: none"> <li>• Nepotism in recruitment</li> <li>• Bribery</li> <li>• Political interference</li> <li>• Lack of awareness in policies and Acts</li> </ul>	
<b>OPPORTUNITIES</b>	
<ul style="list-style-type: none"> <li>• HRMIS</li> <li>• VTIGER</li> <li>• Review of PSC Acts &amp; Policies</li> <li>• Awareness of legal mandates and policies</li> </ul>	<ul style="list-style-type: none"> <li>• Assistance of external partners (Civil Service College Singapore, SPC, UNDP etc)</li> <li>• Relationship with Pacific Public Service (Fale- NZ)</li> <li>• Building relationship with local stakeholders (Ombudsman, SLO, VLS, other Commissions, etc.)</li> <li>• Existing networks</li> </ul>
<b>THREATS</b>	
<ul style="list-style-type: none"> <li>• Natural disasters &amp; pandemic</li> <li>• No OHS and inclusive policy in the workplace</li> <li>• No insurance policies</li> <li>• Lack of leadership support in planning (HRs, Finance etc)</li> <li>• Insecure work environment</li> <li>• Instability in politics</li> <li>• No retaining policy for resourceful terminated employee</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of OHS and inclusive policy in the workplace</li> <li>• Insecure work environment</li> <li>• Lack of retaining policy for resourceful ceased/terminated contract employee</li> <li>• Natural disasters &amp; pandemic</li> <li>• No insurance policies</li> <li>• Instability in Politics</li> </ul>

## Our NSDP Commitment

In order to achieve our vision of Fostering a Public sector with good governance principles and robust institutions delivering lawful, quality, innovative, inclusive and sustainable public services and support expected by all citizens of Vanuatu we have identified nine strategic policy objectives or overarching goals in response to our operational pressures. The nine policy objectives are outlined under NSDP Society Pillar 6.

NSSP Society Pillar Goal 6 provides for strong and effective institutions to ensure a dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu. The NSDP goal and subsequent policy objectives SOC 6.1 to SOC 6.9 form the bedrock of the PSC Objectives and associated strategies for implementation and will guide our activities to help us achieve our priorities for 2022-2025 planning cycle.

<b>SOC 6</b>	<b>Strong and Effective Institutions</b>	<b>A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu</b>
<b>Policy objectives:</b>	<b>SOC 6.1</b>	Enhance the capacity and accountability of public officials, and ensure the impartiality and effectiveness of performance management systems
	<b>SOC 6.2</b>	Reform state owned enterprises and statutory bodies to improve performance that is aligned to government priorities
	<b>SOC 6.3</b>	Enact political reforms that promote stability, accountability, constituency representation and civic engagement
	<b>SOC 6.4</b>	Strengthen national institutions to ensure they are cost-effective and well-resourced to deliver quality public services
	<b>SOC 6.5</b>	Strengthen local authorities and municipal institutions to enable decentralised service delivery
	<b>SOC 6.6</b>	Strengthen physical planning and management to meet the service delivery needs of a growing population
	<b>SOC 6.7</b>	Guarantee the public's right to information
	<b>SOC 6.8</b>	Coordinate donor resources to align with national objectives
	<b>SOC 6.9</b>	Strengthen research, data and statistics for accountability and decision-making

Sources: Vanuatu 2030 The Peoples Plan

## Strategic Directions and Objectives

Officers within OPSC had the opportunity to identify and deliberate on the strategic directions and objectives for this Government constitutional body during two days' workshop from 10<sup>th</sup> to 11<sup>th</sup> February 2022.

Like other Government institutions, PSC 's strategic directions are central forces that move this organization towards intended objectives, in particular the strategic directions and objectives outlined under relevant pillars in NSDP.

PSC has a total of 9 strategic objectives as highlighted under Pillar 6. These are further presented with associated activities and indented service targets within re timeframes. They will guide the operations of this constitutional office for the next 4 years and beyond year 2025.

Details of our strategic objectives are presented in the Annual Business Plans for the financial year of 2022 and will continue to set strategic directions in 2023, 2024 and 2025 Business Plans.

## PSC – Corporate Plan Matrix

The 'Corporate Plan Matrix' below provides board information of our core activities for 4 years period and how we plan to achieve and measure the implementation of our key priority objectives.

This Plan will be monitored for progress through performance indicators and will be reported by an end of each financial years within the planning cycle.

At the same time, Unit programs, activities and actions outlined below will be monitored for progress reporting through quarterly, half-yearly and annual reporting as per the National Planning and M&E Framework. Each of the 6 Units within OPSC is mandated to monitor and report on the progress of programs and activities that falls under their responsibilities.

A mid-term review of the Corporate Plan is scheduled for June 2022.

<b>CORPORATE SERVICE UNIT (CSU)</b>				
<b>NSDP Policy Objective</b>	<p><b>SOC 6.1 - Enhance the capacity and accountability of public officials, and ensure the impartiality and effectiveness of performance management systems</b></p> <p><b>SOC 6. 4 - Strengthen National institutions to ensure they are cost-effective and well-resourced to deliver quality Public Services.</b></p>			
<b>NSDP Target</b>	Target can be obtained from NSDP			
<b>Ministry Policy</b>	Public Service Staff Manual (PSSM), Public Service Act [246] and the PFEM ACT			
<b>Program</b>	PSC – Corporate Service Unit 19AA			
<b>Objectives</b>	To manage the operational activities and provide secretariat support to the Office of the Public Service Commission, and the Commission to perform their functions properly, effectively and efficiently.			
<b>Outcome</b>	Improved and accountable administration and management of Corporate Service Unit.			
<b>Output</b>	Effective, efficient, and responsive corporate service unit			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
1. Strengthening OPSC	1.1 OPSC Structure reviewed and approved 1.2 100% of positions filled 1.3 Number of OPSC capacity building program	Manager CSU, PIU, HRM, VIPAM, PSC	2022	Risk: Delay of recruitment process, person recruited not qualified  Mitigation: Recruitment, Train and review JD

<p>2. Ensuring effective and efficient Office management and Administration</p>	<p>2.1 Financial management system and guideline developed and implemented.  2.2 Staff welfare policy enforced.  2.3 Public Relation improved  2.4 Records Management policy developed and implemented.  2.5 Secretariat support services to the commission.  2.6 Communication strategy developed and implemented.  2.7 HRMIS effectively utilised.  2.8 Robust Filing system updated and upgraded.  2.9 Outgoing mails delivered in timely manner</p>	<p>Manager CSU, Compliance, HRM, PSC</p>	<p>2022 - 2025</p>	<p>Risk: Limited budget   Mitigation: Supplementary budget, NPP</p>
<p>3. Effective coordination of planning and reporting</p>	<p>3.1 Reports and plans completed in a timely manner.  3.2 Brief provided to Prime Minister's Office when required.  3.3 OPSC Corporate Plan reviewed.  3.4 Business Plan reviewed.  3.5 OPSC quarterly, half yearly, annual report completed in a timely manner.</p>	<p>Manager CSU, All Units, PSC, DSSPAC, MFEM</p>	<p>2022</p>	<p>Risk: Lack of capacity and unplanned activities.   Mitigation: internal staff training and minimize unplanned activities</p>
<p>4. Budget Management</p>	<p>4.1 Effective &amp; efficient financial management   4.2 Annual budget completed before budget submission dateline</p>	<p>Manager CSU, PSC</p>	<p>2022 - 2025</p>	<p>Risk: Political interference &amp; unplanned activities   Mitigation: Strengthen Internal Financial guidelines</p>

	<p>4.3 NPP and supplementary budget completed before submission dateline</p> <p>4.4 Regular financial analysis report provided to managers</p> <p>4.5 Annual expenditure report completed</p>			
5. Coordination of OPSC decentralisation plan	<p>5.1 Number of OPSC functions decentralised</p> <p>5.2 Human, financial and physical resources secured</p> <p>5.3 Office space secured</p> <p>5.4 Staff Housing secured</p>	OPSC, Provincial Gov, PSC, Lands Dept., PTAC and Stakeholders	<p>2022 – 2025</p> <p>2022 – Sanma/ Penama</p> <p>2023 – Tafea</p> <p>2024 – Malampa/ Torba</p>	<p><b>Risk:</b> Moderate</p> <p>Land acquisition</p> <p>Office space</p> <p>Staff unwillingness</p> <p><b>Mitigation:</b></p> <p>Negotiation</p> <p>Sharing resources</p> <p>Provide incentives</p>
6. Management of OPSC events	<p>6.1 Annual Public Service Day organised</p> <p>6.2 Number of Senior Executive Retreat organised</p> <p>6.3 Number of Commission meeting outside of Port Vila</p> <p>6.4 Number Openings of Provincial OPSC Offices</p> <p>6.5 Number International and Regional Public Service Commissioners Meeting attended</p>	OPSC, CSU, All Line Ministries and other stakeholders	2022 - 2025	<p><b>Risk:</b> Moderate</p> <p>Time and resource constraint</p> <p><b>Mitigation:</b></p> <p>Planning and coordination</p>

7. Innovations and Development	7.1 Number of innovative HRM reforms developed and implemented	Work Innovation Team (PSC, DSPAC, SPC, MFEM, Consultants)	2022 - 2025	Risk – Lack of resources and TA support  Mitigation: Negotiation of donor funds
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### HUMAN RESOURCE MANAGEMENT UNIT (HRM)

<b>NSDP Policy Objective</b>	<b><i>SOC 6.4: Strengthen national institutions to ensure that are cost effective and well-resourced to deliver quality public services</i></b>
<b>NSDP Target</b>	Target can be obtained from NSDP
<b>Ministry Policy</b>	PSSM & PSC ACT
<b>Program</b>	Public Service Commission- HRM Unit
<b>Objectives</b>	<ol style="list-style-type: none"> <li>1. Provide effective and efficient human resource management services to line agencies in the area of <u>recruitment and selection</u>.</li> <li>2. Provide a quality standard and efficient human resource management services to line agencies in the area of <u>cessation of employment</u>.</li> <li>3. Provide professional advises and quality human resource management to line agencies in the area of <u>benefits, allowances &amp; entitlement</u>.</li> <li>4. Provide human resource related trainings.</li> </ol>
<b>Outcome</b>	<p><b><u>Outcome 1</u></b> - Improved recruitment and selection process in the PSC</p> <ol style="list-style-type: none"> <li>1. Reduction in the turn-around time for recruitment process.</li> <li>2. 95% Increase number of recruitment that is merit based.</li> <li>3. 90% Reduction in the administrative processes' errors (submission and appointment letter).</li> <li>4. 90% Reduction in the number of budgeted vacant positions annually.</li> </ol> <p><b><u>Outcome 2</u></b> - Enhanced succession planning and cessation of employment processes of the PS</p> <ol style="list-style-type: none"> <li>1. Minimise turn-around time of entitlement payment to employee who have ceased employment with the Public Service.</li> </ol>

	2. 20% Existing highly skilled public servants' employment are facilitated. 3. Coordinate the review of the Public Service succession plan policy 4. Facilitate Ministry yearly succession plan for key positions. <b>Outcome 3</b> – Benefit and Allowance (To be completed) <b>Outcome 4</b> – Number HR In-house related training conducted.			
<b>Output</b>	Effective and Efficient Human Resource Management Services			
<u>Objective 1: Provide effective and efficient human resource management services to line agencies in the area of recruitment and selection.</u>				
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
1.1. Strengthening of recruitment and selection policy	Recruitment and selection processes reviewed Recruitment panel guideline finalised Number of Training and Awareness of recruitment and selection policies	HRM Unit, Stakeholders- (OPSC, HROs, SEOs)	2022-2025	<b>Risk:</b> Change in commission instruction <b>Rate:</b> Moderate <b>Mitigation Measures:</b> Establish committee to review policies and establish guidelines/ Induction of Commission members.
<u>Objective 2: Provide a quality standard and efficient human resource management services to line agencies in the area of cessation of employment.</u>				
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>



		<b>Agencies by Position</b>		
2.1 Coordinating review of cessation policy	1.Number of consultations 2.Policy reviewed and approved 3. Number of awareness on implementation of review policy	HRM & other OPSC Unit, PSC, MFEM, HROs, SEOs	2022-2025	Risk: Lack of cooperation and collaboration  Rate: Moderate to High Mitigation: established a task force
2.2 Collaborating with relevant organisation to establish a database for qualified and skilful public servants	1. Number of consultations 2. Policy developed 3. launching of policy 4. Number of awareness for implementation of policy	HRM, other OPSC Unit, PSC, DOL, MOET, VCCI, DSPPAC, donor Partners	2022-2025	Risk:  Rate:  Mitigation
2.3 Overseeing the establishment of a succession planning policy for key positions of the Public Service	1.Number of consultations 2.Policy developed 3. Launching of Policy 4. Number of awareness for implementation of policy	HRM, VIPAM & other OPSC Unit, PSC, HROs, SEOs, SCS, NZ PSC	2022-2025	Risk:  Rate:  Mitigation:
<b>Objective 3:</b> Provide professional advises and quality human resource management to line agencies in the area of <u>benefits and allowances &amp; entitlement.</u>				
<b>Key Activity</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp;Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>

3.1 Coordinating the review of benefits, allowances & entitlement policy	<ol style="list-style-type: none"> <li>1. Number of consultations</li> <li>2. Benefits, allowances and entitlements are reviewed for subordinates &amp; SEOs</li> <li>3. Number of circular/ Awareness on reviewed policy of benefits etc.</li> </ol>	HRM, VIPAM & other OPSC Unit, PSC, HROs, SEOs, SCS, NZ PSC	2022-2025	<p>Risk:</p> <p>Rate:</p> <p>Mitigation:</p>
3.2 Providing consistent advice on benefits, allowances & entitlements of the PS	<ol style="list-style-type: none"> <li>1. Number of training or induction for HRM and OPSC staff</li> <li>2. Common data base for accessing information regarding changes or reviewed allowances, benefits and entitlements</li> </ol>		2022-2025	
<b>Objective 4:</b> Provide human resource related trainings and strengthen PS human Resource network.				
<b>Key Activity</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
4.1 Managing OPSC and Line Ministries HRs Staff Capacity Building	<ol style="list-style-type: none"> <li>1. Number of basic HRs trainings conducted</li> <li>2. Number of PSC submission trainings conducted</li> </ol>	HRM, CSU, VIPAM, line Ministries HROs, SEOs, SCS, NZ PSC	2022 to 2025	<p>Rate: Low</p> <p>Risk: Varied Information on HR matters</p> <p>Mitigation: Continuous HR refresher training</p>
4.2 -Strengthening PS Human Resource Network	<ol style="list-style-type: none"> <li>1. PS Human resource Network charter reviewed and endorsed by PSC</li> <li>2. Number of new initiatives on improving public service HRMs system (submission</li> </ol>	HRM, HRO network, PSC	2022 to 2025	<p>Rate: Medium</p> <p>Risk: Lack of cooperation and support/recognition by PSC</p>

	templates, practices, guidelines, policies etc.)  3. Number of meetings to discuss HRs common issues and agreed way forward			Mitigation: Awareness to PSC on benefits of networking with other HRs
<b>NSDP Policy Objective</b>	<b><i>SOC 6.1: Enhance the capacity and accountability of Public Officials, and ensure the impartiality and effectiveness of performance management system</i></b>			
<b>NSDP Target</b>				
<b>Ministry Policy</b>	PSSM			
<b>Program</b>	Public Service Commission- HRM Unit			
<b>Objectives</b>	<ol style="list-style-type: none"> <li>1. Review policies of individual performance management to enhance a performance oriented public service and provide a quality standard and efficient human resource management services to line agencies in the area of <u>individual performances</u>.</li> <li>2. Provide a quality standard and efficient human resource management services to line agencies in the area of employment contract managements for SEOs.</li> </ol>			
<b>Outcome</b>	<p><b><u>Outcome 1</u></b> Long term impact or Outcome expected from Objectives:  <ol style="list-style-type: none"> <li>1. Clear legal framework for individual performance management policy included in the PSC Act &amp; PSSM</li> <li>2. Improved policies, processes, tools to enhance effective implementation of individual PM policies</li> </ol> </p> <p><b><u>Outcome 2</u></b> Long term impact or Outcome expected from Objectives:  <ol style="list-style-type: none"> <li>1. Clear policy directive of Senior Executive Contract</li> <li>2. Effective Impact of service delivery to the people of Vanuatu</li> </ol> </p>			
<b>Output</b>				

**Objective 1:** Review policies of individual performance management to enhance a performance oriented public service and Provide a quality standard and efficient human resource management services to line agencies in the area of individual performances.

Key Activity	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1.1 Coordinating the review of individual Performance Management Policy	<ol style="list-style-type: none"> <li>1. Performance Management policy Reviewed</li> <li>2. Number of awareness</li> <li>3. 100% better management of staff performance</li> <li>4. Clear feedback mechanism through HRMIS</li> <li>5. 100% of staffs' award and recognition</li> </ol>	HRM & Compliance Unit Stakeholders: OPSC, HROs, SEOs, Ministers, provincial councillors, MPs, Area councils, ward councils	2022-2025	Risk: Less capacity and lack of human resource  Rate: Moderate  Mitigation: engage consultant

**Objective 2:** Provide a quality standard and efficient human resource management services to line agencies in the area of employment contract managements for SEOs.

2.1 Establishing and providing clear policy for the recruitment, contract and monitoring of SEO's performance	<ol style="list-style-type: none"> <li>1. Existing recruitment selection policy reviewed to reflect SEO recruitment requirement</li> <li>2. Clear SEO's contract guideline</li> <li>3. Clear SEO's monitoring and performance guideline</li> <li>4. SEOs disciplinary process reviewed</li> <li>5. Management process for SEO disciplinary issues developed</li> </ol>	HRM Unit  Stakeholders: Other OPSC Units, HROs, SEOs, PSC, SLO.	2022-2025	Risks: Lack of capacity and human resources  Rate: Moderate  Mitigation: establish a task force or recruit a consultant
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<b>PERFORMANCE IMPROVEMENT UNIT (PIU)</b>				
<b>NSDP:</b>	<b>SOC 6.1 Enhance the capacity and accountability of public officials and ensure the impartiality and effectiveness of performance management systems</b>			
<b>NSDP Target:</b>	NSDP 2030 target is 50%. (Target can be obtained from NSDP Monitoring & Evaluation Framework)			
<b>Program:</b>	CIA Public Service Commission-PIU			
<b>Objective 1:</b>	Support and strengthen the capacity for planning and reporting operation of line Ministries and Departments			
<b>Outcomes:</b>	<ol style="list-style-type: none"> <li>1. Increase in Proportion of Government Ministries Corporate Plans is reset and comply with the new guidelines to 2022-2025 cycle.</li> <li>2. 100% Government Ministry Annual Reports tabled in Parliament each year</li> <li>3. Feedback report on organisational performance is presented to all Government Ministries in June each year</li> </ol>			
<b>Output:</b>	All Government Ministries Corporate Plans are in compliance and reset to the new guidelines and MTEF planning requirement			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
Overseeing planning and reporting for improved service delivery.	<p>Number of Ministries Corporate Plans that has strongly alignment with NSDP</p> <p>Number of Annual reports submitted to PSC, DSPPAC and MFEM by 31<sup>st</sup> March each year</p>	<p>Performance Improvement Unit, OSPC</p> <p>DSPPAC</p> <p>MFEM</p> <p>EOs</p>	2022-2025	<p>Non-Compliance to the guidelines and legislations (PSC Act, CTB Act, and PFEM Act)</p> <p>Continue M&amp;E Part of compliance to guidelines</p>
<b>NSDP:</b>	SOC 6.2: Reform state owned enterprises and statutory bodies to improve performance that is aligned to government priorities			
<b>NSDP Target:</b>	NSDP 2030 target is 100%			
<b>Program:</b>	CIA Public Service Commission-PIU			

<b>Objective 1:</b>	Create a conducive environment so SOEs and Statutory bodies can align themselves with government Planning and reporting guidelines.			
<b>Outcomes:</b>	<ol style="list-style-type: none"> <li>1. Increase in Proportion of SOEs and Statutory Bodies submitting Corporate Plans to their Boards</li> <li>2. Increase in Proportion of SOEs and Statutory Bodies submitting Annual Reports to their Boards of Directors</li> </ol>			
<b>Output:</b>	Develop COM paper to ensure all SOEs and Statutory bodies realign their Corporate Plan and Annual Report with their appropriate ministries.			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
Assisting in planning and reporting for improved service delivery.	Number of Consultations COM paper developed	PIU, DSSPAC, MFEM, SOEs, Statutory bodies &EOs	2022-2025	COM paper not approved  Mitigation-Proper consultation with DSPPAC and DGs
<b>NSDP:</b>	<b>SOC 6.3: Enact political Reform that promote stability, accountability, constituency representation and Civic engagement.</b>			
<b>NSDP Target:</b>	New Target-TOR/Job description for Cabinet support staff			
<b>Program:</b>	CIA Public Service Commission-PIU			
<b>Objective 1:</b>	All political support staff role are clearly documented and aligned with the government planning.			
<b>Outcomes:</b>	Proportion of standardized TOR completed per ministry			
<b>Output:</b>	COM approval for the implementation of this objective.			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>

Formalising the HRM systems of Cabinet of ministries	Number of Consultation for TOR Number of Analysis undertaken COM paper developed Formalised TOR	PIU; DSPPAC; EOs; Political Advisors	2022-2025	COM paper not approved Mitigation-Proper consultation with DSPPAC and DGs
<b>NSDP:</b>	<b>SOC 6.4: Strengthen National institutions to ensure they are cost-effective and well resources deliver quality public services.</b>			
<b>NSDP Target:</b>	2030 target is 100%			
<b>Program:</b>	CIA Public Service Commission-PIU			
<b>Objective 1:</b>	Assess and strengthen institutional capacity to “Fit for purpose” through organisational planning.			
<b>Objective 2:</b>	Support implementation of line agencies organisational structures and improve organisational performance.			
<b>Outcomes:</b>	Proportion of National institutions that has gone through organisational restructure to be “Fit for purpose”			
<b>Output:</b>	Fit for purpose structures			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
Restructuring	Number of consultations with relevant officers & authorities Functional analysis undertaken Number of revised structures Number of approved structures	PIU, HROs, Director & DG; DSPPAC; MFEM; GRT	2022-2025	No Consultation Mitigation-Proper consultation with DSPPAC; MFEM and DGs

<b>NSDP:</b>	<b>SOC 6.5 Strengthen local authorities and municipal institutions to enable decentralised service delivery</b>			
<b>NSDP Target:</b>	By 2030 Increase by 10%			
<b>Program:</b>	CIA Public Service Commission-PIU			
<b>Objective 1:</b>	Strengthen provincial structures, planning and reporting process			
<b>Outcomes:</b>	Number of provincial structures reviewed to be fit-for purpose 1. Alignment of provincial and national planning and reporting process			
<b>Output:</b>	Harmonisation of PSC Act, Decentralisation Act and Government Act			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
Providing support and advice on provincial government restructuring	Number of consultations Number of revised structures Number of functional Analyses Number of approved structures	PIU, HROs, Director & DG, DSPPAC, DLA, MFEM	2022-2025	No cooperation and collaboration with agencies  Mitigation-PSC to issue instructions  Political will to support



<b>VANUATU INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT (VIPAM)</b>	
<b>NSDP Policy Objective:</b>	<p><b>SOC 6.1: Enhance the capacity and accountability of public officials, and ensure the Impartiality and effectiveness of performance management systems.</b></p> <p><b>SOC 6.4: Strengthen national institutions to ensure they are cost-effective and well-resourced to deliver quality public services</b></p> <p><b>SOC 6.5: Strengthening local Authorities and municipal institutions to enable decentralised service delivery</b></p> <p><b>SOC 6.9: Strengthening research, data and statistics for accountability and decision - making</b></p>
<b>NSDP Target:</b>	By 2030 increase 50 %
<b>Ministry Policy:</b>	National Human Resource Development Plan and Public Service Staff Manual (PSSM)
<b>Program</b>	CIA Public Service Commission– 19 AD Vanuatu Institute of Public Administration and Public Management (VIPAM).
<b>Strategic Objective</b>	<ol style="list-style-type: none"> <li>1. Increase professional competencies for public servants within line agencies.</li> <li>2. Improve training facilities.</li> <li>3. Improve training and Development Baseline Data</li> </ol>
<b>Outcomes</b>	<p>Objective 1:</p> <ol style="list-style-type: none"> <li>1.1. Increase number of public servants receiving relevant qualification through VIPAM and other relevant institutions.</li> <li>1.2. Increase number of trainings coordinated and delivered by VIPAM.</li> </ol> <p>Promote internship, apprenticeship and cadetship programs.</p>
	<p>Objective 2:</p> <ol style="list-style-type: none"> <li>2.1. Provide/deliver quality training for public servants</li> </ol>
	<p>Objective 3:</p> <p>Create Training and Development Baseline Data</p>

	Objective 4: 4.1. Clear information provided to Commission through Submissions			
<b>OUTPUT</b>	Effective and efficient quality service provided through training and development programs			
<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
<b>Objective 1:</b> 1.1 Increase professional competencies for public servants within line agencies. 1.2 Increase number of trainings coordinated and delivered by VIPAM 1.3 Promote internship, apprenticeship, and cadetship programs.				
Registering VIPAM as a PSET provider.	1.1 VIPAM is recognised as a PSET provider	VIPAM, Consultant, VQA & Stakeholders	2022	<b>Risk: High</b> <ul style="list-style-type: none"> <li>- <i>Meet the requirement and standards of VQA</i></li> <li>- <i>Develop and Finalise QMS (12 Policies)</i></li> </ul> <b>Mitigation:</b> Assistance from consultant

Delivering accredited courses (AC)	3.1 Number of Accredited Courses	VIPAM, VQA, OPSC, PSC & Stakeholders	2023-2025	<p><b>Risk: High</b></p> <ul style="list-style-type: none"> <li>- <i>Develop courses as per VQA processes</i></li> <li>- <i>Budget</i></li> <li>- <i>Human Resource</i></li> </ul> <p><b>Mitigation:</b></p> <ul style="list-style-type: none"> <li>- Seeking financial support</li> <li>- Establish courses development steering committee</li> </ul>
Coordinating external training.	4.1 Number of trainings coordinated	VIPAM, PILAG, JICA, Singapore & Stakeholders	2022 -2025	<p><b>Risk: Low</b></p> <ul style="list-style-type: none"> <li>- <i>Managing implementation of MOU</i></li> <li>- <i>Demand additional administration support</i></li> </ul> <p><b>Mitigation:</b></p> <ul style="list-style-type: none"> <li>- Administer the guideline outlined in MOU</li> <li>- Ensure continuous monitoring of compliance to MOU</li> </ul>

<p>Coordinating and monitoring long and short-term training.</p>	<p>4.1. Number of public servants undertaking long and short-term training in-line with NHRDP priorities</p> <p>4.2. Number of awareness on long- and short-term training programs</p>	<p>VIPAM, JICA, China, Australian Aid, New Zealand Aid, Vanuatu Scholarship board and other stakeholders, HRM</p>	<p>2022 - 2025</p>	<p><b>Risk: Moderate</b></p> <ul style="list-style-type: none"> <li>- COVID-19 Pandemic disrupt period of studies</li> <li>- Officers not complying to scholarship application processes/ PSSM</li> <li>- Hiccup of continuous services within line agencies</li> <li>- Impact budget for relief of officers</li> </ul> <p><b>Mitigation:</b></p> <ul style="list-style-type: none"> <li>- Provide online study platform to ensure continuation of study</li> <li>- Liaise with sponsors to ensure officers return to study when situation permits (after COVID)</li> <li>- Ensure compliance to training application processes</li> <li>- Provide budget for relief of officers on scholarship</li> <li>- Provide sufficient budget for relief officers</li> </ul>
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<p>Coordinating development programs (Internship, Apprenticeship and Cadetship).</p>	<p>1.1 Number of placements made under the Internship program.  1.2 Number placement made under Apprenticeship program.  1.3 Number placement made under Cadetship Program</p> <p>Number of awareness on development programs</p>	<p>VIPAM, HRM, HROs, SEOs, Line Ministries, Senior Secondary Schools, PSET Providers and other Stakeholders</p>	<p>2022-2025</p>	<p><b>Risk:</b> Moderate</p> <p><i>High demand of student applicants and limited space for placement within agencies</i></p> <p>Mitigation:</p> <ul style="list-style-type: none"> <li>-Create a quota for various schools and other partner institutions to allow for equitable placement</li> <li>-Create a pool of highly performed student (Pool A, B&amp; C)- a competitive environment</li> <li>- Maximise use of human resource in administering placement</li> </ul>
<p>Promoting strong partnership with stakeholders.</p>	<p>1.4 No of MOU signed  1.5 Established relationships with stakeholders</p>	<p>VIPAM, PSC and stakeholders</p>	<p>2022-2025</p>	<p><b>Risk:</b> High</p> <p><i>Meeting the requirements of MOU</i></p> <p>Mitigation:</p> <p>Consult with stakeholders to ensure compliance of MOU</p>
<p><b>Objective 2:</b></p> <p><b>2.1. Provide/deliver quality training for public servants</b></p>				

2. Delivering non-accredited courses (NAC).	7.1 number of non-Accredited Courses	VIPAM, OPSC, PSC & Stakeholders	2022-2025	<b>Risk: Low</b> Planned calendar is disrupted by unplanned activities
8. Revamping VIPAM.	8.1. Land space secured  8.2. New building constructed	VIPAM, CSU, Fleet & Housing, PSC, MOLNR, MIPU, CTB	2025	<b>Risk: Moderate</b> <ul style="list-style-type: none"> <li>- Find a suitable land space and meeting land acquisition process</li> <li>- No sufficient budget for new building</li> </ul> <b>Mitigation:</b> <ul style="list-style-type: none"> <li>- Undertake proper consultation with Lands Dept. and responsible authorities in securing the land space</li> <li>- Seek financial support for the new building</li> </ul>
<b>Objective 3:</b> <b>3.1. Create training and development baseline data</b>				

<p>9. Improving data Registration system</p>	<p>9.1. Number of Non-Accredited Courses training attended</p> <p>9.2. Number of inductions attended</p> <p>9.3. Number of Accredited Courses training attended</p> <p>9.4. Number of public servants attending long and short-term training</p> <p>9.5. Number of types of qualification</p> <p>9.6. Number of students attending work attachment</p> <p>9.7. Number of students attending apprenticeship</p> <p>9.8. Number of new graduates attending internship quarterly newsletter (publication)</p>	<p>VIPAM, HROs, HRM, PSET Providers, Aus Aid, NZ Aid, TSCU, JICA, China and stakeholders</p>	<p>2022-2025</p>	<p><b>Risk: Low</b></p> <p>Monthly reporting and updating of data</p> <p><b>Mitigation:</b></p> <p>Strengthening monthly reporting and updating of data</p>
<p><b>Objective 4:</b></p> <p><b>Provide Clear information to Commission through Submissions</b></p>				

<p>10. Providing advice and clear recommendation to the Commission</p>	<p>10.1 Number of Submission to commission 10.2. Number of Decisions Actioned Effectively</p>	<p>Commission, VIPAM, OPSC, JICA, Aus Aid, NZ Aid, China and stakeholders</p>	<p>2022 – 2025</p>	<p><b>Risk: Low</b> Clear submissions prepared and submitted</p> <p><b>Mitigation:</b> Timely actioning of Commission decisions</p>
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<b>COMPLIANCE UNIT (CU)</b>				
<b>NSDP Policy Objective</b>	<b>SOC 6.4 Strengthen national institutions to ensure they are cost-effective and well-resourced to deliver quality public services</b>			
<b>NSDP Target</b>	NSDP 2030 target is 50%.			
<b>Ministry Policy</b>	Public Service Act [246] and Decentralisation Act, Employment Act and PSSM			
<b>Program</b>	CIA Public Service Commission-Compliance			
<b>Strategic Objective</b>	Objective 1: Provide effective and efficient Compliance Services to ensure ethical, accountable and responsive to Government line Agencies.			
<b>Outcome</b>	Improved Effective and Efficient Compliance Services <ul style="list-style-type: none"> <li>• Reduction of Disciplinary Cases</li> <li>• Professional management of Investigation matters</li> <li>• Informed Advice and Decisions making</li> </ul>			
<b>Output</b>	Dynamic/quality Compliance services			
<b>Key Activity</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies by Position</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
1. Public Service Act-Review [Cap246]	1. Number of consultations conducted 2. Drafting instruction completed, endorsed by PSC 3. Submission of endorsed draft instruction to SLO	Compliance, CSU, SLO and Stakeholders	2022-2023	Rate: High  Risk: Management Mitigation: Set clear deadlines

2. Providing legal Support to Commission	<ol style="list-style-type: none"> <li>1. Effective management of Commission decisions.</li> <li>2. Number of Submissions</li> <li>3. Legal Advice</li> <li>4. 100% reduction of litigation claims</li> </ol>	Compliance, CSU and PSC	2022 to 2025	<p>Rate: High</p> <p>Risk: Unplanned activities Work load Administration</p> <p>Mitigation: Prioritise</p>
3. Providing awareness program	100% of the Public Servant are aware of the Public Service Act, and Leadership Code and Employment Act.	Compliance, VIPAM, Provincial Staff, HRO's, Ombudsman, Department of Labour & compliance network	2022-2025	<p>Risk: Moderate</p> <ul style="list-style-type: none"> <li>- Lack of Resources</li> </ul> <p>Mitigation: Moderate</p> <ul style="list-style-type: none"> <li>- Seek Financial Support /Share Resources-Use of Technology</li> </ul>
4. Supporting Administration	<ol style="list-style-type: none"> <li>4.1 Effective/quality/timely work provided</li> <li>4.2 Pending matters reduced by 25%.</li> <li>4.3. Updated records management</li> </ol>	Compliance, Stakeholders	2022-2025	<p>Rate: Moderate</p> <p>Risk: Budget Unplanned activities</p> <p>Mitigation: Management of compliance activities</p>

5. Managing Discipline	<p>5.1. Number of Disciplinary Cases reduced annually compared to previous year</p> <p>5.2 Quality compliance assessment and submission</p>	Compliance, PSDB, Stakeholders and PSC, VIPAM	2022-2025	<p>Rate: Moderate</p> <p>Risk: Finance</p> <p>Availability of officers/Ministries</p> <p>Unplanned activities</p> <p>Mitigation: Awareness and Inductions &amp; Training (Good governance)</p>
6. Undertaking Investigation	<p>6. 1 Investigation guideline finalised</p> <p>6.2 Number of Investigation conducted in a professional and timely manner.</p> <p>6.2 Collaborative compliance operation Conducted</p> <p>6.3 All standard reporting template developed</p>	Compliance; SLO; OPP; Ombudsman and Government line Agencies and other State Holders	2022-2025	<p>Rate: High</p> <p>Risk: Finance</p> <p>Availability of officers</p> <p>Quality of investigation reports</p> <p>Mitigation: Establishment of investigation criteria</p>
7. Providing Instruction to SLO	<p>7.1. Evidence Based Instruction provided</p> <p>7.2. Effective and timely instruction to SLO</p> <p>7.3 Effective management of cases</p>	Compliance, PSDB, PSC, SLO and Stakeholders	2022-2025	<p>Rate: High</p> <p>Risk: Management and administration</p> <p>Mitigation: Establishment of MOU (admission to Bar)</p>

<p>8. Producing Summary of court of appeal Judgments to inform interpretation, advice, instruction, resolution of issues, judgement and decision-making</p>	<p>8.1 Number of employment related Civil Case Analysed and used for Advice.</p> <p>8.2 Effective and updated interpretation of Public Service Act and other legislations.</p> <p>8.3 Effective management of lawful instructions from commission decisions</p> <p>8.4 Effective management of ongoing issues</p>	<p>Compliance, SLO</p>	<p>2022-2025</p>	<p>Risk: High Mitigation: Manage Advices</p>
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<b>FLEET AND HOUSING MANAGEMENT UNIT (FHMU)</b>	
<b>NSDP Policy Objective</b>	<b>SOC 6.4 Strengthen national institutions to ensure they are cost-effective and well-resourced to deliver quality public services</b>
<b>NSDP Target</b>	NSDP 2030 target is 50%.
<b>Ministry Policy</b>	Public Service Act [246] and Decentralisation Act, Employment Act, PSSM, PFEM ACT, Vanuatu Government Tenders Act, Vanuatu Building code Act and land management Act.
<b>Program</b>	CIA Public Service Commission-Fleet and Housing
<b>Strategic Objective</b>	Objective 1: To manage and monitor the Government Vehicles and to provide secretariat support to the Office of the Public Service Commission, and the Commission to perform their functions properly, effectively, and efficiently  Objective 2: To manage and monitor the Government residential building and provide secretariat support to the Office of the Public Service Commission, and the Commission to perform their functions properly, effectively, and efficiently
<b>Outcome</b>	Improved Effective and Efficient fleet operational services <ul style="list-style-type: none"> <li>• Reduction of Government expenditure</li> <li>• Improve Safety</li> <li>• Dispatch improvement</li> </ul> Renovate and maintain Government residential building <ul style="list-style-type: none"> <li>• Renovation of Government residential building</li> <li>• Inspection of Government residential building</li> </ul>
<b>Output</b>	Good fleet management and improved housing standards

Key Activity	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies by Position	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
1. Developing Fleet Management Policy	<ol style="list-style-type: none"> <li>1. Number of consultations conducted</li> <li>2. Policy drafting completed</li> <li>3. Submission of endorsement to the Public Service Commission</li> </ol>	Fleet, OPSC Managers	2023	Rate: Low Risk: Capacity Mitigation: Establishing a working group
2. Strengthening the functions of the Fleet management committee (FMC)	<ol style="list-style-type: none"> <li>1. Appointment of the FMC members</li> <li>2. Number of meetings</li> <li>3. FMC functions reviewed</li> </ol>	Fleet and Secretary PSC	2022 to 2025	Rate: High Risk: Management Mitigation: Prioritise
3. Establishing a system to record Asset	<ol style="list-style-type: none"> <li>1. HRMIS module developed</li> <li>2. Quarterly report provided for housing and fleet</li> <li>3. Complaint reduced</li> <li>4. Maintain communication</li> </ol>	Fleet and Secretary PSC	2022 to 2025	Rate: High Risk: Management Mitigation: Prioritise

4.Managing Fleet remotely	1.Number of vehicle applications approved after working hours 2.Monthly dashboard report provided	Fleet, GEOCAL, CSU and Secretary	2025	Rate: High Risk: Management Mitigation: Prioritise
5. Evaluate and Recommend purchasing of Government Vehicles	1.Inspection reports 2.Valuation reports 3.Recommendation to purchase government Vehicle	Fleet, PWD and Asset Unit	2023	Rate: High Risk: Management Mitigation: Prioritise
6. Managing misuse of Vehicles	1.Incidental reports 2.Number of submissions to FMC	Fleet, Compliance, fleet focal officers and Secretary	2025	Rate: High Risk: Management Mitigation: Prioritise
7.Developing Housing Management Policy	1. Number of consultations conducted 2. Policy drafting completed 3. Submission of endorsement to the Public Service Commission	Housing, OPSC Managers	2024	Rate: High Risk: Capacity Mitigation: Establishing a working group
8.Developing housing inspection guideline	1. Number of consultations conducted 2. Policy drafting completed 3. Submission of endorsement to the Public Service Commission	Housing, OPSC Managers	2023	Rate: High Risk: Capacity Mitigation: Establishing a working group

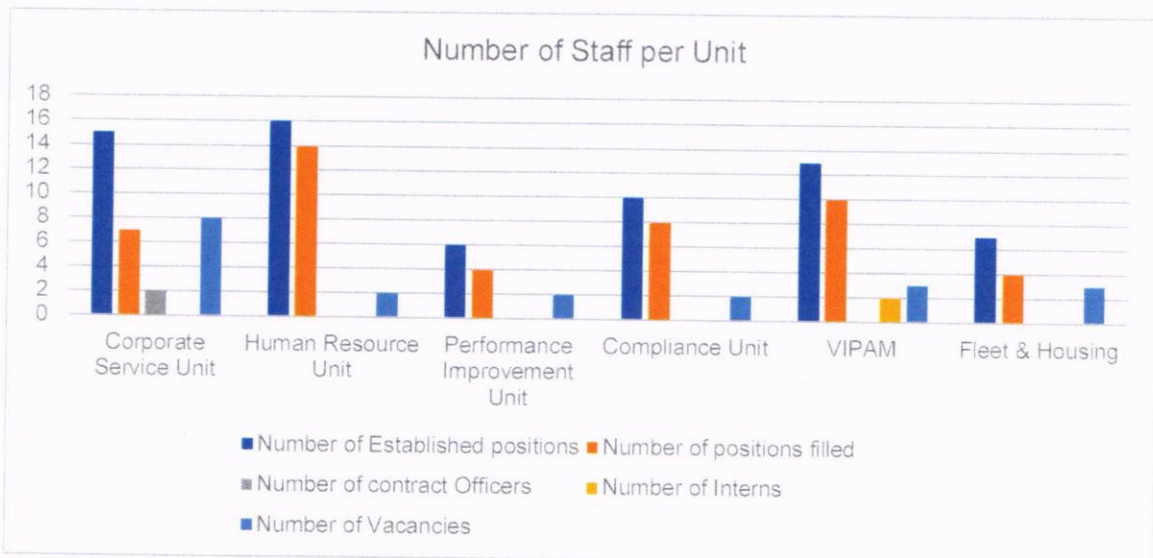
9.Undertaking renovation of Government residential houses	<ol style="list-style-type: none"> <li>1. Informed Building assessment report</li> <li>2.Procurement process endorsed and completed</li> <li>3.Renovation reports</li> </ol>	Housing, CSU	2023	Rate: Low Risk: Capacity Mitigation: Review housing structure
10.Undertaking market value of Government residential house	<ol style="list-style-type: none"> <li>1.Assessment reports</li> <li>2.Valuation for Government residential houses endorsed by the Public Service Commission</li> </ol>	Housing, Lands Departments	2023	Rate: High Risk: Capacity Mitigation: Assistance from the Department of Lands
11.Establishing housing management committee	<ol style="list-style-type: none"> <li>1. Appointment of the HMC members</li> <li>2. Number of meetings</li> <li>3. HMC functions reviewed</li> </ol>	Housing and Secretary PSC	2025	Rate: High Risk: Management Mitigation: Prioritise



## Human Resources

PSC has a total of 6 functional units. The current structure has a total of 65 established positions of which 43 are filled permanently and 2 serving their 3 months' probation within the 6 Units, while 20 are vacant due to budget constraint. The 45 active positions provide support services to the secretariat in carrying out its administrative responsibilities as required under the PS Act.

### Number of Staffing per Units



So, the current occupancy rate within PSC is equivalent to 70% of the total workforce while vacancy rate stands at 30% since February 2022.

Out of the OPSC's total workforce, 53% are male and 47% are female. Three female and two male officers currently occupying the three out of six OPSC executive management roles.

Most of the OPSC employees are in Port Vila office, while 8 officers are located in Sanma and 4 each work from our Tafea, Malampa, Penama and Torba offices respectively.

The office has engaged 2 officers on contract arrangement and 2 students on cadetship under the Government's cadetship program.

## Restructure Rationales

Demand for quality and accessible public services by the Ni-Vanuatu is continuing to increase every year as population grows. Government Department increase their capacity in terms of human resources to respond to the population demands. We look at this as an important influencing factor on the work force of the Office of the Public

Service. As a result, PSC needs to reassess its current structure to ensure that it is adequate to manage and facilitate services needed by Ministries and Departments.

Apart from the above mentioned, we also identify 4 other factors that will certainly have influence human resource and restructuring changes within the 4-year planning cycle.

There are 4 main force that are identified factors that will influence human resources changes within the Office of the Public Service Commission to be affecting our human resources within the next four years:

- ICT- Human Resource Management System
- Performance Management and Monitoring
- Human Resource Development and
- Compliance

The Commission at, its meeting No. 23 of Tuesday 16<sup>th</sup> November 2022, decision No. 13 has approved that OPSC must revise its existing structure based on the arising demands and needs.

Therefore, OPSC structure and position JDs will be once again revisited in 2022. The structure will be implemented in 3 phases, which will commence in 2023 until 2024.

## Human Resource Development Plan

The Public Service Commission current structure comprises of 65 established positions of which 45 are filled while 20 are vacant due to budget constraint. However, recruitment will continue if budget approved by the MBC for 2023. Human resource development plan is very important as it's specifically deals with training and development of employees within the Public Service Commission to improve skills and knowledge that are lacking within each unit. Within the period of 4 years beginning this year 2022, some staffs within the OPSC needs further internal and external training in consultation with respective units. Most staffs within the OPSC have graduated with a bachelor, a few with Masters and some are certificate holders. In addition to qualification, certain position requires certain skills, therefore human resource development plan is essential. This will help broaden up their skills in the position they are occupying to provide efficient and effective service to the line agencies. The table below shows the number of staff per unit and training needs to be captured during the period of 4 year of the corporate plan.

OPSC Unit	No. of Staff	Training Need (4 Year period)
Performance Improvement Unit	2	<ul style="list-style-type: none"> <li>• Masters in Public Sector Policy</li> <li>• Masters in Business Administration</li> </ul>
Fleet & Housing Unit	3	<ul style="list-style-type: none"> <li>• Administration</li> <li>• Report Writing</li> <li>• Data management &amp; analyses</li> <li>• Presentation</li> </ul>
Human Resource Management	4	<ul style="list-style-type: none"> <li>• Project Management</li> <li>• Analyst of data</li> <li>• Information system</li> </ul>

		<ul style="list-style-type: none"> <li>Public Policy</li> </ul>
Corporate Service Unit	5	<ul style="list-style-type: none"> <li>Masters in Public Administration</li> <li>Filing (Records)</li> <li>Basic Microsoft word &amp; Excel</li> <li>Customer Service</li> <li>HRMIS</li> <li>Report Writing</li> <li>Information system and Public Administration</li> </ul>
Compliance Unit	3	<ul style="list-style-type: none"> <li>Basic Microsoft Excel</li> <li>Advance Microsoft word</li> <li>Waving substance of balance of probability for Civil matters and how to examine elements of standard of non-reasonable doubt for Criminal matters.</li> </ul>
Human Resource Development Unit	5	<ul style="list-style-type: none"> <li>Masters in Social Policy</li> <li>Masters in Education</li> <li>Masters in Research and Evaluation</li> <li>Masters in Administration</li> </ul>

## Budget Resources

The current year budget for the Office of the Public Service Commission is presented below.

The total budget ceiling for the year 2022 stands at VT 201,335,188. The total payroll for 2022 stands at VT 144,809,401 while operation budget is VT 56,525,787.

## Four-Year Forecast

2022	2023	2024	2025
185,335,188	190,335,188	195,335,188	200,335,188

## Contacts

If you have queries regarding this Corporate Plan

Name	Title	Address	Contact
<b>Mr. James Melteres</b>	Secretary General	Office of the Public Service Commission (OPSC)	+678 33360

**Ms.  
Tari**

**Andrina**

Manager CSU

PMB 9017, Port Vila, Vanuatu