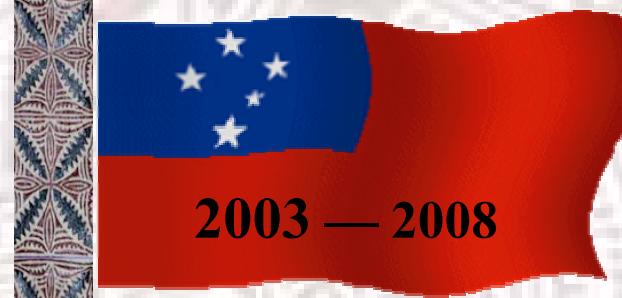


SAMOA IN THE SOUTH PACIFIC

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Strategy for Professional Development in the Samoa Public Service

Samoa Public Service Commission

Management and Funding of Strategy

9.1 Management of this HRD Strategy.

Management of the design and delivery of this Strategy is under the auspices of the PSC within the Samoa Public Service.

In the early years the implementation of initiatives under this Strategy will be the responsibility of the Performance Development Division within the PSC.

From 2005 onwards it is expected that the management role will transfer to the newly formed Professional Development Centre for Samoa.

9.2 Funding for the HRD Strategy.

Budgets will be funded from two major sources:

1. The Government of Samoa through the allocation of Training budgets within each Ministry.
2. Overseas donors who will be approached for funding of the various components that are beyond the current Government funding arrangements.

It is expected also, that the Strategy may eventually be delivered through a joint venture with institutions such as the National University of Samoa.

Over time local Samoan based consultants and academics will take up the delivery of various programmes, thus reducing the cost of the Strategy even further.

Foreword



It is incumbent on the Public Service Commission (PSC) that, as the principal employer of the Samoa Public Service (SPS) it ensures that its workforce is fully capable of providing efficient and effective services to the community of Samoa.

Research has shown that for governments worldwide to succeed they must do so through their people.

This Strategy is a statement that ensures the PSC under its obligations in the Constitution of the Independent State of Samoa and the Public Service Act 1977 does all that is required for its human resources to focus on service delivery. It is a statement that describes the Commission's initiatives for developing its people to their maximum potential. Efficient and effective systems proposed and implemented through the reforms taken together with the people as providers using these systems and processes, indicate that the SPS will be seen as a balanced system.

For the vision of this Strategy to be achievable, the Commission exists to ensure that human resources are not only available but also have development opportunities that can allow them to be professional in their provision of service to the community. All in all this Strategy supports the role of the Commission in ensuring that "*... employees must have reasonable access to training and development opportunities*" (Public Service Act 1977).

Tuilaepa Sailele Malielegaoi
Minister of the Public Service Commission

D *HR Skills for Managers*

A series of specialist short programmes addressing the range of HR functions that may be required of line managers in all Ministries.

Improving People Management

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The PSC, and later the Professional Development Centre, will ensure that development opportunities are available for public servants who are required to implement the new human resource management practices within their work place.

Programmes will be available for the specialist positions of Human Resource Coordinators, in recognition of their central role within their own Ministry in ensuring that all HRM practices are carried out legally, ethically and according to the Policies of the day.

Line Managers will also be able to develop the practical skills required in the operational or daily aspects of human resource management as it applies to the people engaged in delivering the services for each Ministry.

In the early years of this Strategy the following programmes will be provided:

D *Professional Development for Human Resource Coordinators*

A modular programme of similar design to the management development programmes where HRCs will address topics such as:

- ◆ The role and responsibilities of a HRC
- ◆ Strategic Human Resource Management and Corporate Planning
- ◆ Coaching and supporting line manager in HRM functions.
- ◆ Advanced skills in the range of HRM functions.

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VISION

To strengthen the Samoan Public Service to deliver government services by ensuring that all employees have the capabilities to perform their work efficiently and effectively.

To foster a sustained culture of Learning and Innovation in the Samoan Public Service

Legislative Mandate for a Professional Development Strategy.

- *Section 61(1) (l) of the Public Service Act 1977*
- *Section 28 (2) (d) of the Public Service Act 1977*
- *Strategy for the Development of Samoa 2002 — 2004*

D *A programme for Middle Managers (MMP)*

6 months professional development for officers at the Principal level. Similar in structure to the EDP, participants will apply the learnings from formal modules to work place projects. Topics will be relevant to managers operating at the middle levels within Ministries.

Supporting Managers in Good Governance

7

A Suite of professional development opportunities is offered initially by PSC and then later through the Professional Development Centre for Samoa, to the first three levels of management across the SPS.

The design of all programmes is based on the principles of Action Learning, to achieve the two main aims of this Strategy:

1. To strengthen the professional capabilities of all public servants
2. To improve the delivery of government services to the public of Samoa.

For the years 2003 to 2005 the programmes are:

D *A Seminar Series for Chief Executive Officers.*

The programme plans to have a series of 6 Luncheon Seminars per year where CEOs come together to discuss topics of current interest with expert guest speakers

D *An Executive Development Programme (EDP).*

A 12 months professional development programme for Assistant Chief Executive Officers. Participants will attend 6 modules covering current topics of relevance to executive level managers. The programme will include work-based projects where groups of participants will apply the formal learning acquired in the modules.

Government Context

1.1 *Constitutional foundation*

Under Article 87 of the Constitution detailed in the PS Act 1977 the PSC is responsible for, in part, “(b) *Developing and promoting policies for the efficient and effective management of the people employed [in the SPS]*”.

This strategy is one such policy.

1.2 *Strategy for the Development of Samoa*

The Strategy for the Development of Samoa (SDS) has as one of its 9 key strategic outcomes for 2002-2004 ‘enhanced public sector efficiency’. Measures of improved efficiency are expected to be evidenced in improved delivery of government services to the public in the community. The principles of good governance – transparency and accountability - underpin the Strategy.

To achieve this outcome the SDS has included an aim to ‘*identify and strengthen capability and capacity of Ministries to carry out refocused core functions*’.

1.3 *The Changing Role of Government*

Reforms commenced in 1997 have all addressed the development of a relationship that strongly links the political and the administrative arms of government. Elsewhere these two bodies are typically separate and sometimes in conflict. The Reforms in Samoa are aiming to create a partnership between the Public Service and the Government and its Cabinet.

The Government is attempting to create an environment for the implementation of various forms of decentralized systems that enable the effective delivery of services to the community.

There is now an emphasis on internal efficiencies in Ministries through the use of transparent and accountable governance systems. CEOs will have the delegated authority to allocate and use their resources, including people, in the most effective way possible. These support effective outcomes of public administration as evidenced by relevant and practical delivery of services to the community of Samoa.

This era of change demands that all public servants continually develop and strengthen their capabilities to deliver these reforms.

This Strategy proposes a framework to guide various initiatives to address the Professional Development needs of the Public Service.

1.4 Public Servants for the Future

The foundation for the framework for professional development is a cluster of capabilities required by all public servants in the future.

In line with our aim for better service delivery, the Strategy will shape our public servants to be :-

6

Strengthening Organisational Capabilities

The PSC will continue to assist Ministries develop Capability Plans that ensure that Corporate Plans are able to be achieved. These Plans also identify development needs of each Ministry that, if not strengthened, could be an impediment to the realisation of corporate visions and targets and.

Capability Plans for Ministries will be developed using a Model that acts primarily as a management tool to also manage the performance of each of the divisions.

□ Capability Model:



As part of PSC's monitoring role, the proper matching of candidates to relevant programmes will be addressed so that the maximum benefits are achieved for Samoa.

For their part, Ministries will provide a conducive working environment for employees participating in all programmes, where they are able to practice and apply new found knowledge to their roles in the workplace.



Flexible

- Acting within the rules but using discretion on processes to meet situations
- Responsive to each circumstance, but within the approved practice and Principles of the Code of Conduct

Open-minded

- Open to new ideas and challenges and not fixed to old traditional “as was” way of doing things
- Not always having to be “right” but able to accept others’ points of view

Adaptable

- Able to accept changes and new ways of doing things
- Comfortable when things are unpredictable and uncertain

Able to take responsibility

- Confident to take higher responsibility of work
- Not always waiting for someone else to take the initiative

Loyal/Trustworthy

- Loyal to Government, Organisation and each other
- Behaving Ethically

Smart

- Work diligently and effectively
- Able to instantly make reliable decisions
- THINK

A team member

- Your efficiencies are ours, your achievements are ours
- Understanding and work with others in harmony to achieve a common goal

1.5 The Working Environment of the Future Public Servant

To shape the behaviours of our Public Servants to arm them for the challenges of the future and realise our *Vision*, it is becoming more and more important that the workplace environment and practices:-

- ◆ Allow learning from mistakes,
- ◆ Allow new ideas to trial and flourish,
- ◆ Are ones where people are not blamed,
- ◆ Allow relationships that value differences and mutual support,
- ◆ Establish jobs that have stimulation, challenge and meaning,
- ◆ Encourage people who want to learn and develop,
- ◆ Make people feel good and where everyone contributes equally.

An environment such as this, would result in people performing to their maximum and achieving excellent results.

5

Working with International Partners

5.1 In-Country Training Programme

The Commission continues to co-ordinate and manage the In-Country Training Programme jointly funded by the New Zealand and Australian Governments.

The In-Country Training Programme brings into Samoa specialised training programmes required for Human Resource Development in areas where there is a lack of local expertise.

Ministries, Corporations, Non-Government Organisations and the Private Sector benefit from the In-Country Training Programme by identifying and requesting training specific to the development needs of their employees.

5.2 Overseas short-term and long-term professional development

Overseas donors offer funded professional development opportunities to Samoa. These programmes can be either short-term or long-term design.

PSC will continue to co-ordinate these opportunities for the relevant Ministries, Corporations, NGOs and the Private Sector organisations, in response to the priority needs of the Government.

A major refocus for the Commission will be the matching of capability development plans in Ministries to prioritise opportunities provided.

4.2 Ministries

The role of Chief Executive Officer within each Ministry is to provide the environment and resources to ensure that all employees are fully capable to deliver excellent service to the public of Samoa, through:

- ◆ Developing and resourcing a Capability Plan that identifies skills needed by employees to deliver the Corporate Plan.
- ◆ Providing both informal on-the-job training opportunities, plus formal programmes in Ministry specific skills
- ◆ Ensuring that each annual Budget contains sufficient funds to resource these strategies.
- ◆ Providing a work place environment and leadership that allows all employees to apply their professional development experiences in a way that strengthens the performance of the Ministry.
- ◆ Reporting to the PSC periodically on all professional development and human resource development and training activities that have been provided under the Capability Plan, plus an assessment of their effectiveness in improving service delivery.

2

Professional Development Philosophy for strengthening Public Service Capabilities

Traditional professional development, particularly leadership development, has rarely led to any real or sustained improvement in performance. Researchers and adult development practitioners have been searching for ways that can produce real growth in worker behaviours and sustained ethical governance of public organisations.

One response to this is the process of ‘action learning’. This form of development provides the opportunity for participants in programmes to apply their learning from formal sessions directly to the real issues and challenges facing them back in the workplace. Through action learning the new skills and behaviours are reinforced and sustained by the successful achievements in work performance.

It is a results based approach to professional development.

Not only does action learning lead to better learning outcomes, but it also provides its own form of evaluation.

The Professional Development Strategy adopted by the PSC is based on this methodology.

Evaluation:

Because this Strategy is based on the use of action learning principles, the evaluation of the programmes within the Strategy have their own in-built mechanisms.

Evaluation of the effectiveness of the Strategy will be seen in evidence provided in Ministries where leaders, managers and

all employees are demonstrating the behaviours required in our current context.

An overall evaluation would be the assessment that a culture of Learning and Innovation exists in each Ministry in the Samoa Public Service

and

There is improved Delivery of Services to the Community.

4

Responsibilities within the Strategy: *Roles of Who does What – PSC vs Ministries*

4.1 PSC

The role of the PSC is to provide a strategic government wide learning environment that builds the capability of employees across the SPS by:

- ◆ Developing professional development policies and strategies that are relevant for Ministry contexts.
- ◆ Sourcing options for donor funding for relevant parts of this Strategy.
- ◆ Managing the delivery of programmes for Executive managers.
- ◆ Managing the delivery of specific programmes in Human Resource Management functions.
- ◆ Developing strong partnerships with providers that may include Universities.
- ◆ Providing support to Ministries, particularly in the development of Capability Plans and identifying strategies to fill any gaps in capabilities.
- ◆ Administering evaluation mechanisms and reporting on the improvements in service delivery through the development of a more capable work force.

3.5 July 2007 - June 2008

Ministries managing their own Professional Development budget and programmes

Professional Development Centre fully operational as a Regional centre that provides professional development for executive public servants in Samoa and across the Pacific countries.

3

Evolution of the Strategy over 5 years

3.1 July 2003 - June 2004

This period aims to support Ministries in developing their capabilities to self-manage their performance effectively by using best practise methods. To do so, the following initiatives will be implemented effectively within the Public Service:

- ◆ **Capability Building** in Ministries to initiate and support a process of self-analysis about the relevancy and effectiveness of processes and systems, management practices, and application of PSC delegated functions; organisation development and performance management.
- ◆ **Development of Executive Management, Second Level and Middle Management** capability to effectively drive the reforms to bring to life transparent and accountable management of organisations, based on values of the reformed public service and in doing so engender and maintain a culture of continuous learning. This includes the means to effectively implement and manage PSC delegated functions and improved compliance with approved standards.
- ◆ **Succession planning:** a career management programme for graduates. Provision of an internship programme for graduates, to understand roles and functions of different organisations and divisions in SPS and therefore be able to contribute to their development as future managers and leaders.
- ◆ **Change Management:** For Management to better adapt to changes particularly the Realignment of Ministries, and deal effectively and sensitively with concerns of staff.

3.2 July 2004 – June 2005.

Reforms introduced during 2002—2003 are stabilised.

Ministries are operating under principles of transparency, accountability and efficiency and are therefore delivering effective government services.

Ministries are operating under effective Performance Management Systems and designing interventions and initiatives to maintain standards of performance.

Ministries are developing their Capability Plans and designing and coordinating trainings and development strategies to address capability gaps.

Ministries have approved HRD or Training Budget as part of their overall Budget Outputs which are managed effectively to strengthen performance capabilities.

Executive and middle managers are capable of managing the complexities of sustained reform.

The Professional development of the first three levels of management is centralised within PSC.

PSC is providing consulting and advisory services to assist Ministries with their strategic management of HRM functions.

3.3 July 2005 - June 2006

Ministries staff capability gaps addressed through development initiatives offered by PSC and by the Ministries.

Training and Development Budgets for Ministries now in second year and used like any other expenditure item. PSC monitors use of Training Budget and provides support to Ministries for sourcing training and development opportunities.

PSC continues to provide training and development opportunities for Senior Executive Service and Middle Management. Training for other staff now mostly sourced from local training institutions or other local training providers. In-country training programme now focused primarily on operational levels.

Plans developed for Professional Development Centre.

3.4 July 2006 - June 2007

Professional Development Centre starts operation, Professional Development Division transformed into the Centre to provide training and development opportunities for the Senior Executive Service and Middle Management. The Centre is affiliated with PSC.