



Public Service Commissioner

Annual Report

For the year ended 30 June 2015

Public Service of Excellence

Honesty, Impartiality, Service Oriented, Transparency, Accountability, Respect, Efficiency and Effectiveness



Public Sector Heads Meeting - November 2014

Minister of the Public Service

The Honourable Henry Puna
Minister Responsible for the Public Service

Kia Orana Prime Minister

In accordance with Section 9 of the Public Service Act (2009), I am pleased to present my annual report for the year ended 30 June 2015.

I acknowledge responsibility for this report and provide my assurance with regards to the accuracy, completeness and reliability of the information contained in this report.

I also accept responsibility for the financial administration and management control of my Office.

The main accomplishments of my Office include: consultation work on the Public Service Strategy, the Cook Islands Labour Market Remuneration Survey, further review and development of public sector wide policies, expanded training opportunities for employees of the public sector, strengthening of Human Resources Management across the Public Sector, and a review of the Government salary scales.

My Office will continue to provide the best possible service to all employees of the Government of the Cook Islands and to the people of this fine country.



Russell Thomas
Public Service Commissioner

Acronyms

| | |
|--------|--|
| ACT | Public Service Act 2009 |
| ASEAN | Association of Southeast Asian Nations |
| BPS | Budget Policy Statement |
| CAC | Central Agencies Committee |
| CEO | Chief Executive Officer |
| CIIC | Cook Islands Investment Corporation |
| CITAF | Cook Islands Technical Assistance Fund |
| CITTI | Cook Islands Tertiary Training Institute |
| ESS | Employee Self Service |
| FAD | Fish Aggregate Device |
| GDP | Gross Domestic Product |
| GFA | Grant Funding Arrangement |
| GSF | Government (NZ) Superannuation Fund |
| INTAFF | Ministry of Internal Affairs |
| HoM(s) | Head(s) of Ministry/Department |
| HR | Human Resources |
| HRM | Human Resources Management |
| HRMIS | Human Resources Management Information System |
| ICT | Information and Communication Technology |
| MDGs | Millennium Development Goals |
| MFEM | Ministry of Finance and Economic Management |
| NCD | Non Communicable Diseases |
| NHRD | National Human Resources Development |
| NSDP | National Sustainable Development Plan |
| NZ | New Zealand |
| ODA | Official Development Assistance |
| OPM | Office of the Prime Minister |
| OPSC | Office of the Public Service Commissioner |
| PEFA | Public Expenditure Financial Accountability |
| PERCA | Public Expenditure Review Committee and Audit |
| PFM | Public Financial Management |
| PIFS | Pacific Islands Forum Secretariat |
| PICPA | Pacific Islands Centre for Public Administration |
| POBOC | Payment on Behalf of the Crown |
| RMT | Results Measurement Table |
| ROBOC | Revenue Received on Behalf of the Crown |
| SOE(s) | State Owned Enterprise(s) |
| UN | United Nations |
| WATSAN | Water and Sanitation |

Contents

| | |
|--|----|
| Minister of the Public Service | i |
| Acronyms | ii |
| The Public Service Commissioner's Overview | iv |
| PART 1: PUBLIC SERVICE PERFORMANCE | 1 |
| 1.1 Key Achievements | 2 |
| 1.2 Key Challenges | 3 |
| 1.3 Budget | 4 |
| PART 2: PUBLIC SECTOR STRENGTHENING | 5 |
| 2.1 Public Sector Strategy | 6 |
| 2.2 Centralised Government ICT Network | 7 |
| 2.3 Public Expenditure and Financial Accountability (PEFA) Review | 7 |
| 2.4 Human Resource Management | 7 |
| PART 3: OFFICE OF THE PUBLIC SERVICE COMMISSIONER | 13 |
| 3.1 OPSC Performance | 14 |
| 3.2 Policy and Employment Relations | 15 |
| 3.3 Human Resource Management | 16 |
| 3.4 Corporate Services | 19 |
| PART 4: FUTURE DIRECTION | 19 |
| Public Sector Strategy | 21 |
| PART 5: Annexes | 1 |
| Annex A: Public Service Key Achievements under NSDP Priority Areas | 1 |
| Annex B: Public Service Key Challenges | 5 |
| Annex C: Public Sector Unaudited Financial Performance (000's) | 6 |
| Annex D: Centralised ICT Government Network Agencies | 9 |
| Annex E: Public Service Attrition | 10 |
| Annex F: Short Term International Training Opportunities | 11 |
| Annex G: CITAF Projects (December 2011 - June 2015) | 13 |
| Annex H: Official Duty Travel by Heads of the Public Service | 15 |
| Annex I: Public Sector Employee Data | 20 |
| Annex J: Public Sector Gender Profile | 22 |
| Annex K: Public Sector Leaders | 27 |
| Annex L: Public Service Commissioner Legislative Mandate | 31 |
| Figures and Tables | 32 |
| Glossary | 33 |

The Public Service Commissioner's Overview

This annual report for the public service presents results on activities and outcomes for the fiscal year ending 30 June 2015. It reports to the public and elected officials on key performance achievement of the public service including key accomplishments of the Office of the Public Service Commissioner (OPSC).

Our Public Service

The public service is an organ of the broader public sector and our shared vision is for a '*Public Service of Excellence*'. The public service focus is threefold:

- 1 A public service that delivers results;
- 2 A public service that is well led and trusted by the public; and
- 3 Public service ("structure") design that is robust, resilient and fit for purpose.

Achieving these strategic goals requires system-wide change and the Public Service Commissioner has an important leadership role in inspiring and enabling this change. I am committed to ensuring we continue to progress and add value to our services. When the public service performs, we achieve our national goals, the people of the Cook Islands benefit, and we maintain public confidence in the machinery of government. I am pleased to report that there has been steady progress over the past year with focused attention on improving systems and people within respective departments.

Our Role

The OPSC works with agencies to strengthen the capability of the public service to meet the evolving needs of our people through government priorities; supports renewal of leadership, learning and development across the public sector; and fosters the public service values and code of conduct.

My Office also has an important evaluation role in working with agencies to ensure that the public service is performing effectively and in a manner consistent with the public service values. In addition the OPSC also administers employment-related policies across the public sector, on behalf of the government.

2014/15 Review

The OPSC is committed to improving the leadership and performance culture within the public service and strengthening human resource practices. While continuing to enhance and deliver our core services, OPSC made significant progress in fulfilling our wide-ranging responsibilities across the public service. Achievements included:

- Cook Islands Labour Market Remuneration Survey – December 2014
- Public Service Draft Strategy (2015-2025) completed and consulted on
- Cabinet endorsement for implementation of ten public service policies with five more in their final stages of drafting and five guides completed
- Introduction of a Performance Management and Improvement Framework for Leaders
- Implementation of three public service wide training opportunities – public policy analysis, job description development and New Zealand accredited job evaluation
- Remuneration Framework (Cook Islands Government Salary Scales) reviewed
- Significant progress with job description revisions across the sector
- HRMIS data integrity and reporting strengthened
- Closure of CITAF with \$2.97million allocated to 40 completed projects
- 40 public and private sector individuals participated in training funded by ASEAN countries

- Successful participation in the National Careers Expo to promote careers within the public service as an 'Employer of Choice'
- 2015 Employee engagement survey results showed positive change since the 2014 survey
- Effective HoM recruitment round facilitated for 13 leadership positions
- Improved storage and archiving of records including e-data
- New OPSC website launched and provision of access to extensive official information
- Strengthened management of the New Zealand GSF

Future Direction

The coming year will present a number of challenges, not least being to address high (and possibly rising) expectations of the value that OPSC can add to ongoing capability development within the public service at a time of continued decline in available resources. The role of senior leadership across agencies remains crucial in responding to current and emerging challenges, and OPSC has an enduring commitment to provide relevant strategic and practical support.

It will be important that agencies continue to develop and strengthen their data collection and research activities in order to provide robust insights into the public service as a whole, and to identify systemic issues. Over time, I hope that these findings generate a wider awareness of significant trends and inspire targeted and innovative approaches to address prevalent issues across the public service.

By continuing to strengthen systems and investing in human resource development that is relevant, responsive and resilient, the Public Sector Strategy will guide how the public service works, where we invest resources and effort, and how we carry out our activities and work programmes. This will be the roadmap for future development of the public sector. The commitment of our political leaders and public sector employees combined with the willingness of our communities, private sector and development partners to work collaboratively, will enable us to build a highly capable workforce to meet current and future challenges.

I want to thank all public sector agency heads and their staff for their generous support and willingness to collaborate with OPSC in furthering our common aim to maximise the effectiveness and the contribution of the public sector. I also most sincerely thank my senior management team and the staff of OPSC for their commitment, flexibility and willingness to 'go the extra mile'. They should feel very proud about what has been achieved this year.

Meitaki maata

Russell Thomas
Public Service Commissioner

PART 1: PUBLIC SERVICE PERFORMANCE

The Cook Islands National Sustainable Plan (NSDP 2011-15) contains eight priority areas reflected yearly in the Annual Budget Policy Statement (BPS). The performance of public service departments is assessed against these key priorities which are also reflected in agency Annual Business Plans.

Table 01: NSDP Priority Areas and Goals

| Priority Areas | Goals | Progress (Dec 2014) ¹ |
|-----------------------------|--|----------------------------------|
| 1 Economic Development | A vibrant Cook Islands economy | Mixed results |
| 2 Infrastructure | Infrastructure for economic growth, sustainable livelihoods and resilience | Mixed results |
| 3 Energy | Energy security | On track |
| 4 Social Development | Opportunity for all people who reside in the Cook Islands | Mixed results |
| 5 Resilience | A resilient and sustainable Cook Islands | On track |
| 6 Ecological Sustainability | Environment for living | Off track |
| 7 Governance | Good governance | Mixed results |
| 8 Law and Order | A safe, secure, just and stable society | Off track |

Figure 01: 2014/15 BPS Priorities²



¹ The Cook Islands: Te Kaveinga Nui – 2013 NSDP Indicator Report

² The Cook Islands: 2014/2015 Budget Policy Statement

1.1 Key Achievements

The public service continues to expand the country's economic base through its taxation reforms. The burden has been eased on our people through taxation reductions and our senior citizens have received significant increases in their pensions during this period. An additional \$100 per month for those aged 60-70 years brings their total pension to \$500 per month, while those over 70 years received an increase of \$240 per month bringing their total monthly pension to \$640.

Government has maintained its support and investment in tourism and our public infrastructure. With an estimated two thirds of our economic income derived from tourism, government continued to financially support this sector to ensure that we remain competitive and can further grow tourism and its related industries to broaden our market base, thus maximising returns from this investment.

Extensive training opportunities were provided to develop people within agencies and civil society. Many public servants, particularly our teachers and nurses, were provided with opportunities to gain international qualifications. National educational results verify that our students at the secondary level now have higher average pass rates than students of all ethnic origins gaining these same qualifications in New Zealand.

Changes in social policy measures were introduced to protect the vulnerable and elderly members of society, while people were also trained to respond to natural disasters and the impacts of climate change. Diplomatic relations were established with our Pacific neighbours and regional meetings were hosted for regional and development partners. Centralised ICT and HRM systems continued to rationalise administrative functions.

Revenue from marine resources has continued to increase steadily and in 2014/15, over \$6 million from licence fees, catch revenues and penalties were expected. Government is cognisant of the need to sustainably manage our fisheries and has continued to work on establishing our Marae Moana Framework to conserve our marine resources for the enjoyment of future generations of Cook Islanders. The 2014/15 year has seen the implementation of the pearl revitalisation programme in Manihiki to allow eligible farmers to stimulate production. Our patrol boat, Te Kukupa, which plays a key role in managing our fisheries, is currently undergoing refitting. This will ensure that it continues to protect the integrity of our waters.

In the 2014/15 financial year, our people in Rarotonga, Rakahanga and Pukapuka have seen progress towards the supply of solar energy. We have completed 'Te Mana o Ra' project in Rarotonga and by May 2015, 'Te Huira Natura ki te Tokerau' project was completed and all islands in the north are now powered by solar energy, taking our country a step closer to energy security.

Significant progress has been made in upgrading our water infrastructure in Rarotonga through 'Te Mato Vai', as well as the provision of water tank subsidies to households. Government has also significantly increased the storage of water harvested on the islands of Aitutaki, Atiu and Palmerston this year. Remedial work has also been undertaken on key infrastructure in our pa enua, particularly on the airports of Atiu, Mitiaro and Pukapuka. Additionally, the construction of wharves in Mangaia, Tukao and Tauhunu were completed after more than a decade of dangerous manoeuvring of people and cargo through their entrance passages.

Improving the health of the Muri lagoon through better sanitation systems is complete and the WATSAN programme has now moved to Tikioki and Aitutaki.



Public Service Commissioner, Russell Thomas presents Sharyn Paio, HoM for Ministry of Education, with the best performing Public Service Ministry award for 2013/14.

Fifty-two pieces of heavy equipment arrived for despatch to the pa enua. This equipment consisted of excavators, rollers, graders, backhoe and wheeler loaders, all of which should considerably improve the ability of the pa enua to implement projects on their islands.

Government in 2014/15 stepped up its efforts to modernise our public service. The majority of government agencies are now part of the cookislands.gov.ck network. Efficiency gains across government are now possible through this robust centralised system which offers improved security and the consolidation of electronic information and data. A new payroll and human resource system (HRMIS) has also been implemented providing the opportunity to maintain a database of human resource information relevant to government. The new customs, goods and processing system is now operating and the new online government asset management system has been progressed significantly in 2014/2015.

For the 2013/2014 year the Ministry of Education was rated as the best performing ministry with the Ministry of Health also receiving an excellence award for receiving a rating of '4' for performance. Both these Ministries maintained this high level of performance for 2014/2015 and the Ministry of Finance and Economic Management improved its performance to join them at this level.

Recognising the importance of responding immediately in times of disaster, Government has taken insurance through the Pacific Risk Catastrophe Insurance Scheme. Funds are also retained in our own Disaster Response Fund which now amounts to \$0.5 million. (*Annex A: Public Service Key Achievements.*)

1.2 Key Challenges

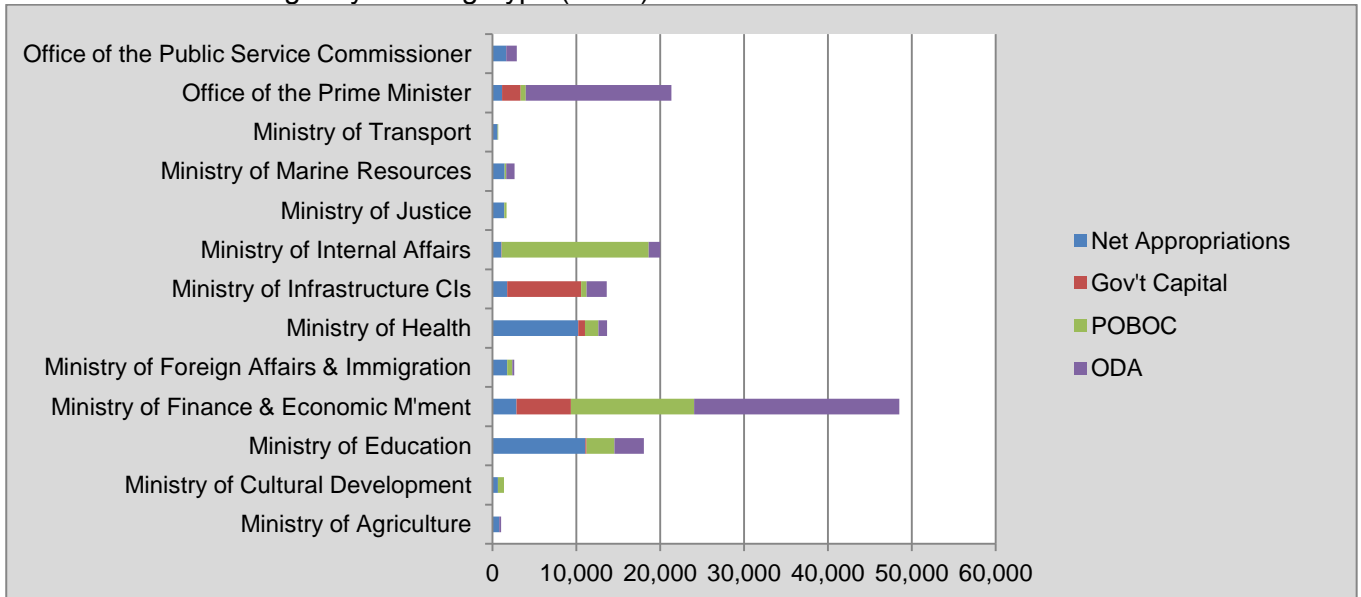
With many agencies still lacking effective planning frameworks, once again capability and system issues were identified in performance reviews. Few linkages between national priorities and those of individual agencies were apparent although it is acknowledged that the delay in the approval of the budget (October 2014) meant a reprioritisation of work programmes and resource allocation within departments. A reduction in the base line funding for all agencies, except Education and Tourism, provided an additional challenge for most. (*Annex B: Public Service Key Challenges.*)



1.3 Budget

The 2014/15 budget imposed a 2.9 per cent reduction in aggregate operating budgets across the public sector. Education was exempt from these cuts. Unaudited financial statements, excluding personnel and operating accruals, show aggregate savings of \$1.051m offset by overspending of \$492k. (Annex C: Public Sector Unaudited Financial Performance.)

Table 02: Overall Budget by Funding Type (000's)



Source: CI Govt Budget Estimate 2014/15 Budget Book 1: Schedule 1(a)

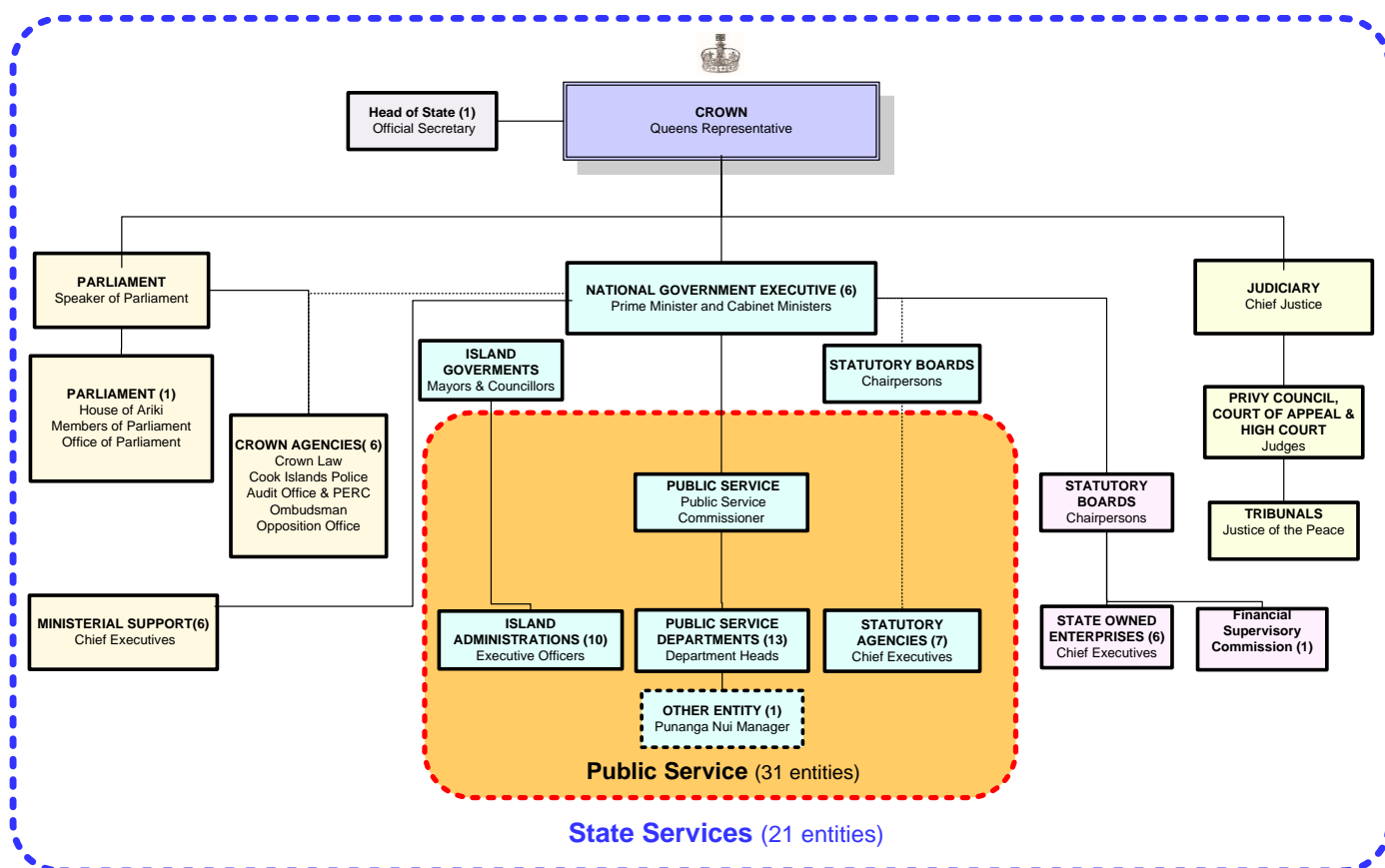
The national budget reflects fiscal prudence on the part of the public service and ensures most public sector agencies operate within the fiscal parameters of their budget allocations. Whilst we are cognisant of the need to continue to strive for excellence in our utilisation of our limited resources, the expectations of the public are constantly increasing. Nevertheless, there is compelling evidence that the public service is operating more efficiently through better prioritisation of programmes and more effective investments as it aspires to deliver quality public goods and services. The sustainability of this current impetus is vital in our pursuit of a Public Service of Excellence.

PART 2: PUBLIC SECTOR STRENGTHENING

The Cook Islands is a constitutional monarchy within the Realm of New Zealand, with Her Majesty Queen Elizabeth II as Head of State. The Cook Islands Constitution Act (1964) established the Westminster system of government in the Cook Islands, and provides for various constitutional posts (Figure 03), which include: the Queens Representative; Speaker of Parliament, Cabinet (six Ministers of the Crown), Chief Justice, Members of Parliament, House of Ariki, Ombudsman, Public Expenditure Review Committee and the Public Service Commissioner.

The Public Service is an organ of the broader 'public sector' defined as state services in the Public Service Act 2009. Crown agencies and other entities are defined as State Services under the Act, and are required to comply with the remuneration framework of government, good employer principles, public service values and code of conduct.

Figure 03: The Public Sector – Public Service and State Services



Throughout 2014/15, there was considerable continued emphasis on further strengthening the public sector. More agencies joined the centralised government ICT and HRMIS networks while the draft public sector strategy was completed with full consultation ready for the commencement of the implementation plan during the 2015/16 fiscal year.

2.1 Public Sector Strategy

The Cook Islands Public Sector Strategy aspires to achieve excellence through transformed public sector employees, structures and systems. Consultation on the draft Public Service Strategy in June 2015 called for public sector transformation to:

- Reduce the fragmented structures and costs of the public sector.
- Realign operational policies and systems through improved engagement with key stakeholders.
- Revamp the development of human resource (HR) capability through leadership development pathways and an effective HR framework.
- Reininvigorate our values and national identity to improve the way we serve our people.
- Recognise the impact of depopulation on national development.

Consultation also called for political and private sector reforms, however, the confirmed strategy will focus on supporting economic growth and engendering public trust in political governance. To this end, priority areas of investment will include:

- People – progressive and high-performing public servants;
- Structures – relevant and fit for purpose public sector; and
- Systems – responsive service delivery

A three phase approach is envisaged for implementation of the strategy:

Phase 1: Preparing for Change (2016-2018)
Phase 2: Implementing Change (2019-2025)
Phase 3: Sustaining Change (2025 onwards)

The preparation of a robust HRM framework which addresses performance management, remuneration and leadership training, will be key to the success of this transformation strategy. Similarly, it is envisaged that centralised financial management, shared communication and public relations, and the introduction of a public service wide results framework will provide economic and HR efficiencies for government and thus free up resources that can be redirected and thereby aid increased economic growth and further development of our country.

The strategy proposes public sector rationalisation as recommended in the 2011 Public Finance and Public Sector Performance Review (Functional Analysis Report), funded by the ADB.

| Current Structure: | Number |
|-----------------------------|-----------|
| Public Service Ministries | 13 |
| Island Governments | 10 |
| Statutory Agencies | 7 |
| Crown Agencies | 9 |
| Ministerial Support Offices | 6 |
| State Owned Enterprises | 6 |
| Other Entities | 1 |
| Total | 52 |

| Future Structure: | Number |
|---------------------------|-----------|
| Public Service Ministries | 8 |
| Island Governments | 10 |
| Crown Agencies | 8 |
| State Owned Enterprises | 6 |
| | |
| Total | 32 |

2.2 Centralised Government ICT Network

The Cook Islands government centralised ICT network is now used by twenty-eight agencies including three Island administration offices in Manihiki (Tukao), Penrhyn and Rakahanga. This represents a significant growth in usage over this period and provides the opportunity for economic and system efficiencies which are rapidly becoming evident. It assures the integrity and security of data and restricts possibilities to misuse government resources. (*Annex D: Centralised ICT Network Agencies.*)

2.3 Public Expenditure and Financial Accountability (PEFA) Review

As part of its effort to improve our Public Financial Management (PFM) performance, MFEM initiated a Public Expenditure and Financial Accountability (PEFA) assessment in November 2014 as a follow up to the previous assessment conducted in 2011 and the internal self-review conducted in 2013. The 2014 assessment confirmed that PFM performance in the Cook Islands government had improved over the three year period (2011-2014) in terms of budget credibility and attributed this improvement mainly to improved budget execution, monitoring and reporting.

Of the 31 indicators assessed, 14 were rated 'B' or better and 23 of the 28 country performance indicators improved in actual performance as a whole. Two indicators were not rated due to a lack of data and 15 were rated 'C' or below. No indicator showed a reduction in performance. None of the donor-related indicators improved, except for the dimension on timeliness of providing information to the government authorities for budget formulation purposes.

Those indicators rated 'C' or below reflect the remaining challenges for government, particularly in the areas of fiscal planning, lack of commitment to reporting and control, fiscal risks, implementation of the procurement policy framework, delayed audit reports and thus the consolidated financial statements and inadequate legislative scrutiny. Recommendations for improvement included:

- Development of a common accounting system for all line ministries.
- A single Treasury account rather than individual Ministry accounts.
- Full implementation of the new legal and policy framework with support from MFEM.

Each of these recommendations will support the proposed strengthening of the public service.

2.4 Human Resource Management

Employee Engagement Survey

For the second year, OPSC developed an online Employee Engagement Survey for all public sector employees. The survey is extended to all employees of the 37 agencies across the public sector: 13 public service agencies, 10 Island government administrations and 14 statutory and crown agencies. The Survey provides the opportunity for employees to provide feedback on their understanding of their role, the agency they work for and management of the agency. SOEs, civil list payees and ministerial office support staff do not participate.

Two primary factors that drive employee engagement are:

- 1 Engagement with **"The Agency"** - measured how well employees understood their role and were engaged with the agency as a whole and how they feel about senior management. This relates to trust, fairness, public service values and confidence in organisational leadership.
- 2 Engagement with **"Senior Management"** - a more specific measure of how employees felt about their direct supervisors/manager including the HoM (leadership). Whether employees felt valued, treated fairly, received feedback and direction, and if they enjoyed a strong working relationship based on mutual respect with their manager.

The following word cloud highlights some of the main themes emerging from the survey:



Source: Cook Islands Public Service 2015 Employee Engagement Survey Consolidated Report

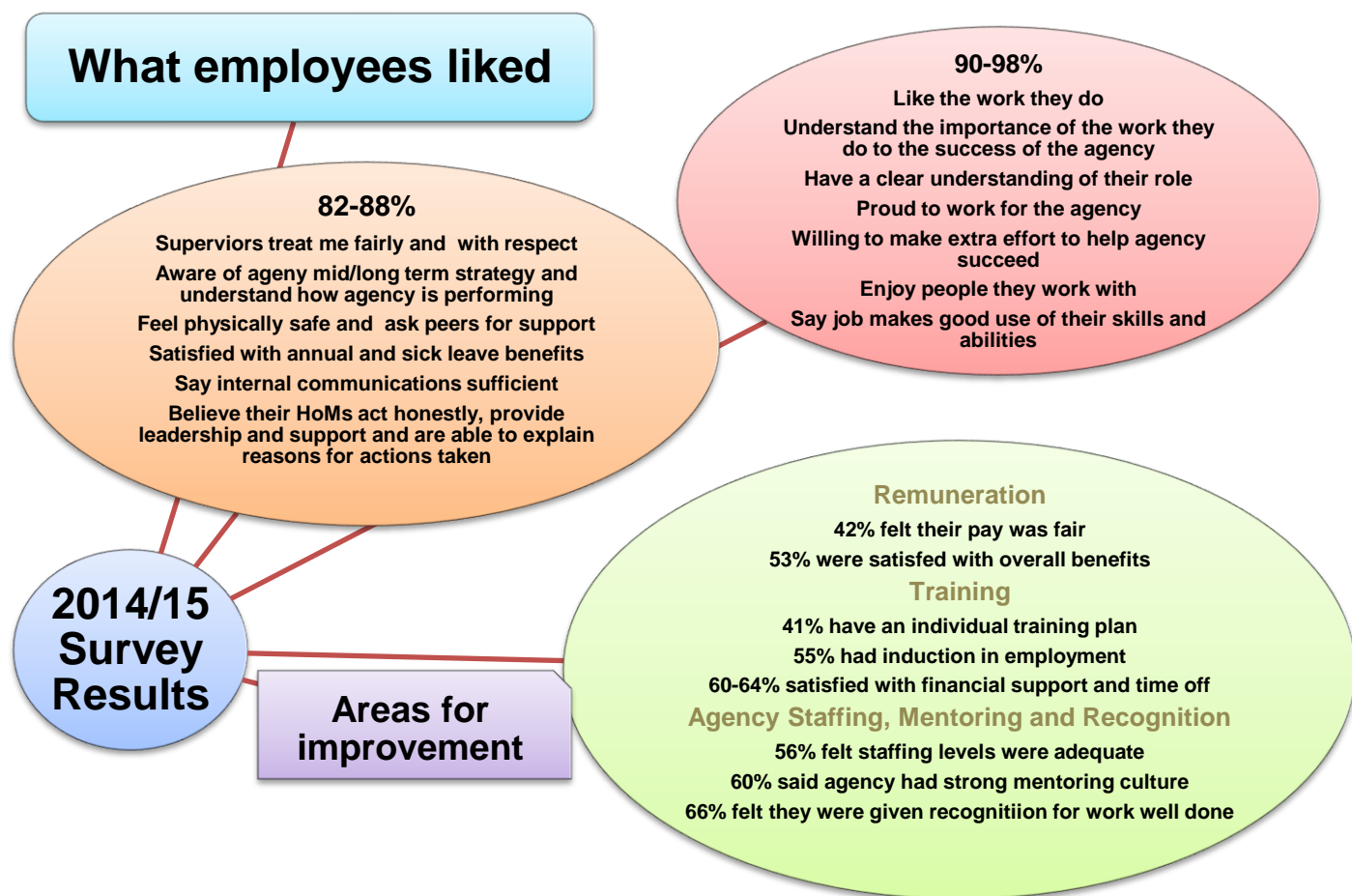
Table 03: Survey Participation

| | Employees | Percentage | Agencies | Percentage |
|------------------------|-----------|------------|-----------------|------------|
| Eligible Participation | 1714 | 100% | 37 | 100% |
| Actual Participation | 317 | 18.5% | 26 ³ | 70% |

The overall participation rate increased by 2.5 per cent from the previous year and overall employee perceptions were predominantly positive.

³ Agency participation included 13 Public Service Departments, 10 Crown Agencies and 3 Island Administrations

Figure 04: Employee Engagement Survey Results



It was encouraging to see that most employees like the work they do and are proud of the agency they work for. Similarly pleasing, most employees say that their supervisors treat them fairly and with respect, and that HoMs act honestly and truthfully.

The analysis of the 2015 survey data highlighted the need for agency staffing levels to be reviewed to ensure that the agencies have the right people with the right skill mix, at the right time. Agency reviews are important and should reflect resourced functions of government supported by an effective whole of public service HRM framework – a framework with performance management at the core.

When we look at developing young leaders (through up-skilling, training, education, workshops), we should also look at really *enabling* young leaders by giving them opportunities to implement their ideas. We must look at creating an organisational culture that values, fosters and cultivates learning and creative problem solving. Leadership programmes should be paired with mentoring and coaching programmes so consideration should be given to not only the identification of young leaders, but also the provision of positive mentors, coaches, leaders and role models who will encourage, enable, invest and advise.

“Leaders establish the vision for the future and set the strategy for getting there.” — John P. Kotter

Remuneration

The Government salary scales and remuneration framework is administered by OPSC and was last reviewed in 2006. A national labour market survey was commissioned by OPSC in partnership with the Chamber of Commerce. The survey was conducted by an independent facilitator and New Zealand private firm, Strategic Pay. Strategic Pay own the government approved job evaluation system and its review of the government salary scales was informed by the 2014 survey results.

Refresher training was provided during this reporting period to maintain the integrity and quality controls of the job evaluation system complemented by training in job description preparation and the review of 152 job descriptions.

Remuneration includes salaries and benefits provided to public sector employees, which include:

- Various leave benefits – annual (20 days), sick (10 days), statutory (11-12 days), special (10 days), professional training and development, official duty and compassionate (30 days)
- Allowances - motor vehicles, petrol, accommodation, storage and relocation
- Work-related training and development (in country and overseas)

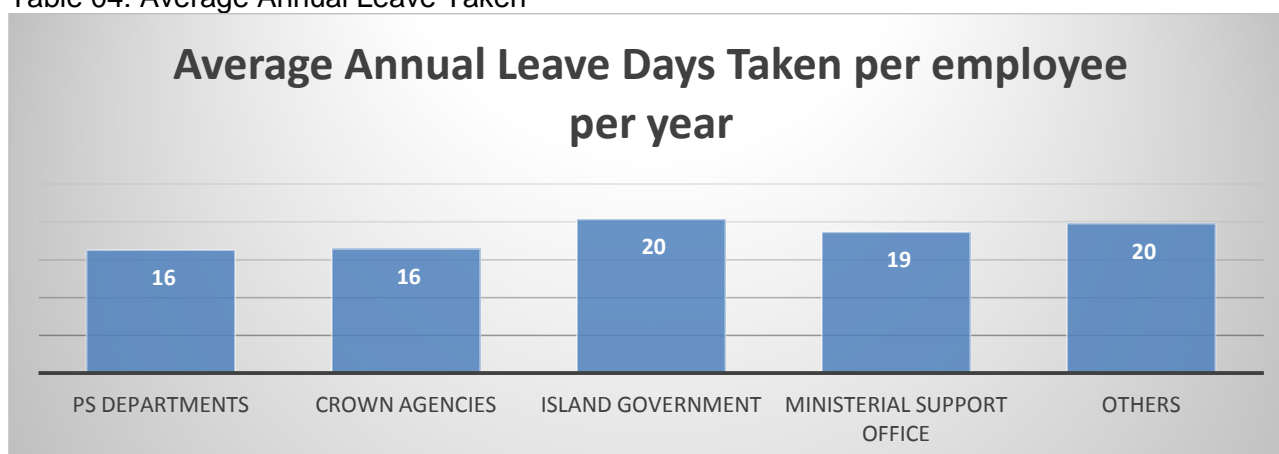
Leave benefits

The Leave Policy ensures that employees have a healthy and safe work environment. This includes ensuring that employees have adequate opportunity to achieve a good level of work-life balance.

Annual leave is granted to provide government employees with periods of time off work at full pay for rest and recuperation. Full time employees are entitled to a maximum of 20 days per annum while part time employees accrue their annual leave on a pro-rata basis. This allocation applies to all public servants with the exception of the Cook Islands Police Department which allocates annual leave based on years of service: less than or equal to 5 years' service (10 days), 5-10 years' service (15 days) and more than 10 years' service (20 days).

Any unused annual leave is paid out to the employee upon cessation of employment. Peak periods for taking leave are during the Christmas/New Year season and during the Constitution Celebrations. The table below shows the average annual leave taken by employees across agency groups:

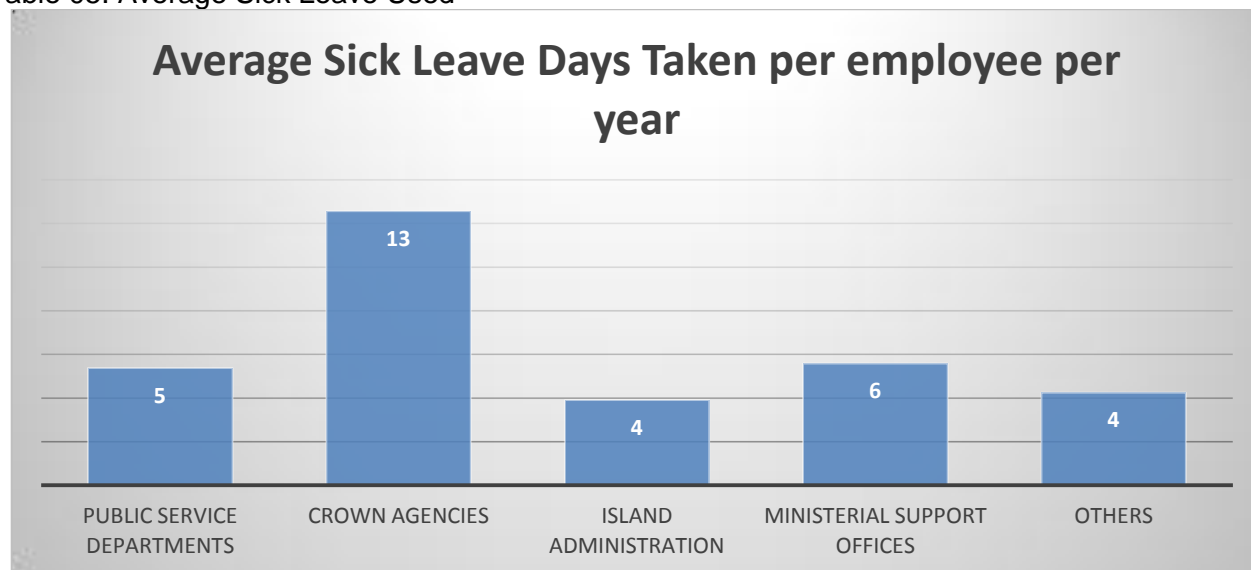
Table 04: Average Annual Leave Taken



Full time employees are entitled to 10 days paid sick leave per annum while part time employees receive their allocation on a pro rata basis. This leave may be used when the employee or a dependent is sick or requires care to be provided by the employee. Sick leave may be accrued up to a total of 40 days. Employees are responsible for submitting their own leave applications, however, employers still require robust internal monitoring systems to ensure all leave is recorded.

Currently, OPSC only records aggregated actual sick leave but a full analysis to assess trends will be undertaken in the future to enable more detailed reporting.

Table 05: Average Sick Leave Used



Public Sector Wide Training

Capability development is important to grow our people and our economy. Public servants must continue learning and developing themselves and use the knowledge and skills gained to provide more efficient and effective public services.

One of OPSC's functions is the provision of capability development advice and career pathways for public servants and it has been tracking learning and talent development within the public service for the past three years.

Opportunities for public service wide training support skill development and capacity building across the country and thus aid future development and provide sustainable solutions to recruitment problems. This enables the training to be contextualised to meet the specific development needs of the learners whilst sharing proven best practice and follow up on training received.

To this end, three in-country training programmes for public servants and private sector employees were facilitated by OPSC within this period. This training focused on public policy analysis, job description development and job evaluation. A total of 172 public and private sector employees participated in these very successful training workshops delivered by international experts.



JD development training March 2015, USP

In the future, OPSC will endeavour to capture other international and in-country training offered directly to specific agencies. Annual reports, however, confirm that there was considerable capacity building and training undertaken in-country and abroad by the Ministries of Agriculture, Education, Finance and Economic Management, Health, Internal Affairs and Infrastructure (Cook Islands).

Success Stories

Secretary of Internal Affairs graduates with Executive Masters

The Secretary of Internal Affairs, Ms Bredina Drollet, graduated with an Executive Master's degree in Public Administration from Victoria University, Wellington, New Zealand in November 2014.

The Public Service Commissioner, Mr Russell Thomas, was pleased with Ms Drollet's achievement and has been supportive of her pursuit of academic professional development over the course of the two year programme. The programme was provided by the Australian and New Zealand School of Government with funding from the New Zealand State Services Commission and Ministry of Social Development. He was very proud to see an executive head in government being proactive in securing sponsorship to continue her academic and professional development, while maintaining her work as the Secretary of internal affairs.



Nimerota first Pacific Islander to get UNSAIP top Award

Cook Islands statistics manager, Jim Nimerota, is the first Pacific Islander to receive the 2014 Raymond Bowman Memorial Prize for Outstanding Achievement. Jim participated in a 18 week training programme on "Improving Capability in Producing Official Statistics Relating to Millennium Development Goals (MDG) Indicators," in Japan. He completed the course with excellence for his outstanding achievement. Jim was grateful to his manager and government statistician Taggy Tangimetua for having faith in his abilities and the support received from colleagues at the MFEM-Statistics division.



Young Leaders and ICT Policy in Japan November 2014 – by Miimetua Nimerota

The ICT Policy workshop was based around Okinawa's Strategic Sustainable Development for the ICT sector. We were exposed to practical ICT programmes of Okinawa prefecture by visiting several sites striving towards the strategic vision of Japan to be the 'Most Advanced IT Nation in the World'. This ambitious vision is fast becoming a reality due to the strategies and policies in place for Okinawa's ICT industry.

The importance of strong leadership and political support in the successful implementation of any policy was highlighted. However, policy alone was not enough as it must be accompanied by investment strategies and implementation plans. The training covered regional developments, specifically what has been successful, what has failed (and why), and lessons learned.

HRMIS

The HRMIS electronic HR and payroll system was rolled out to all government agencies on Rarotonga during this reporting period. Planning is underway for this system to also be available for pa enua employees. Ongoing training was provided for agencies requiring technical support and confidence in the system and the expansion of its use has grown significantly.

HRMIS has enabled the collection, storage and maintenance of HR data to inform forward planning and decision making and, as such, is proving to be a very effective tool for capturing a range of relevant HRM information for government policy.

PART 3: OFFICE OF THE PUBLIC SERVICE COMMISSIONER

The Office of the Public Service Commissioner's legislated function is to assist the Commissioner with the general administration of the Public Service Act 2009.

OPSC Results Framework 2013-2015

| | |
|---|---|
| NSDP Goal: | A Cook Islands thriving on good governance principles |
| NSDP Objectives: | <ol style="list-style-type: none">1. A general public that has confidence in the systems of government2. A machinery of Government focused on calculated strategic direction, partnerships and service satisfaction3. Increasing the value of existing taxpayer dollars through systems that deliver4. A general public continuously informed of the return on investment for their taxpayer dollar and as a result actively contribute to decisions and actions |
| Vision: | A Public Service of Excellence |
| Purpose: | Leading the public service to provide better public goods and services |
| Outcomes: <i>(Success)</i> | <ol style="list-style-type: none">1. A public service that delivers results2. A public service that is well led and trusted by the public3. Public service ("system") design that is robust, resilient and fit for purpose |
| Goals: <i>(What we want to achieve)</i> | <p>Lead the Public Service</p> <p>Public Service Strategy for a highly skilled and empowered public service Enabling machinery of government and agencies designed to deliver results Effective and relevant public service management policies</p> <p>Human Resources Management</p> <p>Highly skilled and engaged leaders and public servants Access to technical assistance to strengthen capability Recruitment and retention of high performing leaders Sustainable institutional strengthening of agencies</p> <p>Corporate Support</p> <p>Effective staff administration, information, financial and risk management Effective NZ Government superannuation administration</p> |
| Outputs: <i>(What we do)</i> | <p>Policy and Employment Relations</p> <p>Provide policy advice to Ministers Establish personnel policies and standards Administer changes to the machinery of government and agency structures Maintain integrity and high standards of conduct across the public service</p> <p>Human Resources Management</p> <p>Provide capability development advice and leadership training Recruit and performance manage leaders Administer government's remuneration framework Administer centralised HR management information system</p> <p>Corporate Services</p> <p>Internal financial, information and risk management and staff administration Administration of the New Zealand Government Superannuation Fund</p> |

3.1 OPSC Performance

OPSC has delivered on some major milestones in the 2014/15 year and has built its capability to progress to another level of professionalism towards the public service vision of excellence.

Achievements

Key achievements for OPSC during this reporting period have included:

- Consultation and drafting completed on the draft Public Service Strategy 2015-2025
- Cabinet endorsement of ten public service personnel policies with a further five sets of policy guides completed and five additional policies in their final drafting phase
- Implementation of a Performance Management Framework for leaders
- Effective management and closure of CITAF projects to a total value of \$2.97million
- Participation of 40 public servants in overseas training programmes as well as the facilitation of three in-country public service training workshops on policy analysis, job evaluations and job descriptions for 172 individuals
- Strengthening of HRMIS data integrity and reporting
- Completion of a National Labour Market Remuneration Survey and review of current remuneration framework (Cook Islands Government salary scales)
- Analysis of 2015 Employee Engagement Survey indicated improved results from 2014
- Effective recruitment process for 13 Public Service HoM positions
- Launching of a new OPSC website providing access to current and reliable official information
- First time agency participation in the National Careers Expo promoting career opportunities in the public service
- Improved storage and management of official information (current and archived)
- Improved administration of NZGSF with better systems between OPSC, MFEM and Datacom

Challenges:

It still remains a challenge for OPSC to effectively deliver on its outputs when under-developed capability and under-resourced capacity for this central agency continues. Added to this, was the support required to Ministries during a period of political uncertainty and the need to report fully to both political parties which added significantly to the administration burden in the early months of the 2014/15 year.

The significant challenges during this reporting period included:

- Limited capacity and capability within the agency due to inability to recruit senior policy specialist and other sufficiently skilled replacement staff
- Budget deficit imposed on agency through requirement to meet accrued annual leave for HoMs with no budgetary compensation until the last month of the fiscal year
- The completion of additional policies and supporting interventions required to effectively establish an HRM Framework for the public sector
- Trying to complete over 1,000 job descriptions with only two available staff who also had other competing work priorities

3.2 Policy and Employment Relations

Public Service Policies

Significant progress has been made on the 23 policies which are included within the OPSC Policy Framework with Cabinet endorsing ten public policies during the year. Five user guides were also completed: HRMIS, Investigations, Leave, Machinery of government and NZ Government superannuation fund

The ten endorsed policies included:

- Code of conduct policy
- Employment disputes policy
- Internships policy
- Leave policy
- Leaving the service policy
- Motor vehicle policy
- Official duty travel policy
- Organisational staffing structures policy
- Recruitment policy
- Secondments policy

Five additional policies are currently in the final stages of drafting. These include:

- Information management policy
- Official information requests policy
- Whistle blower (disclosure) policy
- Occupational safety and health policy
- Job evaluation policy

Central Agencies

The Public Service Commissioner continues to head the weekly Central Agency Committee (CAC) meetings which provide policy advice on submissions prior to their presentation to Cabinet. CAC members include the Public Service Commissioner, Financial Secretary (MFEM), Solicitor General (Crown Law), Chief of Staff of OPM and CEO of OPSC. CAC (excluding Crown Law) also oversee and coordinate the annual budgeting process for government.

The commencement of the 2014/15 year was uniquely challenging for all public sector agencies due to the late approval of the 2014/15 budget (October 2014) and the numerous electoral petitions which emanated from the July 2014 general election. This delay meant that weekly submissions had to be made to Cabinet for Executive Council approval to advance funding to enable agencies to keep operating during this period. To further add to this challenge, additional funding was required to fund preparations for Te Maeva Nui 50th self-government celebrations.

Regional Networking

In June 2015, the Public Service Commissioner attended a PICPA symposium in Fiji. His attendance provided the opportunity to share Pacific knowledge and experiences on the challenges in undertaking policy evaluation. The CEO of OPSC also travelled to Samoa during this reporting period to attend the Commonwealth Pacific Heads of Central Agencies meeting. This meeting provided a further opportunity to share experiences, particularly successes and challenges, working in a Pacific context as the leader of a Central Agency.

Employment Relations

The PSC Act (2009) provides for investigations to be undertaken for breaches of the Act and the Code of Conduct policy. The Act allows HoMs to act independently in relation to employees, however, the appeals process enables government employees to refer decisions made by their HoM to the Commissioner where they disagree with the decision, process or action taken by their employer (HoM).

During this period, one full investigation involving a HoM was conducted and appropriate sanctions were imposed on the HoM by the Commissioner. Four other matters relating to employment issues between employees and HoMs were also referred to the Commissioner and each was resolved satisfactorily without further legal implications.

3.3 Human Resource Management

Centralised Human Resource Management Information System (HRMIS)

During the 2013/14 year the centralised HR system was introduced to replace fragmented HR systems across the public sector ensuring the integrity of HR and payroll data. 2014/15 saw all government agencies on Rarotonga using this electronic system which provides the opportunity to maintain a current database to inform future training and development requirements.

The database is administered by OPSC while the payroll component of the system is administered by MFEM. The ESS module provided employees and managers access to HR and payroll data. With employees taking responsibility for submitting and recording their own leave, which in turn is monitored and approved through the internal agency hierarchical structure, administrative work has become increasingly efficient. This system also offers a report generating facility for analysis and improved and more informed decision making across government.

Short Term International Training

OPSC facilitates short term international training opportunities in collaboration with MFAI. Predominantly, these opportunities come from countries with whom the Cook Islands has bilateral and international relationships including China, Japan, Singapore, Malaysia, India and Thailand. Scholarship offers are also regularly available from China, Cuba and Switzerland.

These training workshops and scholarships provide unique opportunities to strengthen in-country capacity through the up skilling of our work force. Participants are exposed to international systems, techniques and processes and the practical nature of many of these opportunities allows for application of learning upon the participants' return home. The challenge is to ensure that there is rigorous follow up and sustainable support provided to enable implementation and application as appropriate within agencies.

Sixty-three short term international training opportunities were offered during this period and 40 public and private sector employees were successful with their applications to participate (*Table 13*). It is not always possible to take full advantage of the offers forthcoming as some do not address the training areas required nor do they always occur at an appropriate time. It is not unusual to receive late notification of these opportunities which also restricts participation, especially where visas are required or planned work commitments preclude participation.

Figure 05: International Training Offers by Sector



Source: OPSC International Training Database 2014-15

Cook Islands Technical Assistance Fund (CITAF)

Since the commencement of CITAF in 2011, the Fund Coordinating Committee approved 45 projects to a total value of \$2.97m. Of the 45 projects approved, 41 (91 per cent) were successfully completed. Four projects had funds recalled – three due to being inactive for more than six months and one was postponed for implementation outside the GFA period. Seventeen (46 per cent) of the 37 public sector agencies were beneficiaries of CITAF.

A Mid-Term Review of CITAF undertaken in 2014 concluded that CITAF demonstrated its relevance by enabling public sector agencies to achieve government priorities through access to and effective use of technical assistance. The review concluded that CITAF was likely to deliver sustainable results beyond 30 June 2015 (end of the grant funding agreement period).

Overall targets in the Results Measurement Table (RMT) were met. Long term targets have seen a marked improvement with the reduction of 'qualified' audit opinions from five to three agencies. Output performance by public service departments improved with an 80 per cent reduction in the number of outputs which were seriously off track. There were also marked improvements in the public expenditure financial accountability (PEFA) assessment ratings report.

Although the 2013 Crown accounts were outstanding at the time the final CITAF report was prepared (30 June 2015), the Audit Office confirmed that they had made considerable progress with their audit catch up programme. Twenty-seven (56 per cent) of the 2013 outstanding audits had been completed and a further 21 were in progress. The auditing of the 2014 accounts was also underway with eight reports completed, nine in progress and 31 still outstanding. An updated timeframe for audit sign off of the Crown accounts was yet to be confirmed at the time of this report.

Medium and short term targets were met with central agencies (MFEM, OPSC, OPM and Crown Law) accessing 46 per cent of CITAF funds to strengthen policy, public financial management, and public administration performance. The majority of the CITAF recipients confirmed that they had increased capacity within their organisations as a result of technical advice and assistance

provided but that ongoing technical/specialist support will be required post June 2015. All technical assistance and projects were aligned to agency business plans and NSDP priority areas.

CITAF's key achievements comprised:

1. Improved Public Financial Management (\$247k, 8 per cent):

- Completed the financial statements 'catch up' project
- Completed an audit of financial statements 'catch up' project
- SOE accounts conversion to International Financial Reporting Standards
- Completed statutory accounts for the National Human Resource Development Department (NHRD)

2. Strengthened Public Administration and Service Delivery (\$2,549k, 86 per cent):

- Drafted new legislation for the financial sector eg Captive Insurance Act
- Drafted the Employment Relations Bill
- Drafted the Seabed Minerals Amendment Bill and regulations
- Public Service Strategy consultation
- Completed a capability analysis assessment
- Engaged a public sector strengthening advisor
- Completed the Cook Islands Labour Market Remuneration Survey
- Reviewed the Remuneration Framework (pay scales) and policy
- Reviewed clinical nursing standards
- Completed health clinical audit processes
- Reviewed the National Curriculum Framework
- Completed a five year strategy for tertiary continuing and community education
- Reviewed the Air New Zealand Sydney and Los Angeles underwrite
- Strengthened consumer commission services
- Scoped an aged care facility
- Developed the Office of the Ombudsman quality management system
- Completed a review of solid waste management financing
- Completed a land court transcript 'catch up' project
- Engaged technical support for HRMIS
- ICT consultation
- ICT Integration in education learning and pedagogical approaches
- Completed an audit of the meteorological services
- Completed a dangerous goods inspection and follow up audit
- Support work towards the accreditation of a marine laboratory
- Salary supplementation (top ups) for key positions across government: Financial Secretary, Senior Tax Auditors, Surgeon, Solicitor General and Economic Advisor
- NCD Specialist
- Training for shot firers
- Training for vanilla growers
- Training for SP10 job evaluators

3. CITAF Management costs and a Mid-Term Review (\$173k, 6 per cent) enabled effective and efficient management of the programme.

Agencies which were recipients of capacity supplementation (salary top ups) from CITAF were advised to include salary supplementation in their 2015/16 budget submissions to ensure the sustainability of these key positions in the future.

Completed projects will continue to support the national development outcomes post CITAF. Further technical assistance will be required on a short to medium term basis and this will be identified in the Public Service Strategy under two key streams of strengthening people and

systems. The strategy will provide clarity on the consolidated goals to strengthen the public service and the broader public sector, in a structured and cohesive manner.

Performance Management of the Public Service

The Commissioner is responsible for setting expectations and assessing the performance of 13 public service HoMs. A streamlined mid-term review process was introduced last year which required heads to report on their achievements at the half year, deliverables at risk of not being achieved at year end, and mitigation plans to address these risks. The Public Service performance improvement framework places the focus on priority areas and results are trending very positively. In 2013/14 department reports indicated that 13 of the 67 outputs across the public sector were seriously at risk of not being achieved. However, at the same time in 2014/15, only two of the 68 identified outputs were at risk. The Performance Management Framework uses the following ratings for performance measurement:

| Rating: | 5 | 4 | 3 | 2 | 1 |
|--------------|-------------------------|---------------------------|--------------------------------|-------------------------------------|----------------------------------|
| Description: | Exceptional performance | Above average performance | Performance meets expectations | In development or needs improvement | Unsatisfactory, poor performance |

Performance is measured on a weighted numeric scale as follows:

- **Results** (70% of final rating) – measures achievement of government priorities (5%); achievement of agreed critical success factors (5%); and achievement of Business Plan key deliverables (60%).
- **Organisational/Agency Management** (30% of the final rating) – measures leadership, direction and delivery; external relationships; people development; and financial and resource management.

The integrity and conduct of the Head of Department is also assessed and rated using an alphabetical scale as follows:

| A | B | C |
|--------------------------------------|--|--|
| Role model/clear exemplary behaviour | Consistently meets or at times exceeds standards | Requires development/does not meet standards |

3.4 Corporate Services

Financial Management

From July 2012 to June 2014, OPSC managed a POBOC for HoMs' salaries. However, from July 2014, the POBOC ceased and funding for HoMs' salaries was included in the office personnel budget. This meant that OPSC's initial net appropriation for 2014/15 increased from \$500,737 to \$1,723,902. Unfortunately, this appropriation did not provide funding to meet HoM annual leave and payroll accruals estimated at \$131,000.

Table 06: OPSC Appropriation and Actual Expenditure 2014/15

| Category | Budget | Actual | Variance |
|----------------------------|------------------|------------------|----------------|
| Personnel | 1,603,708 | 1,582,614 | 21,094 |
| Operating Expenses | 55,447 | 53,240 | 2,207 |
| Depreciation | 64,747 | 62,791 | 1,956 |
| Total Appropriation | 1,723,902 | 1,698,645 | 25,257* |

*includes personnel and operating accruals

This placed stress on an already stretched and inadequate OPSC budget, however, in June 2015, funds were finally provided by MFEM in the budget. It was unfortunate that there had been no

prior assurance that this additional funding would be forthcoming and thus OPSC's ability to meet its key targets was compromised as a result of the need to be overly cautious and defer planned programmes and activities.

People Management

OPSC has continued its pursuit of performance excellence throughout the reporting period with eight staff, including the Commissioner and CEO. Various training and development opportunities were provided and supported to build the knowledge and skill base of staff. Key achievements and up-skilling opportunities included the review of agencies business plans and a review of the performance management and annual report templates. Staff also participated in policy analysis and job evaluation training, the review of the remuneration framework and they coordinated a national labour market remuneration survey with over 40 public sector agencies participating. The majority of OPSC staff also received training on job descriptions and one staff member gained considerable experience co-ordinating the recruitment process for HoMs.



The success of the staff development programme was reinforced when one senior staff member gained a promotion in the private sector and one employee moved to another central agency. Whilst this created vacancies within the office, it is rewarding to see opportunities for advancement presenting themselves to young and ambitious Cook Islanders.

Performance appraisals were completed for all senior staff and it was pleasing to see some key staff exceeding expectations. However, there are also areas where staff performance needs further improvement and better HRM to improve overall performance.

Official Duty Travel

There were 57 official duty trips undertaken by heads of public service departments during the year. The majority of official travel was for the purpose of attending regional and international meetings. The value of such opportunities for strengthening collaborative relations and promoting our country cannot be overstated. Most official duty travel was funded by development partners. *(Annex H: Official Duty Travel by Heads of the Public Service.)*

New Zealand Government Superannuation Fund

OPSC administers the New Zealand Government Superannuation Fund (GSF) in the Cook Islands with NZ Administrator Datacom. GSF has not accepted any new members since 1996. During this reporting period, employers funded 12.1% of employees' GSF contributions, while employees funded 6.0– 6.5%. As at 30 June 2015, there were 475 members - 244 actively contributing to the fund and 514 GSF recipients.

Table 07: NZGSF Age Analysis

| Members | | | | Recipients | | | | |
|---------------|------------|------------|------------|---------------|------------|------------|-----------|------------|
| Age | Female | Male | Total | Age | Retiree | Spouse | Child | Total |
| > 70 yrs | 3 | 6 | 9 | > 70 yrs | 167 | 73 | | 240 |
| 60-70 yrs | 18 | 32 | 50 | 60-70 yrs | 158 | 38 | | 196 |
| 50-59 yrs | 70 | 107 | 177 | 50-59 yrs | 40 | 15 | | 55 |
| < 50 yrs | 120 | 119 | 239 | < 50 yrs | 1 | 5 | 17 | 23 |
| Totals | 211 | 264 | 475 | Totals | 366 | 131 | 17 | 514 |

PART 4: FUTURE DIRECTION

The last two annual reports have highlighted a number of challenges in achieving our vision of a Public Service of Excellence. I am therefore encouraged by the extensive consultation and final completion of the Public Sector Strategy (2016-2025) to take us forward over the next 10 years.

Consultations on the draft strategy called for Public Sector Transformation to:

- Reduce the fragmented structures and costs of the public sector;
- Realign operational policies and systems through better engagement with key stakeholders;
- Revamp the development of human resource (HR) capability through an effective HRM framework and leadership development pathways;
- Reinvigorate our values and national identity to improve the way we serve our people; and
- Recognise the impact of depopulation on national development.

My priority is to build trust and confidence in the public service and our governance systems. I will ensure a culture of excellence is embedded throughout the public service through streamlined systems and increased productivity from public servants. I expect every public servant to serve our people in a very honest, caring and realistic way and all agencies to work collaboratively with a “whole of government” mind set.

Public Sector Strategy

Vision: A Public Sector of Excellence

Mission: To deliver quality goods and services through effective leadership and governance and achieve our National Sustainable Development Plan goals through:

- A Public Sector that is well led and trusted by the people of the Cook Islands
- A Public Sector that is relevant and responsive

Our transformation will focus on improving effectiveness and efficiency in three critical areas.

| Strategic Priorities | Strategic Goals |
|----------------------|---|
| People | Progressive and high-performing public sector employees |
| Structures | A relevant and fit for purpose public sector structure |
| Systems | Responsive service delivery |

Our transformation is underpinned by a set of excellence principles: CARE - GROW - LEAD

| Collaboration | Accountability | Respect | Empathy |
|---|-----------------|-----------------|---------------------|
| <ul style="list-style-type: none"> • We strive to achieve excellence through collaborative, accountable and respectful partnerships, and empathy for the communities we serve • We demonstrate honesty, excellence, accountability, respect and transparency (HEART) • We work smart/hard to earn the trust and confidence of our communities | | | |
| Grow People | Raise Standards | Open Innovation | Whole of Government |
| <ul style="list-style-type: none"> • We strive to achieve excellence through learning, innovating and a continuous improvement culture across ‘one public sector’ • We inspire each other by working smart and going the extra mile • We create value by delivering results in an effective and efficient manner | | | |
| Leadership | Excellence | Action | Development |
| <ul style="list-style-type: none"> • We strive to achieve excellence through strong leadership, passion for excellence and action to achieve sustainable development • We embrace change, innovation, continuous learning and technology | | | |

STRATEGIC FRAMEWORK

Our Vision: Public Sector of Excellence

Mission: To deliver quality public goods and services through effective leadership and governance

| PRIORITY AREAS | OUR GOALS | OUR EXCELLENCE PRINCIPLES | | |
|---------------------------------|--|---|--|---|
| People Structures Systems | Progressive and high performing employees Relevant and fit for purpose public sector Responsive service delivery | Collaboration Accountability Respect Empathy | Grow people Raise standards Open innovation Whole of government | Leadership Excellence Action Development |

IMPACT

Why we are we doing this?

Achieve Our National Sustainable Development Plan Goals

OUTCOMES

What success looks like?

A Well Led and Trusted Public Sector

A Relevant and Responsive Public Sector

OUTPUTS

What we will produce?

An HRM Framework that supports rationalisation and better performance

Rationalised Public Sector

Better Performance

INPUTS

What do we need?

- Progressive leaders and champions of change, passionate and engaged employees, people with technical, systems and organisational performance improvement skills
- Enabling information and communication technology infrastructure, systems, tools, equipment and materials
- Office buildings, resources and funding required to support transformation activities

PART 5: Annexes

Annex A: Public Service Key Achievements under NSDP Priority Areas

| 2011-2015 National Sustainable Development Plan (NSDP) |
|---|
| PRIORITY AREA 1: ECONOMIC DEVELOPMENT |
| Goal: A Vibrant Cook Islands Economy |
| <i>A Cook Islands where ingenuity and connection to our culture and environment underpin the ability of our people to build business and enterprise for national economic growth</i> |
| <ul style="list-style-type: none">• Marine exports in 2014 of \$20.8 million accounted for 98% of total goods exported• Marine contribution to GDP 2014/15 was 0.6%• Fisheries revenue from the sale of fishing licenses is \$12.8million• 1,822 (8%) of 21,679 tonnes of tuna offloaded through Rarotonga• Albacore tuna long-line fishery is certified by the Marine Stewardship Council for sustainability• Water quality monitoring for Rarotonga, Aitutaki and Manihiki• Pearl environmental monitoring programme on Manihiki• Rakahanga koura ra'ui enforced 1st June 2014 until 1st June 2015• 63 pearl farmers have permits – 22 pearl farmers are active with 55% complying with industry standards as per Pearl Farming management plan• Arorangi jetty completed• Implemented agriculture sustainable soil farm practices (composting, erosion and plant protection)• Draft report on review of Biosecurity Regulations 2013/14 completed• Strengthened Border Security on Rarotonga and Pa Enea• Successful eradication and control programme of Oriental Fruit Fly and Brown Widow Spider on Rarotonga, Mitiaro, Atiu and Aitutaki within 15 months• Enterprise-related curriculum established in schools and through CITTI• Completed the development of a Trade Policy Framework that will identify key opportunities and barriers to trade and provide guidance to all stakeholders on relevant trade policies.• National Foreign Policy draft completed• Signed Pacific Immigration Directors Conference memorandum of understanding• Macro-economic stability maintained through fiscal management and structural economic reform through implementation of tax (2013) and banking (2012) reviews and advisory support in the seabed minerals and financial services sectors• Increased tax revenue levied through consumption tax (VAT) and departure tax.• MFEM supported work to review BCI ability to enter the New Zealand payments systems and supported the design of the 'Sovereign Wealth Fund' and legislative reforms in the financial services sector |
| PRIORITY AREA 2: INFRASTRUCTURE |
| Goal: Infrastructure for Economic Growth, Sustainable Livelihoods and Resilience |
| <i>Infrastructure investments will maximise economic return, improve livelihoods and build resilience</i> |
| <ul style="list-style-type: none">• Water Policy is in draft and is being circulated by Ministry of Health for public feedback• Transformed waste facilities in Rarotonga and Aitutaki to resource recovery centres and the implementation of the National Waste Strategy is in development• Improving our roads in conjunction with improvements of water, energy and telecommunications distribution networks is in progress• Improving our airport terminals and airstrips beginning with Aitutaki, Aitu, Manihiki and Mangaia with remedial work already done on Aitu airport• Continuing upgrade of our ports with two harbours (Manihiki and Mauke) completed• Advice was provided to the Minister to improve Pa Enea transportation• All ships operating within the Cook Islands waters are licensed and comply with legislation• Monitoring and compliance services are being provided to ensure stakeholders adhere with legislation and convention agreements |

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| PRIORITY AREA 3: ENERGY |
| Our Goal: Energy Security |
| <i>Renewable energy for energy security to enhance our economic and social development and environmental integrity</i> |
| <ul style="list-style-type: none"> • Completion of eight solar power systems in northern group and achievement of 50% islands target. • Commencement of preparatory work for the Southern group conversion to renewable energy including finalisation of funding, engagement of contractors and documentation • Energy Efficiency Programme implemented including capacity building for practitioners, bulb replacements in households and government agencies, fridge freezer replacement and lighting public spaces programmes. |

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| PRIORITY 4: SOCIAL DEVELOPMENT |
| Goal: Opportunity for People who Reside in the Cook Islands |
| <i>A Cook Islands where all people who reside in our islands can enjoy opportunities to fulfil their potential, prosper and participate in the social, economic, political and cultural life of our communities and nation</i> |
| <ul style="list-style-type: none"> • Early Childhood Education (ECE) enrolment rate target 95% - 2015:103.8% (2011:102%) • Cook Islands Maori resources (10 new titles) supplied to schools for grades 4–6 • Cook Islands Traditional Knowledge standards in senior secondary schools developed and registered on the NZ qualifications framework • NCEA Level 1 numeracy achievement 85%: target 90% (2011:83%) Average=88% • NCEA Level 1 qualification achievement 76%: target 62% • Year 11-12 retention rate achieved 79.6%: target 70% (2011:59%) • Primary school achievement in Maori literacy highest since EMP (2008) • Grade 8 Numeracy achieved 62%: target 35% • Grade 8 English literacy achieved 72%: target 52% • Grades 4 and 8 Maori literacy increased to 68% • Year 4 Cook Islands Maori literacy rate achieved 68%: target 65% (2011:56%) • Grade 4 English literacy increased to 70% • Grade 3 Numeracy target achieved 69% • Developed parental tool kits for Te Kakaia programme • Developed educational material for prison inmates • Secondary school Business Enterprise programme with BTIB, BCI and Chamber of Commerce • Rate of vocational education and training increased by 50% • Te Kura Uira on line learning programme established for Pa Enua • Youth at risk graduating with CITTI qualifications through the CAPS (trade) course • CITTI gained registration with the New Zealand Qualifications Authority, London City and Guilds, and New Zealand Industry Training Organisations (ITO) • CITTI offering a range of tertiary and continuing education programmes in: hospitality, agriculture, arts and crafts, language and culture, trades and technology, health and well-being. • Careers counsellors in main schools and facilitation of an annual Careers Expo • Ministry of Education is a certified provider and examiner for a range of technological qualifications • Te Rito programme established in Aitutaki targets youth at risk by working with industries on Aitutaki to provide training opportunities leading to employment • Hair and Beauty Community Education Programmes developed • Apprenticeship Programmes through City and Guilds • Pa Enua training programmes on Pukapuka, Aitutaki, Mangaia, Mauke, Atiu and Mitiaro • 100% access to health care for new mothers and greater than 90% antenatal coverage for all • Achieved 90% coverage of immunisation protection for our children • Low maternal, infant and under five years mortality rate • 600 households registered home as non-smoking and legal drafting instructions for the Tobacco Control Act approved by Cabinet • Annual activities funded by NZ Aid programme to provide health specialist programmes: urology, mental health, cardiology, orthopaedics etc... • Ongoing effective collaboration with NGOs to address mental illness, disabilities, elderly and palliative services |

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| <ul style="list-style-type: none"> • Nursing school continued with 12 new nurses enrolled in 2015 • Cook Islands National Strategy and Action Plan to Prevent and Control NCDs has been developed and is currently being implemented • Promoting healthier lifestyles through physical activity, nutrition and healthy living to reduce NCDs is ongoing, working with business and government agencies • Welfare Act Amendments enacted by Parliament in November 2014 • Family Law Bill tabled in Parliament in December 2014 • National Youth Policy to be circulated for comments in June 2015 • Gender Equity and Women's Empowerment policy mid-term review completed January 2015 • National Policy on Disability Inclusive Development approved by Cabinet in June 2015 • Follow up Audit of Dangerous Goods completed in April 2015 • Feasibility study on Aged Care Facility completed in November 2014 |
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| PRIORITY 5: RESILIENCE |
| Goal: Resilient and Sustainable Communities |
| <i>A Cook Islands where our people are resilient to disasters and climate change to achieve sustainable livelihoods</i> |
| <ul style="list-style-type: none"> • SRIC (Strengthening the Resilience of our Islands and Communities) programme implemented including water tanks for Aitutaki, Atiu and Palmerston; vector borne diseases control programme with Ministry of Health; delivery of outboard motors for Rakahanga; delivery of community projects in Mangaia and Nassau • Support provided to community initiatives, for example the Matini Book • Completed the Indicators of Climate Change Impacts Report and Documentary • Completed tablet training in all of the Pa Enua. • Reef surveys completed for Rarotonga. • Legislative analysis for Climate Change completed. • Regular updates of the Climate Change Cook Islands and Rauti Para Facebook pages • Commenced Green Climate Fund (GCF) readiness proposal • Commenced UNFCCC Third National Communication Report process • Project proposal for water storage in the north completed and submitted. • Completed review of International Disaster Response Laws in collaboration with Red Cross • Disaster Risk Management and Climate Change Geo Portal established • Geographic Information System (GIS) training conducted • Completed and provided training on Disaster Risk Management and Climate Change with Teachers Resource Kit • Public awareness tools and programmes developed and conducted • Developed 15 project proposals for the European Development Fund (10) in collaboration with SPC |

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| PRIORITY 6: ECOLOGICAL SUSTAINABILITY |
| Goal: Environment for Living |
| <i>A Cook Islands where we sustain our ecosystems and use our natural resources efficiently</i> |
| <ul style="list-style-type: none"> • Cabinet endorsed a three-year Sanitation Plan • Sanitation options for Rarotonga and Aitutaki presented to Cabinet for consideration • Laboratories have been upgraded to support water quality testing and food safety tests with protocols to adhere with international (ISO) standards • Testing of Rarotonga and Aitutaki lagoons and streams will be carried out to support sanitation services • Aid has been confirmed for pearl equipment for 22 active farmers • Agriculture and Food Sector Plan draft document completed January 2015 |

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| PRIORITY 7: GOVERNANCE |
| Goal: Good Governance |
| <i>A Cook Islands that thrives on good governance principles</i> |
| <ul style="list-style-type: none"> • Public Service Amendment Bill endorsed by Cabinet • MoG policy and Guides developed and endorsed by Cabinet • HoM performance management and improvement framework introduced June 2014 • Public Service Strategy consultations completed • Business plan improvements have been done and are more aligned to NSDP • 10 public-sector wide operational policies endorsed by Cabinet and implemented • Remuneration framework (salary scales and job evaluations) of government reviewed • Effective assessments of HOM performance based on a structured performance framework • Implementation of three public service wide training – public policy analysis, job description development and certified SP10 job evaluation • Successful National Careers Expo participation to promote careers within the public service • Centralised ICT network established with 28 of 50 public sector agencies connected • Centralised HRMIS enabling automation of payslips, tax certificates and leave administration • Improved accountability and transparency of the public financial management framework with improved PEFA ratings from 2011 to 2014 • National Foreign Policy draft completed • The Cook Islands Instrument of Accession was lodged with the Secretary General of the International Maritime Organisation (IMO), 22 December 2014 • Pacific Immigration Directors Conference Memorandum of Understanding signed by the Prime Minister • Cook Islands Common Core Document Report submitted to UN Office for Human Rights Feb 2015 • Confirmed formalisation of diplomatic relations with Tonga and FSM and the Republic of Kosovo through signing of a joint communiqué. |

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| PRIORITY 8: LAW AND ORDER |
| Goal: A Safe, Just, Secure and Stability |
| <i>A Cook Islands where the rule of law ensures safe, just, secure, stable and sustainable communities</i> |
| <ul style="list-style-type: none"> • Ministry of Justice Reports for 2013 and 2014 established baseline data for services and fees • All Births, Deaths and Marriage Registers have been digitised • All land records on microfilms (40) have been digitised • Corrections to 14 of 34 Land Titles Registers were completed and digitised • Strong stakeholder collaboration for the provision of prison inmates' rehabilitation programmes maintained with no prison escapes • Family Law Bill tabled in Parliament in June 2015 |

Annex B: Public Service Key Challenges

System and HRM Capability Issues

System Capability

- Fiscal constraints and higher operating costs impact on the ability to: procure resources; recruit and retain personnel; administer legislation and policies effectively; and inhibit our ability to provide quality education and skilled labour for the local labour market
- Insufficient financial resourcing for capital projects, do not recognise market rates for infrastructure goods and services, and technical expertise
- Cannot fill essential clinical positions with competing remuneration packages offered elsewhere
- Production of pension tax certificates was a significant challenge to staff as the current administrative systems were not designed to capture income information and calculate taxation
- Pa Enua service delivery continues a major challenge with lack of appropriate operational capacity on a number of islands
- Family Law Bill has not yet been enacted delaying legal power to implement better services
- Gender mainstreaming remains to be a critical challenge despite efforts to work with all ministries to appoint gender focal points.
- Significant resource constraints preventing ability to address a range of employment relations policy issues
- Ongoing lack of public awareness of workers' rights and employer obligations.
- Managing staff productivity, motivation and expectations in an outdated office space with limited air conditioning has been a challenge (INTAFF)
- Lack of resources affecting the expansion and maintenance of the FAD programme and support for local fishermen.
- Marine Resources Amendment Bill remains outstanding
- Continuation of limited inadequate infrastructure to facilitate the development of protocols for new crops for trade opportunities
- Pa Enua restriction on budget to support agriculture crop production and livestock programmes.
- Excessive freight charges from Pa Enua hinders goat and vegetable farmer exports to Rarotonga
- Updating surveillance capabilities in order to keep our borders safe and clean from threatening diseases
- Agricultural water and management need to be explored for the provision of water and improved water management techniques for the public and farmers
- National Water Supply Policy still to be developed
- Border Management System is now largely dependent on NZ Custom resource, input, timeliness and funding arrangements.
- Lack of specialist diagnostic capacity for medium to high dependency learners
- Lack of funding to carry out consistent water rehabilitation projects on Pa Enua

Human Resource Capability

- No succession planning
- Lack of a full national (public and private sector) training needs analysis to ensure that CITTI is meeting current and future skill needs of the country
- Limited professional and technical staff
- Difficult to attract and retain quality staff with the required levels of experience and skills for management roles
- Difficult retaining staff with transferable skills in a competitive job market short of skilled labour
- Staff perception of low salaries compared to responsibilities adversely impacts staff morale
- Labour market constraints create difficulty in securing relevant skills in a few key positions
- Lack and unavailability of skilled professional staff, limited systematic professional development, with personnel budgets not adjusted for inflation
- Undeveloped capability of staff and limited HR capacity
- The remote nature of schools and lack of IT expertise on the Pa Enua is a continuous challenge in the event of system redundancy

Annex C: Public Sector Unaudited Financial Performance (000's)

Table 08: Public Sector Unaudited Financial Performance (000's)

| Departments and Agencies | Budget* \$ | Actual \$ | Variance (Actual \$) | Variance (%) |
|---|---------------|--------------|-------------------------|-----------------|
| Ministry of Agriculture | 812 | 803 | 9 | 1 |
| Ministry of Cultural Development | 663 | 657 | 6 | 1 |
| Ministry of Education | 11,098 | 11,094 | 4 | 0 |
| Ministry of Finance and Economic Management | 2,822 | 2,781 | 41 | 1 |
| Ministry of Foreign Affairs and Immigration | 1,780 | 1,726 | 54 | 3 |
| Ministry of Health | 10,218 | 10,222 | (4) | (0) |
| Ministry of Infrastructure | 1,756 | 1,737 | 19 | 1 |
| Ministry of Internal Affairs | 1,048 | 1,105 | (57) | (5) |
| Ministry of Justice | 1,421 | 1,589 | (168) | (12) |
| Ministry of Marine Resources | 1,441 | 1,541 | (100) | (7) |
| Ministry of Transport | 622 | 549 | 73 | 12 |
| Office of the Prime Minister | 1,150 | 1,074 | 76 | 7 |
| Office of the Public Service Commissioner | 1,724 | 1,576 | 148 | 9 |
| Business Trade Investment Board | 602 | 624 | (21) | (4) |
| Cook Islands Audit Office | 830 | 852 | (23) | (3) |
| Cook Islands Parliament | 563 | 559 | 5 | 1 |
| Cook Islands Pearl Authority | 464 | 422 | 42 | 9 |
| Cook Islands Police | 3,485 | 3,358 | 126 | 4 |
| Cook Islands Tourism Corporation | 4,147 | 4,082 | 65 | 2 |
| Crown Law Office | 645 | 651 | (6) | (1) |
| Financial Services Development Authority | 417 | 403 | 14 | 3 |
| Head of State | 232 | 236 | (3) | (1) |
| National Environment Service | 948 | 979 | (31) | (3) |
| Office of the Ombudsman | 270 | 265 | 5 | 2 |
| Aitutaki | 1,507 | 1,433 | 75 | 5 |
| Atiu | 911 | 907 | 4 | 0 |
| Mangaia | 1,238 | 1,246 | (8) | (1) |
| Manihiki | 745 | 689 | 56 | 7 |
| Mauke | 804 | 831 | (27) | (3) |
| Mitiaro | 494 | 481 | 13 | 3 |
| Pukapuka | 910 | 871 | 39 | 4 |
| Palmerston | 335 | 298 | 37 | 11 |
| Penrhyn | 522 | 382 | 140 | 27 |
| Rakahanga | 401 | 445 | (44) | (11) |

*Actual expenditure against Budget 2014/15- excluding personnel & operating accruals Source:(mfem.gov.ck). Figures are in thousands of dollars (000's).

Public Sector Budgets

Figure 06: Island Government Budgets (000's)

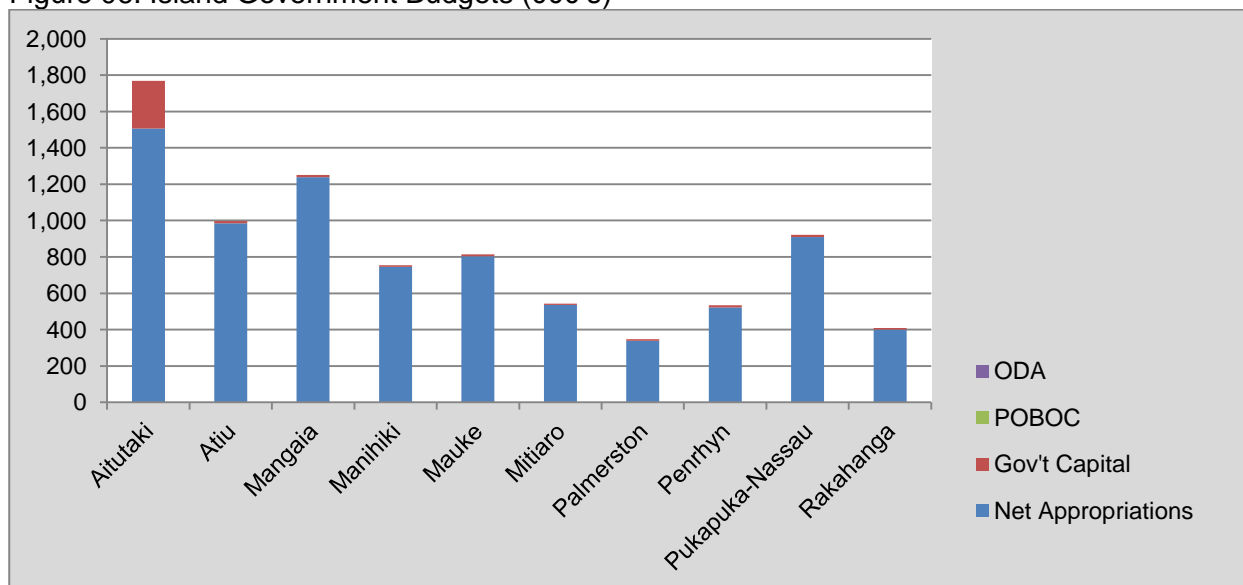


Figure 07: Statutory/Crown Agency Budgets (000's)

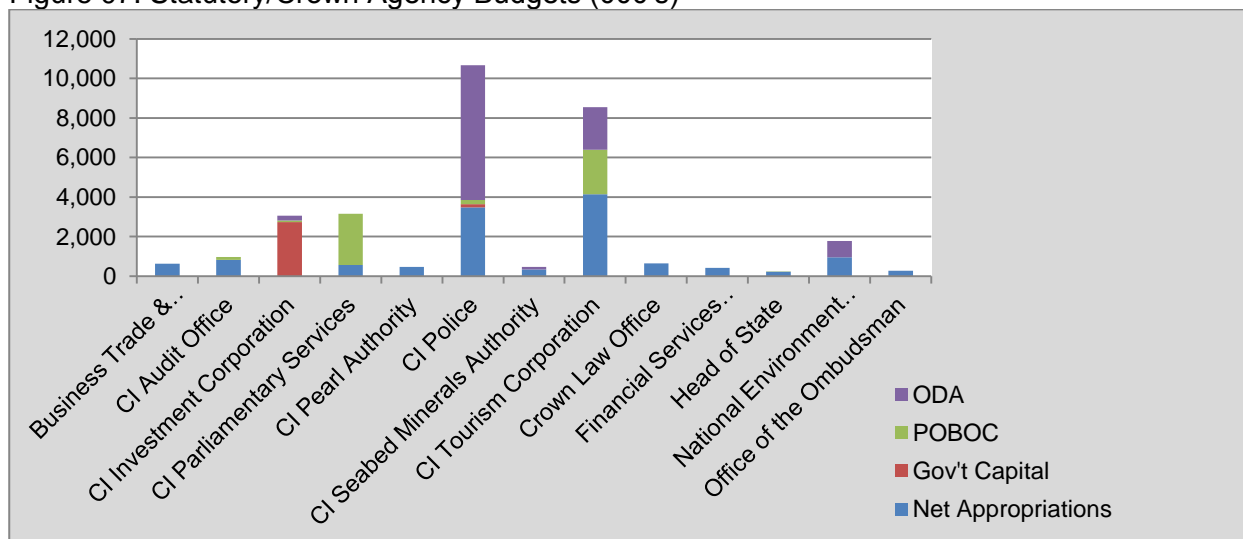


Table 09: Parliamentary Services and Natural Heritage POBOC Budget

| POBOC Appropriation | 30 June 2015 |
|---|------------------|
| Ministers of the Crown and Members of Parliament Salaries (Civil List) | 1,844,630 |
| Ministers of the Crown and Members of Parliament Operating (Civil List) | 529,475 |
| House of Ariki Representatives (Parliament) | 176,341 |
| Natural Heritage | 82,241 |
| Public Expenditure Review Committee (Parliament) | 42,500 |
| Totals | 2,675,187 |

Source: CI Gov. Budget Estimates 2014/15 Budget Book 1 – Schedule 8

Table 10: Ministerial Support Offices Budget (Actual Budget)

| Ministerial Support Offices | 30 June 2015 |
|---|---------------------|
| Minister and Prime Minister Honourable Henry Puna | 422,382 |
| Minister and Deputy Prime Minister Honourable Teariki Heather | 221,000 |
| Minister Honourable Mark Brown | 274,870 |
| Minister Honourable Nandi Glassie | 191,000 |
| Minister Honourable Albert Nicholas Jnr | 192,000 |
| Minister Honourable Kiriau Turepu | 192,000 |
| Leader of the Opposition, Honourable William Heather Jnr | 202,000 |
| Total | 1,695,252 |

Source: CIGov. Budget Estimates 2014/15 Budget Book 1 – Schedule 1

Annex D: Centralised ICT Government Network Agencies

Business Trade and Investment Board
Cook Islands Audit Office
Cook Islands Financial Services Development Authority
Cook Islands Investment Corporation
Cook Islands Pearl Authority
Cook Islands Ports Authority
Cook Islands Tourism Corporation
Crown Law Office
Manihiki Island Administration - Tukao
Minister Albert Nicholas Support Office
Ministry of Cultural Development
Ministry of Finance and Economic Management:
Ministry of Foreign Affairs and Immigration
Ministry of Justice
Minister Mark Brown's Support Office
Ministry of Transport
National Environment Service
Office of the Prime Minister
Paepae Ropianga o te Kavamani - Office of the Public Service Commissioner
Parliament of the Cook Islands
Penrhyn Island Administration - Omoka
Prime Ministers Support Office
Rakahanga Island Administration
Seabed Minerals Authority
Te Marae Ora - Ministry of Health
Te Mato Akamoeau – Office of the Ombudsman
Te Mato Vai Project Management Office
Te Tango Ropianga - Ministry of Internal Affairs

Source: OPM - ICT Division

Annex E: Public Service Attrition

Table 11: Public Service Attrition

| Public Service Departments | Resignation | Retirement* | Contract completion | Dismissal | Total |
|---|-------------|-------------|---------------------|-----------|------------|
| Ministry of Agriculture | 1 | 1 | 1 | | 3 |
| Ministry of Education | 24 | 9 | 16 | 3 | 52 |
| Ministry of Finance and Economic Management | 17 | | | | 17 |
| Ministry of Foreign Affairs and Immigration | 1 | | | | 1 |
| Ministry of Health | 10 | 4 | 5 | 2 | 21 |
| Ministry of Infrastructure | 1 | | | | 1 |
| Ministry of Internal Affairs | 3 | | 1 | | 4 |
| Ministry of Justice | 11 | | | | 11 |
| Ministry of Transport | 4 | | | | 4 |
| Office of the Prime Minister | 6 | | 1 | | 7 |
| Office of the Public Service Commissioner | 1 | | | | 1 |
| Totals | 79 | 14 | 24 | 5 | 122 |

Source: Annual Reports of Public Service Departments: * includes employees who may have passed during the fiscal year

Table 12: Non Cook Island Māori Employees

| Departments and Agencies | June 2015 |
|---|------------|
| Cook Islands Audit Office | 4 |
| Crown Law Office | 3 |
| Financial Services Development Authority | 1 |
| Infrastructure Cook Islands | 1 |
| Ministry of Agriculture | 2 |
| Ministry of Education | 60 |
| Ministry of Finance and Economic Management | 16 |
| Ministry of Foreign Affairs and Immigration | 1 |
| Ministry of Health | 23 |
| Ministry of Internal Affairs | 1 |
| Ministry of Marine Resources | 2 |
| Ministry of Transport | 1 |
| Natural Heritage | 1 |
| Office of the Public Service Commissioner | 1 |
| Palmerston Island Government | 1 |
| Tourism Cook Islands | 1 |
| Totals | 120 |

Source: HRMIS

Annex F: Short Term International Training Opportunities

Table 13: International Short Term Training Participants and Programmes

| No | Participants | Agency (Public or Private Sector) | Programmes | Govt. |
|----|--|---------------------------------------|---|-----------|
| 1 | Teumere Tairi Wayne Mitchell Deliza Matata | Private Sector | Tropical Fruit and Vegetable Planting and Processing | China |
| 2 | Jim Nimerota | MFEM-Statistics | Improving Capacity in Producing Official Statistics relating to MDGs | Japan |
| 3 | Elizabeth Kapi | Ministry of Education | Education Administration in Reducing Disparities in Basic Education | Japan |
| 4 | Noeline Mateariki Misepa Isamaela | Cook Islands Tourism Corp. | Environmental Planning for Sustainable Tourism | Singapore |
| 5 | Sharyn Paio Tere Utanga | Ministry of Education | Leaders in Education Programme International | Singapore |
| 6 | Owen Lewis | Ministry of Education | Technical & Vocational Education & Training Programme for Principals and Leaders | Singapore |
| 7 | Danielle Cochrane | Ministry of Education | Transforming Education in the 21st Century | Singapore |
| 8 | Tama Heather | Te Aponga Uira | Renewable & Green Energy as Alternatives: TNB's Experience towards Greener Malaysia | Malaysia |
| 9 | Jamie Short | Ministry of Infrastructure | Capacity Building for Ratification on Minamata Convention on Mercury | Japan |
| 10 | Maxwell Arapoiti | National Environment Service | Towards Green Growth with Waste Utilisation | Thailand |
| 11 | Beia Tina Hoff | Office of the Prime Minister (OPM) | Japanese Government Young Leaders Training Invitation Programme - Disaster Management | Japan |
| 12 | Elizabeth Hosking Nukutau Pokura Nicolle Ama | OPM-DRM Ministry of Health BTIB | Young Leaders Programme 2015: Local Governance | Japan |
| 13 | Anthony Turua | Ministry of Education | Governance & Public Administration | Singapore |
| 14 | Daphne Ringi | OPSC | Innovation and Change Management in the Public Sector | Singapore |
| 15 | Tiki Daniel Sylvana Puia Terepai Obeda | Private Sector | Seminar on Tropical Marine Industry Development for Developing Countries | China |
| 16 | Adoniah Lewis Siena Passfield | Cook Islands Tourism Corp. | Sustainable Tourism Development Utilising Island Areas | Japan |
| 17 | Eirangi Marsters Talissa Koteka | Ministry of Foreign Affairs | Special Course for Officers of Foreign Offices of Pacific Island Countries | Fiji |
| 18 | Miimetua Nimerota Mana Etches | OPM-Policy/ICT | Training Programme for Young Leaders 2014: Policy on ICT Course | Japan |

| No | Participants | Agency (Public or Private Sector) | Programmes | Govt. |
|----|-------------------|---|--|-----------|
| 19 | Patrick Tangapiri | Ministry of Infrastructure | Management of Water Resources and Water Supply Services for Pacific Island Countries | Japan |
| 20 | Yitiri Akama | Ministry of Infrastructure | Public Works Administration in Regional Government | Japan |
| 21 | Richard Pokoina | OPM-ICT | Improving ICT policy planning skills utilizing standards | Japan |
| 22 | Amelia Fukofuka | Ministry of Foreign Affairs and Immigration | Programme for Foreign Diplomats | Singapore |
| 23 | Manea Bates | Ministry of Transport - Meteorological Services | Reinforcement of meteorological services | Japan |
| 24 | Ned Howard | Ministry of Transport | Civil Aviation Chief Executives Programme | Singapore |
| 25 | Walter Tangata | MFEM-Customs | Narcotics Identification and Law Enforcement for Senior Custom Officers of ASEAN and PIF countries | Malaysia |
| 26 | Mana Etches | OPM-Disaster Management | Geospatial Technologies for Coastal & Marine Disaster Management & Climate Change at IIRS | India |

Annex G: CITAF Projects (December 2011 - June 2015)

Table 14: CITAF Projects and Expended Funds by Agency

| Departments and Agencies | Total Projects | Funding (\$) | Funding (%) |
|--|----------------|----------------|-------------|
| Ministry of Finance and Economic Management | 5 | 652,717 | 22% |
| Government Annual Accounts Catch-Up | 1 | 47,110 | 2% |
| Economic Policy Advisor Salary Top Up | 1 | 78,248 | 3% |
| Financial Secretary Salary Top-Up | 1 | 437,809 | 15% |
| Senior Tax Auditor Salary Top-Up | 1 | 50,000 | 2% |
| Review of Air New Zealand Sydney and LA underwrite | 1 | 39,550 | 1% |
| Office of the Public Service Commissioner | 6 | 456,768 | 15% |
| Capability Analysis for the Public Sector | 1 | 49,612 | 2% |
| CITAF Manager and Independent Mid-term review | 1 | 173,823 | 6% |
| Government Pay Scale Review | 1 | 6,517 | 0% |
| Public Service Strategy Consultation | 1 | 4,600 | 0% |
| Public Sector Strengthening Advisor | 1 | 178,000 | 6% |
| Job Evaluation training, Labour Market Remuneration Survey and Premiums/Discounts Policy | 1 | 44,217 | 1% |
| Ministry of Health | 4 | 289,238 | 10% |
| Health Clinical Audit | 1 | 10,615 | 0% |
| NCD Specialist | 1 | 154,244 | 5% |
| Review Clinical Nursing Standards | 1 | 9,213 | 0% |
| Surgeon Salary Top Up | 1 | 115,167 | 4% |
| Ministry of Education | 4 | 249,383 | 8% |
| 5 Year Tertiary Strategy for Continuing and Community Education | 1 | 165,000 | 6% |
| ICT Integration - Reflection and Development | 1 | 8,068 | 0% |
| Review of Curriculum Framework | 1 | 70,690 | 2% |
| Human Resources Department (HRD) Statutory Accounts | 1 | 5,625 | 0% |
| Seabed Mining Authority | 1 | 227,588 | 8% |
| Legislative Review and International Tender Process | 1 | 227,588 | 8% |
| Cook Island's Audit Office | 2 | 194,615 | 7% |
| Government Financial Statements Audit Catch-Up | 1 | 160,672 | 5% |
| Government Financial Statements Audit Catch-Up | 1 | 33,943 | 1% |
| Ministry of Marine Resources | 1 | 161,158 | 5% |
| ISO Laboratory Certification | 1 | 161,158 | 5% |
| MFEM/OPSC | 1 | 152,100 | 5% |
| HRMIS Technical Assistance Element | 1 | 152,100 | 5% |
| Crown Law Office | 1 | 134,960 | 5% |
| Solicitor General Salary Top Up | 1 | 134,960 | 5% |
| Office of the Prime Minister | 2 | 115,056 | 4% |
| ICT Consultation | 1 | 20,056 | 1% |
| Strengthening Public Sector Policy and Planning | 1 | 95,000 | 3% |
| Financial Services Development Agency | 1 | 89,470 | 3% |
| Legislative Drafting – Captive Insurance Act | 1 | 89,470 | 3% |
| Ministry of Internal Affairs | 5 | 80,084 | 3% |
| Aged Care Facility Scoping Study | 1 | 8,000 | 0% |
| Employment Relations Bill Drafting | 1 | 8,814 | 0% |
| Dangerous Goods Installation Inspection | 1 | 54,497 | 2% |

| | | | |
|--|-----------|------------------|-------------|
| Audit of Dangerous Goods Installation | 1 | 3,800 | 0% |
| Strengthening Commerce Commissioner Capacity | 1 | 4,973 | 0% |
| Cook Island's Investment Corporation | 1 | 54,681 | 2% |
| Conversion to International Financial Reporting Standards (IFRS) | 1 | 54,681 | 2% |
| Ministry of Infrastructure & Planning | 2 | 43,200 | 1% |
| Shot-firer 'blasting' training | 1 | 11,733 | 0% |
| Solid Waste Management review | 1 | 31,467 | 1% |
| Ministry of Transport | 1 | 38,967 | 1% |
| Aviation Meteorological Service Audit | 1 | 38,967 | 1% |
| Office of the Ombudsman | 1 | 20,000 | 1% |
| Development of Quality Management System & Staff | 1 | 20,000 | 1% |
| Ministry of Agriculture | 1 | 7,365 | 0% |
| Training for Vanilla farmers | 1 | 7,365 | 0% |
| Ministry of Justice | 1 | 2,650 | 0% |
| Stenographer - Court transcripts catch up | 1 | 2,650 | 0% |
| Grand Total | 41 | 2,970,000 | 100% |

Annex H: Official Duty Travel by Heads of the Public Service

Table 15: Official Duty Travel by Heads of the Public Service

| Government Agency: | | Ministry of Agriculture | | | |
|---------------------------|-----------|---|---|-----------------------------|-------------------|
| Head of Ministry: | | Dr Matairangi Purea | | | |
| Year | Month | # of Days | Meeting Attended | Funding (NZ\$) | Destination |
| 2014 | July | 6 | Codex Alimentarians meeting | Donor-FAO/WHO | Geneva |
| 2015 | May | 6 | Eleventh Meeting of The FAO West Pacific Ministers for Agriculture | CI Govt \$3020 | Papua New Guinea |
| | | | | | |
| Government Agency: | | Ministry of Cultural Development | | | |
| Head of Ministry: | | Mr Sonny Williams | | | |
| Year | Month | # of Days | Meeting Attended | Funding (NZ\$) | Destination |
| 2014 | October | 7 | Asia Pacific Regional Workshop on Copyright and Related Rights for Heads of Copyright Offices | Donor/WIPO | Japan |
| | November | 3 | Akirata Ou Festival 2014 | CI Govt - \$1863 | New Zealand |
| 2015 | June | 5 | Discussions with suppliers of technical equipment for TMN15 | CI Govt \$3,067 | New Zealand |
| | | | | | |
| Government Agency: | | Ministry of Education | | | |
| Head of Ministry: | | Mrs Sharyn Paio | | | |
| Year | Month | # of Days | Meeting Attended | Funding (NZ\$) | Destination |
| 2014 | July | 5 | USP Executive and SPBEA Meeting | Donor SPBEA - | Fiji |
| | August | 10 | Leaders in Education Course Programme | Partial donor/CIGov \$4,354 | Singapore |
| | September | 6 | Vaka Pasifiki Conference and PATE Meeting | Donor/NZ AID | Tonga |
| | October | 10 | USP Executive Meeting/Recruitment for 2015 Auckland | Donor/USP-NZ AID | Fiji/ New Zealand |
| | | 5 | USP Council Meeting | Donor/NZAID | Fiji |
| 2015 | January | 5 | UNESCO Meeting | Donor UNESCO/ NZAID \$1,679 | New Zealand |
| | February | 8 | SPBEQ & USP Executive Meeting | Donor SPBEO/USP - | New Zealand/ Fiji |
| | April | 8 | USP Executive Committee of Council Meeting | Donor - NZ Aid | Fiji |

| Government Agency: | | Ministry of Finance and Economic Management | | | |
|---------------------------|--------------|--|--|---------------------------------|---------------------|
| Head of Ministry: | | Mr Richard Neves | | | |
| Year | Month | # of Days | Meeting Attended | Funding (NZ\$) | Destination |
| 2014 | July | 9 | Finance and Economic Management Ministerial Meeting 2014 | Donor-PIFs & PFTAC | Solomon Islands |
| | | 3 | PFTAC Steering Committee meeting | Donor-PFTAC | Fiji |
| | November | 4 | Conference on Payment System(BCI), Te Mato Vai Governance Group Meeting | Donor/ PFTAC/PIFS | New Zealand |
| 2015 | March | 4 | Royal Australian Mint | | Australia |
| | April | 5 | Asia-Pacific High-Level Consultation on Financing for Development | Donor -ESCAP | Indonesia |
| | | | | | |
| Government Agency: | | Ministry of Foreign Affairs and Immigration | | | |
| Head of Ministry: | | Mrs Myra Patai | | | |
| Year | Month | # of Days | Meeting Attended | Funding (NZ\$) | Destination |
| 2014 | July | 5 | Pacific Islands Leaders Forum | Donor-PIFS | Palau |
| | August | 10 | SIDs meeting | Donor - UN | Samoa |
| | October | 5 | 47th Session of the (GEF) Council of the Global Environment Facility | Donor/GEF \$4619 | Washington DC |
| | November | 6 | Bilateral Meetings between PM and Prime Minister of India, President of China and Polynesian Leaders | Donor - \$2,266/CI Govt \$1,485 | Fiji |
| 2015 | January | 5 | Bilateral Meetings between PM and Polynesian Leaders, Air NZ, French and Czech Ambassadors | CI Govt \$2,206 | New Zealand |
| | June | 5 | 48 th Session of the GEF Council | Donor -GEF/CI Govt | USA |
| | | | | | |
| Government Agency: | | Ministry of Health | | | |
| Head of Ministry: | | Mrs Elizabeth Iro | | | |
| Year | Month | # of Days | Meeting Attended | Funding (NZ\$) | Destination |
| 2014 | August | 5 | PMA/PFL conference | Donor PMA/PFL – | New Zealand |
| | December | 10 | SPC Selection Panel Meeting/MOU Meetings with CMDHADHB | Donor - SPC | Noumea/ New Zealand |
| 2015 | February | 8 | Regional Meetings - 6 th | Donor – | Fiji |

| | | | Strengthening Clinical Services meeting in the Pacific/Third Heads of Health meeting | Regional Partners/ SSCSiPS | |
|---------------------------|-----------|-----------|---|---------------------------------|---------------------|
| | April | 10 | 11 th Pacific Health Ministers' Meeting | Donor - WHO | Fiji |
| | May | 10 | 68 th WHO Assembly of the WHO and Courtesy meetings with Health agencies in NZ | CI Govt \$9271 | Geneva/NZ |
| | | | | | |
| Government Agency: | | | Ministry of Infrastructure Cook Islands | | |
| Head of Ministry: | | | Mr Vaine (Mac) Mokoroa | | |
| Year | Month | # of Days | Meeting Attended | Funding (NZ\$) | Destination |
| 2014 | July | 4 | PACC Multi-Partite Review meeting | Donor - PACC | Fiji |
| | August | 10 | SIDs meeting | Donor - PACC | Samoa |
| 2015 | February | 2 | Pacific Water and Waste Association Executive Board Meeting | Donor PWWA/ CI Govt \$931 | New Zealand |
| | March | 5 | Negotiate shipping arrangements TMN15, F/up Stage Cover and Sound System BCI Dome Stage, Visit Waste Recycling Centre | CI Govt \$1977 | New Zealand/ Tahiti |
| | | | | | |
| Government Agency: | | | Ministry of Internal Affairs | | |
| Head of Ministry: | | | Ms Bredina Drollet | | |
| Year | Month | # of Days | Meeting Attended | Funding (NZ\$) | Destination |
| 2014 | July | 5 | Forum Disability Officials Meeting | Donor-Forum Secretariat \$6,270 | Fiji |
| | September | 5 | ADB Designing Social Protection Interventions for Developing Countries | Donor/ADB | Philippines |
| | October | 5 | Third Forum Disability Ministers Meeting | Donor/Forum Secretariat | FSM |
| 2015 | February | 5 | NZ Social Services Select Committee Hearing on Social Assistance (Portability to CIs, Niue and Tokelau) Bill | CI Govt \$2159 | New Zealand |
| | April | 5 | UNICEF Violence Against Children | UNICEF | Fiji |
| | | | | | |

| Government Agency: Ministry of Marine Resources Head of Ministry: Mr Ben Ponia | | | | | |
|---|----------|-----------|---|---|-------------------------|
| Year | Month | # of Days | Meeting Attended | Funding (NZ\$) | Destination |
| 2014 | July | 9 | FFC 10th Annual Ministerial meeting/US Treaty Negotiation meeting | Donor-FFC | Tokelau/ New Zealand |
| | August | 5 | Pacific Bech-Der-Mer Future of Coastal Fisheries meeting | Donor – NZ Govt - PPF | Fiji |
| | November | 5 | Forty-Second Special Meeting of The Parties To Nauru Agreement | Donor – FFA - PDF | Tuvalu |
| | | 12 | WCPFC11 Annual Meeting | Donor/ WCPFC | Samoa |
| 2015 | January | 5 | Third Meeting of the SPRFMO Commission | Donor - SPRFMO | New Zealand |
| | June | 5 | Annual Ministerial Forum Fisheries Committee Eleventh Meeting | Donor-FFA | Tuvalu |
| | | | | | |
| Government Agency: Ministry of Transport Head of Ministry: Mr Ned Howard | | | | | |
| Year | Month | # of Days | Meeting Attended | Funding (NZ\$) | Destination |
| 2014 | July | 5 | PASO - Pacific Aviation Safety Office meeting | CI Govt - \$2,342 | Auckland |
| | August | 5 | Civil Aviation Chief Executive meeting | Donor - Singapore Govt/ CI Govt \$1,057 | Singapore |
| | October | 5 | 5th Special Dialogue with Directors-General of Civil Aviation of Pacific States | Donor/CAAS | Singapore |
| | November | 5 | Pacific Islands Upper Airspace Review Meeting | Donor-PIUA | New Zealand |
| 2015 | January | 9 | International Shipping consultation with Matson Ltd. (2) Civil Aviation consultation with ICAO Audit representative | CI Govt \$4,760 | New Zealand |
| | March | 4 | PASO Annual General Council Meeting | CI Govt \$3,245 | Fiji |
| | April | 4 | ICAO Global Aviation Dialogue (GLADs) | Donor-GLADs/CI Govt \$830 | Singapore |
| | June | 4 | Early PASO Council Meeting | Partially CI Govt - \$1,904 | New Zealand |
| | | | | | |

| Government Agency: | | | Office of the Prime Minister | | |
|---|----------|-----------|--|-------------------------------|-----------------|
| Chief of Staff: | | | Mrs Elizabeth Koteka-Wright | | |
| Year | Month | # of Days | Meeting Attended | Funding (NZ\$) | Destination |
| 2014 | August | 9 | SIDs meeting | Donor-UN | Samoa |
| | November | 10 | Accompany PM Meeting with Indian PM and China's President | | Fiji/Korea |
| 2015 | March | 9 | Third World Conference on Disaster Risk Management | Donor UNIDSR – | Japan |
| | May | 9 | 7 th Island Leaders meeting with Japan (PALM7)/71 st Commission Session of the UNESCAP | Donor UNESCAP – | Japan/ Thailand |
| | | | | | |
| Government Agency: | | | Office of the Public Service Commissioner | | |
| CEO: | | | Mrs Daphne Ringi | | |
| Year | Month | # of Days | Meeting Attended | Funding (NZ\$) | Destination |
| 2015 | May | 10 | Fourth Commonwealth Pacific Forum of Central Agencies | Common-wealth Secretariat | Samoa |
| | | | Innovation and Change Management in the Public Sector | Partial CIGOV \$900 Singapore | Singapore |
| | | | | | |
| Public Service Commissioner: Mr Russell Thomas | | | | | |
| Year | Month | # of Days | Meeting Attended | Funding (NZ\$) | Destination |
| 2015 | June | 5 | Pacific Islands Centre of Public Administration Symposium | Donor – PICPA | Fiji |

Source: OPSC website www.psc.gov.ck * Approved annual leave is also taken by some heads during the official duty travel period.

Annex I: Public Sector Employee Data

Table 16: Public Service Employee Data

| # | Public Service Departments | Sep 2010 | Apr 2011 | Apr 2012 | Jun 2013 | Jun 2014 | Jun 2015 |
|---------------|---|--------------|--------------|--------------|--------------|--------------|--------------|
| 1 | Ministry of Agriculture | 37 | 31 | 30 | 29 | 30 | 30 |
| 2 | Ministry of Cultural Development | 22 | 24 | 22 | 20 | 21 | 23 |
| 3 | Ministry of Education | 332 | 330 | 323 | 351 | 361 | 376 |
| 4 | Ministry of Finance and Economic Management | 76 | 68 | 71 | 83 | 91 | 92 |
| 5 | Ministry of Foreign Affairs and Immigration | 22 | 20 | 24 | 22 | 19 | 19 |
| 6 | Ministry of Health | 292 | 315 | 300 | 291 | 294 | 297 |
| 7 | Ministry of Infrastructure and Planning | 69 | 69 | 63 | 52 | 59 | 61 |
| 8 | Ministry of Internal Affairs | 36 | 38 | 39 | 38 | 39 | 39 |
| 9 | Ministry of Justice | 66 | 66 | 64 | 66 | 74 | 68 |
| 10 | Ministry of Marine Resources | 40 | 38 | 46 | 38 | 46 | 45 |
| 11 | Ministry of Transport | 10 | 7 | 8 | 19 | 16 | 16 |
| 12 | Office of the Prime Minister | 29 | 30 | 36 | 39 | 40 | 39 |
| 13 | Office of the Public Service Commissioner | 8 | 10 | 9 | 9 | 8 | 7 |
| Totals | | 1,071 | 1,058 | 1,066 | 1,054 | 1,055 | 1,112 |

Source: HRMIS and OPSC

Table 17: Island Governments Employee Data

| # | Island Governments | Sep 2010 | Apr 2011 | Apr 2012 | Jun 2013 | Jun 2014 | Jun 2015 |
|---------------|--------------------|------------|------------|------------|------------|------------|------------|
| 1 | Aitutaki | 52 | 48 | 63 | 49 | 47 | 49 |
| 2 | Atiu | 46 | 44 | 54 | 45 | 45 | 47 |
| 3 | Mangaia | 48 | 65 | 57 | 47 | 43 | 44 |
| 4 | Manihiki | 30 | 31 | 42 | 36 | 35 | 37 |
| 5 | Mauke | 48 | 58 | 46 | 36 | 35 | 36 |
| 6 | Mitiaro | 36 | 36 | 42 | 34 | 39 | 49 |
| 7 | Palmerston | 29 | 29 | 36 | 27 | 10 | 11 |
| 8 | Penrhyn | 12 | 18 | 18 | 11 | 26 | 27 |
| 9 | Pukapuka/Nassau | 28 | 38 | 37 | 29 | 56 | 58 |
| 10 | Rakahanga | 21 | 18 | 35 | 24 | 23 | 27 |
| Totals | | 350 | 385 | 430 | 338 | 359 | 385 |

Source: HRMIS and OPSC

Table 18: Statutory/Crown Agencies Employee Data

| # | Statutory/Crown Agencies | Sep 2010 | April 2011 | April 2012 | Jun 2013 | Jun 2014 | Jun 2015 |
|----|--|-------------|---------------|---------------|-------------|-------------|-------------|
| 1 | Business Trade Investment Board | 13 | 10 | 11 | 10 | 13 | 12 |
| 2 | Cook Islands Audit Office | 20 | 18 | 18 | 15 | 19 | 17 |
| 3 | Cook Islands Investment Corporation | 25 | 25 | 16 | 19 | 17 | 19 |
| 4 | Cook Islands Parliamentary Services* | 43 | 54 | 15 | 18 | 14 | 13 |
| 5 | Cook Islands Pearl Authority | 4 | 4 | 4 | 4 | 4 | 4 |
| 6 | Cook Islands Police** | 126 | 124 | 115 | 99 | 114 | 115 |
| 7 | Cook Islands Seabed Minerals Authority | | | | 4 | 3 | 3 |
| 8 | Cook Islands Tourism Corporation | 15 | 18 | 22 | 20 | 20 | 21 |
| 9 | Crown Law Office | 8 | 9 | 8 | 7 | 9 | 8 |
| 10 | Financial Supervisory Commission (inc FIU) | 15 | 15 | 15 | 14 | 12 | 13 |
| 11 | Financial Services Development Authority | 2 | 2 | 2 | 1 | 2 | 3 |
| 12 | Head of State | 5 | 4 | 6 | 4 | 5 | 6 |
| 13 | National Environment Service | 27 | 26 | 24 | 25 | 25 | 26 |
| 14 | Office of the Ombudsman | 4 | 4 | 3 | 3 | 5 | 5 |
| | Totals | 307 | 313 | 259 | 243 | 262 | 265 |

Source: HRMIS and OPSC

Annex J: Public Sector Gender Profile

Table 19: Public Service Employees by Department and Gender

| Public Service Departments | Female | Male | Total* |
|---|------------|------------|-------------|
| Ministry of Agriculture | 4 | 26 | 30 |
| Ministry of Cultural Development | 14 | 9 | 23 |
| Ministry of Education | 280 | 96 | 376 |
| Ministry of Finance and Economic Management | 52 | 40 | 92 |
| Ministry of Foreign Affairs and Immigration | 12 | 7 | 19 |
| Ministry of Health | 196 | 101 | 297 |
| Ministry of Infrastructure Cook Islands | 7 | 54 | 61 |
| Ministry of Internal Affairs | 24 | 15 | 39 |
| Ministry of Justice | 33 | 35 | 68 |
| Ministry of Marine Resources | 17 | 28 | 45 |
| Ministry of Transport | 5 | 11 | 16 |
| Office of the Prime Minister | 17 | 22 | 39 |
| Office of the Public Service Commissioner | 6 | 1 | 7 |
| Totals | 667 | 445 | 1112 |

Source: HRMIS *Includes the Public Service Commissioner and Heads of Departments

Table 20: Pa Enua Employees by Island and Gender

| Island Administrations | Female | Male | Total |
|------------------------|-----------|------------|------------|
| Aitutaki | 6 | 43 | 49 |
| Atiu | 8 | 39 | 47 |
| Mangaia | 4 | 40 | 44 |
| Manihiki | 7 | 30 | 37 |
| Mauke | 5 | 31 | 36 |
| Mitiaro | 13 | 36 | 49 |
| Palmerston | 2 | 9 | 11 |
| Penrhyn | 2 | 25 | 27 |
| Pukapuka/Nassau | 21 | 34 | 58 |
| Rakahanga | 6 | 21 | 27 |
| Totals | 74 | 308 | 385 |

Table 21: Statutory/Crown Agency Employees by Agency and Gender

| Statutory/Crown Agencies | Female | Male | Total |
|--|---------------|-------------|--------------|
| Business Trade Investment Board (BTIB) | 9 | 3 | 12 |
| Cook Islands Audit Office | 11 | 6 | 17 |
| Cook Islands Investment Corporation (CIIC) | 11 | 8 | 19 |
| Cook Islands Parliamentary Services | 7 | 6 | 13 |
| Cook Islands Pearl Authority | 3 | 1 | 4 |
| Cook Islands Police | 30 | 85 | 115 |
| Cook Islands Seabed Minerals Authority | 2 | 1 | 3 |
| Cook Islands Tourism Corporation | 15 | 6 | 21 |
| Crown Law Office | 8 | - | 8 |
| Financial Services Development Authority | 2 | 1 | 3 |
| Financial Supervisory Commission (FSC) | 8 | 5 | 13 |
| Head of State | 2 | 4 | 6 |
| National Environment Service (NES) | 10 | 16 | 26 |
| Office of the Ombudsman | 4 | 1 | 5 |
| Totals | 119 | 146 | 265 |

Source: HRMIS, Cook Islands Investment Corporation and the Financial Supervisory Commission which are not included on HRMIS

Table 22: Members of Parliament and Support Staff

| Members of Parliament | Female | Male | Total |
|--------------------------------|---------------|-------------|--------------|
| Speaker of Parliament | 1 | - | 1 |
| Members of Parliament | 4 | 20 | 24 |
| House of Ariki Representatives | 6 | 10 | 16 |
| Support staff | 2 | 2 | 4 |
| Totals | 13 | 32 | 45 |

Source: HRMIS

Table 23: Ministerial Support Office Employees by Office and Gender

| Ministerial Support Offices | Female | Male | Total |
|---|---------------|-------------|--------------|
| Minister and Prime Minister Honourable Henry Puna | 2 | 5 | 7 |
| Minister and Deputy Prime Minister Honourable Teariki Heather | 2 | 2 | 4 |
| Minister Honourable Mark Brown | 3 | 2 | 5 |
| Minister Honourable Nandi Glassie | 2 | 1 | 3 |
| Minister Honourable Albert Nicholas Jnr | 3 | 3 | 6 |
| Minister Honourable Kiriau Turepu | 1 | 3 | 4 |
| Leader of the Opposition, Honourable William Heather Jnr | 2 | 2 | 4 |
| Totals | 15 | 18 | 33 |

Source: HRMIS

Table 24: Mayors and Island Councillors by Island and Gender

| Islands | Female | Male | Total |
|-----------------|-----------|-----------|-----------|
| Aitutaki | 1 | 7 | 8 |
| Atiu | - | 5 | 5 |
| Mangaia | 1 | 7 | 8 |
| Manihiki | 4 | 3 | 7 |
| Mauke | 2 | 3 | 5 |
| Mitiaro | 2 | 2 | 4 |
| Palmerston | 2 | 2 | 4 |
| Penrhyn | - | 3 | 3 |
| Pukapuka/Nassau | - | 8 | 8 |
| Rakahanga | - | 3 | 3 |
| Totals | 12 | 43 | 55 |

Table 25: Other Entity Employees by Entity and Gender

| Entity | Female | Male | Total |
|-------------------------------------|----------|-----------|-----------|
| Natural Heritage | - | 1 | 1 |
| Aitutaki Power Supply | 2 | 10 | 12 |
| Public Expenditure Review Committee | - | 3 | 3 |
| Punanga Nui Market | 2 | 3 | 5 |
| Totals | 4 | 17 | 21 |

Source: HRMIS

Table 26: SoE Employees by SoE and Gender

| State Owned Enterprises | Female | Male | Total |
|-----------------------------------|-----------|------------|------------|
| Bank of the Cook Islands | 45 | 22 | 67 |
| Cook Islands Airport Authority | 32 | 88 | 120 |
| Cook Islands Ports Authority | 4 | 27 | 31 |
| Te Aponga Uira O Tumu Te Varovaro | 14 | 38 | 52 |
| Totals | 95 | 175 | 270 |

Source: SOEs

Public Sector Leaders and Employee Summary

Table 27: Leadership Totals by Key Groups

| Public Sector | Departments and Agencies | Female | | Male | | Total |
|----------------|--------------------------------------|-----------|------------|-----------|------------|------------|
| Public Service | Public Service Heads | 6 | 46% | 7 | 54% | 13 |
| | Island Government Executive Officers | 4 | 40% | 6 | 60% | 10 |
| State Services | Statutory & Crown Agencies Heads | 1 | 7% | 13 | 93% | 14 |
| | Parliament* | 11 | 26% | 31 | 74% | 42 |
| | Ministerial Support Office Heads | - | 0% | 7 | 100% | 7 |
| | Island Council Mayors | 1 | 10% | 9 | 90% | 10 |
| | Other Entity Heads | 1 | 33% | 3 | 66% | 4 |
| | Total | 25 | 25% | 75 | 75% | 100 |
| | State Owned Enterprises | 1 | 20% | 3 | 80% | 4 |

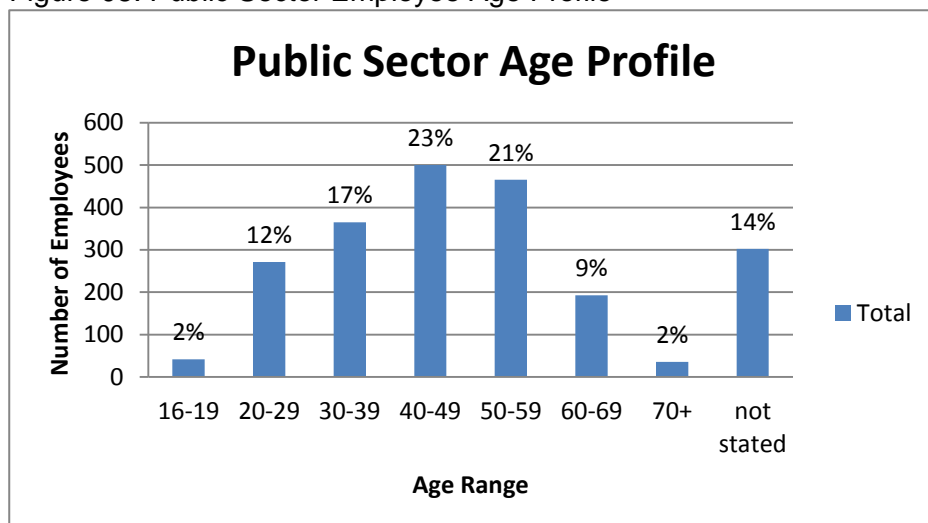
*Includes 24 Members of Parliament and 16 House of Ariki Representatives

Table 28: Employee Totals by Key Groups

| Public Sector | Departments and Agencies | Female | | Male | | Total |
|----------------|-----------------------------------|------------|------------|------------|------------|-------------|
| Public Service | Public Service | 667 | 60% | 445 | 40% | 1112 |
| | Island Administrations | 77 | 20% | 308 | 80% | 385 |
| State Services | Statutory & Crown Agencies | 119 | 45% | 146 | 55% | 265 |
| | Other Entities | 4 | 22% | 17 | 78% | 21 |
| Democracy | Parliament | 13 | 29% | 32 | 71% | 45 |
| | Ministerial Support Offices | 15 | 45% | 18 | 55% | 33 |
| | Island Councils | 12 | 22% | 43 | 78% | 55 |
| | Total Political Appointees | 40 | 30% | 93 | 70% | 133 |
| | Sub Total | 905 | 48% | 999 | 52% | 1904 |
| | State Owned Enterprises | 95 | 34% | 175 | 66% | 270 |

Age Profile

Figure 08: Public Sector Employee Age Profile



Source: HRMIS

Remuneration

The 2014/15 Personnel Budget Estimates were \$46 million (37% of the domestic budget).

A review of the Cook Islands Government salary scales and job evaluation system which form part of the remuneration framework was undertaken during this period. The review highlighted a critical need for job evaluation training and a labour market remuneration survey. The new salary scale is planned for implementation during the next financial year.

Table 29: Public Sector Remuneration Profile

| Annual Salary range | Public Service | | State Services | | | | Total |
|---------------------|----------------|-------------|----------------|-------------|-----------------|----------------|--------------|
| | PS Depts | Island Govt | Crown Agencies | Parliament | Island Councils | Other Entities | |
| ≤\$9,999 | 37 | 40 | 4 | 18 | 50 | | 149 |
| \$10,000 - \$15,999 | 218 | 270 | 42 | 10 | 5 | 6 | 551 |
| \$16,000 - \$19,999 | 130 | 35 | 19 | | | | 184 |
| \$20,000 - \$29,999 | 221 | 26 | 82 | 2 | | 1 | 332 |
| \$30,000 - \$39,999 | 349 | 5 | 46 | 6 | | 1 | 407 |
| \$40,000 - \$49,999 | 93 | 7 | 20 | 3 | | | 123 |
| \$50,000 - \$59,999 | 28 | 2 | 3 | 22 | | 1 | 56 |
| \$60,000 - \$69,999 | 13 | | 4 | 5 | | | 22 |
| \$70,000 - \$79,999 | 9 | | 6 | 2 | | | 17 |
| \$80,000 - \$89,999 | 7 | | 2 | 7 | | | 16 |
| \$90,000 - \$99,999 | 3 | | 1 | 2 | | | 6 |
| \$100,000+ | 4 | | 4 | 1 | | | 9 |
| Total FTEs | 1,112 | 385 | 233* | 78** | 55 | 9*** | 1,872 |

Source: HRMIS - *excludes CIIC(17) and FSC(12),**includes: Members of Parliament, House of Ariki Representatives and Ministerial Support Office staff, *** excludes Aitutaki Power Supply (12) and CINSF (7)

Annex K: Public Sector Leaders

| Constitutional Posts | | Name |
|----------------------|---------------------------------------|-------------------------------|
| Crown | Queen's Representative | His Excellency Mr Tom Masters |
| Parliament | Speaker of Parliament | Honourable Mrs Nikki Rattle |
| | Public Expenditure & Review Committee | Mr Geoff Stoddard |
| | Ombudsman | Mr Tearoa Tini |
| Executive | Prime Minister | Honourable Henry Puna |
| | Deputy Prime Minister | Honourable Teariki Heather |
| | Minister of the Crown | Honourable Mark Brown |
| | Minister of the Crown | Honourable Nandi Glassie |
| | Minister of the Crown | Honourable Kiriau Turepu |
| | Minister of the Crown | Honourable Albert Nicholas |
| | Public Service Commissioner | Mr Russell Thomas |
| Judiciary | Chief Justice | Judge Tom Weston |

| Heads of the Public Service | 1 st July 2014 – 30 th June 2015 |
|--|--|
| Secretary of Agriculture | Dr Matairangi Pura |
| Secretary of Cultural Development | Mr Sonny Williams |
| Secretary of Education | Mrs Sharyn Paio |
| Secretary of Finance and Economic Management | Mr Richard Neves |
| Secretary of Foreign Affairs and Immigration | Mrs Myra Patai |
| Secretary of Health | Mrs Elizabeth Iro |
| Secretary of Infrastructure Cook Islands | Mr Vaine Mokoroa |
| Secretary of Internal Affairs | Ms Bredina Drollet |
| Secretary of Justice | Mr Tingika Elikana |
| Secretary of Marine Resources | Mr Ben Ponia |
| Secretary of Transport | Mr Ned Howard |
| Chief of Staff, Office of the Prime Minister | Mrs Elizabeth Wright-Koteka |
| Chief Executive Officer, OPSC | Mrs Daphne Ringi |

Source: HRMIS

| Island Government Executive Officers | 1 st July 2014 – 30 th June 2015 |
|--------------------------------------|--|
| Aitutaki | Mr Tiraa Arere |
| Atiu | Mr Teariki Maurangi |
| Mangaia | Mr Ngametua College |
| Manihiki | Mrs Jane Kaina |
| Mauke | Mrs Josephine Ivirangi |
| Mitiaro | Mr Ngametua Tama |
| Palmerston | Mr Arthur Fred Neale |
| Penrhyn | Mrs Vaine Wichman |
| Pukapuka/Nassau | Ms Pati Ravarua |
| Rakahanga | Mr Nga Takai |

Source: HRMIS

| Heads of Statutory/Crown Agencies | 1st July 2014 – 30th June 2015 |
|--|---|
| Business Trade Investment Board | Mr Terry Rangi |
| Cook Islands Audit Office | Mr Allen Parker |
| Cook Islands Investment Corporation* | Mr Tamari'i Tutangata |
| Cook Islands Parliamentary Services | Mr John Tangi |
| Cook Islands Pearl Authority | Mr George Ellis |
| Cook Islands Police | Mr Maara Tetava |
| Cook Islands Seabed Minerals Authority | Mr Paul Lynch |
| Cook Islands Tourism Corporation | Mr Halatoa Fua |
| Crown Law Office | Mrs Kim Saunders |
| Financial Services Development Authority | Mr Tamatoa Jonassen* |
| Financial Supervisory Commission | Mr Paul Heckles |

*Source: HRMIS *Replaced Ms Jennifer Davis from 15 May 2015*

| Chairpersons of Statutory Boards | 1st July 2014 – 30th June 2015 |
|--|---|
| Business Trade Investment Board | Mr John Tumutoa |
| Cook Islands Audit Office | Mr Geoff Stoddard |
| Cook Islands Investment Corporation | Mr Michael Henry* |
| Cook Islands Pearl Authority | Mrs Tina Browne |
| Cook Islands Seabed Minerals Authority | Mrs Teresa Manarangi-Trott |
| Cook Islands Tourism Corporation | Mr Ewan Smith |
| Financial Services Development Authority | Mr Brian Mason |
| Financial Supervisory Commission | Mr Raymond Newnham |
| National Environment Service | Mr Ian Karika |
| Cook Islands Airport Authority | Mr Taoro Brown |
| Cook Islands Ports Authority | Mr William Kauvai (Snr) |
| Bank of the Cook Islands | Ms Jessie Sword |
| Te Aponga Uira O Tumu Te Varovaro | Mr Mata Nooroa |

*Source: Crown Agencies and SOEs *Replaced Mr Julian Dashwood in April 2015*

| Members of Parliament | | |
|------------------------------|---------------|-----------------------------|
| Name | Island | Constituency |
| Hon. George Angene | Rarotonga | Tupapa-Maraerenga |
| Hon. Mark Brown | Rarotonga | Takuvaine-Tutakimoa |
| Hon. Albert Nicholas Jnr | Rarotonga | Avatiu-Ruatonga, Palmerston |
| Hon. Ngamau Mere Munokoa | Rarotonga | Nikao-Panama |
| Hon. William William Heather | Rarotonga | Ruaau |
| Hon. Teariki William Heather | Rarotonga | Akaoa |
| Hon. James Vini Beer | Rarotonga | Murienua |
| Hon. Selina Napa | Rarotonga | Titikaveka |
| Hon. Tamaiva Tuavera | Rarotonga | Ngatangia |
| Hon. Kiriau Turepu | Rarotonga | Matavera |

| | | |
|-------------------------------|-----------------|-----------------------------|
| Hon. Isamaela Toanui Isamaela | Aitutaki | Amuri-Ureia |
| Hon. Teinakore Bishop | Aitutaki | Arutanga-Reureu-Nikaupara |
| Hon. Mona Ioane | Aitutaki | Vaipae-Tautu |
| Hon. Rose Toki Brown | Atiu | Teenui-Mapumai |
| Hon. Nandi Tuaine Glassie | Atiu | Tengatangi-Areora-Ngatiarua |
| Hon. Wesley Kareroa | Mangaia | Oneroa |
| Hon. Jim Marurai | Mangaia | Ivirua |
| Hon. Tetangi Matapo | Mangaia | Tamarua |
| Hon. Tai Tura | Mauke | Mauke |
| Hon. Henry Puna | Manihiki | Manihiki |
| Hon. Tangata Vavia | Mitiaro | Mitiaro |
| Hon. Toka Hagai | Rakahanga | Rakahanga |
| Hon. Willie John | Penrhyn | Penrhyn |
| Hon. Tekii Lazaro | Pukapuka-Nassau | Pukapuka-Nassau |

Source: Parliament of the Cook Islands

| House of Ariki Representatives 30 June 2015 | Island |
|--|-----------|
| Dame Makea Margaret Karika Ariki DBE | Rarotonga |
| Makea Joseph Vakatini Ariki | Rarotonga |
| Pa Tapaeru Teariki Upokotini Marine Ariki, OBE | Rarotonga |
| Kainuku Kapiri-Te-Rangi-Ariki | Rarotonga |
| Tinomana Tokerau Ariki – (Kaumaiti-Iti) | Rarotonga |
| Manarangi Tutai O Pore Ariki | Aitutaki |
| Teurukura Makirau Haurua Ariki | Aitutaki |
| Rongomatane Ada Ariki – (Kaumaiti-Iti) | Atiu |
| Ngamaru Henry Ariki | Atiu |
| Tamuera Owen Vaine Ariki | Mauke |
| Tararo Temaeva Ariki | Mauke |
| Tou Travel Ariki – (Kaumaiti-Nui) | Mitiaro |
| Tetava Poitirere Ariki, JP | Mitiaro |
| Temaue Teikamatanui Ariki, OBE | Mitiaro |
| Tetio Kaisara Pakitonga Ariki | Pukapuka |

Source: Parliament of the Cook Islands

| Ministerial Support Office Chief Executive Officers | 30 June 2015 |
|--|-----------------------|
| Prime Minister Honourable Henry Puna | Mr Edwin Pittman |
| Deputy Prime Minister Honourable Teariki Heather | Mr Ben Mose |
| Minister Honourable Mark Brown | Mr Nooroa Roi |
| Minister Honourable Nandi Glassie | Mr Tuaine (Man) Unuia |
| Minister Honourable Albert Nicholas | Mr Teariki Anitonia |
| Minister Honourable Kiriau Turepu | Mr Julian Dashwood |
| Opposition Leader, Honourable William Heather (Jnr) | Mr Edward Drollet |

| Island Government Mayors | 30 June 2015 |
|---------------------------------|-----------------------|
| Aitutaki | Mr John Baxter |
| Atiu | Mr Ina Mokoroa |
| Mangaia | Mr Teremoana Ataariki |
| Manihiki | Mrs Ngamata Napara |
| Mauke | Mr George Samuela |
| Mitiaro | Mr Fred Tereva |
| Palmerston | Mr Bob Marsters |
| Penrhyn | Mr Tini Ford |
| Pukapuka/Nassau | Mr Rotoika Tengere |
| Rakahanga | Mr Neti Tarau |

Source: HRMIS

| Other Entities | 30 June 2015 |
|-----------------------------|-----------------------|
| Clerk of the House of Ariki | Mr Tupuna Rakanui |
| Aitutaki Power Supply | Mr Rimaroa Tuiravakai |
| Natural Heritage Trust | Mr Gerald McCormack |
| Punanga Nui Market | Mrs Elmah McBirney |

Source: HRMIS and MFEM

| State Owned Enterprises | 30 June 2015 |
|-----------------------------------|-------------------------|
| Cook Islands Airport Authority | Mr Joseph Ngamata |
| Cook Islands Ports Authority | Mr Nooroa Tou |
| Bank of the Cook Islands | Mrs Vaine Nooana-Arioka |
| Te Aponga Uira O Tumu Te Varovaro | Mr Tereapii Timoti |

Source: SOEs

Annex L: Public Service Commissioner Legislative Mandate

The Public Service Commissioner is appointed by the Queen's Representative on the advice of the Prime Minister in accordance with Article 73 of the Cook Islands Constitution 1964. The Public Service Act 2009 ("Act") and Constitution provide the legal framework for the Commissioner to ensure good governance across the Service. The role is accountable to the executive arm of government through the Minister of the Public Service and has authority over 13 heads of public service departments and all public servants.

Section 6 Public Service Act 2009

Functions of the Commissioner – (1) The functions of the Commissioner are:

- a to review the machinery of government, including –
 - i the allocation of functions to and between departments; and
 - ii the desirability of, or need for, the creation of new departments and the amalgamation or abolition of existing departments; and
 - iii the co-ordination of the activities of departments; and
 - b to ensure compliance with the code of conduct and values of the public service set out in Schedule 4;
 - c to issue written instructions to Heads of Departments relating to the implementation of government policies to ensure uniformity and cohesion in the Public Service;
 - d to carry out inquiries relating to the administration of the public service or any other matters relating to the public service in accordance with section 11;
 - e to investigate any dispute between an employer and an employee and make recommendations as to how the dispute should be settled;
 - f to ensure Heads of Departments discharge their responsibilities specified in section 16;
 - g to review the performance of Heads of Departments, including the performance of their contracts of employment and compliance with their performance agreements;
 - h to ensure the Heads of Departments are not subjected to unlawful or improper pressure from Ministers of the Crown or members of parliament, in particular with regard to public expenditure;
 - i to act as an intermediary between Ministers of the Crown and Heads of Departments in relation to the functions specified in paragraphs (f), (g), and (h);
 - j to appoint Heads of Departments and negotiate with the successful candidates' conditions of employment;
 - k to develop and promote personnel policies and standards, including performance management systems for Heads of Departments and the Public Service;
 - m to provide advice on the training and career development of staff in the Public Service;
 - n to determine salary ranges for positions in the Public Service in accordance with the remuneration system for the time being approved by Cabinet;
 - o to tender advice to the Minister and other Ministers of the Crown as necessary in relation to the Commissioner's functions.
-

Figures and Tables

Figures

Figure 01: 2014/15 BPS Priorities

Figure 02: 2014/15 Key Challenges

Figure 03: The Public Sector – Public Service and State Services

Figure 04: Employee Engagement Survey Results

Figure 05: International Training Offers by Sector

Figure 06: Island Government Budgets

Figure 07: Statutory/Crown Agency Budgets

Figure 08: Public Sector Employee Age Profile

Tables

Table 01: NSDP Priority Areas and Goals

Table 02: Overall Budget by Funding Type (000's)

Table 03: Survey Participation

Table 04: Average Annual Leave Taken

Table 05: Average Sick Leave Used

Table 06: OPSC Appropriation and Actual Expenditure 2014/15

Table 07: NZGSF Age Analysis

Table 08: Public Sector Unaudited Financial Performance (000's)

Table 09: Parliamentary Services Budget (Actual Budget)

Table 10: Ministerial Support Offices Budget (Actual Budget)

Table 11: Public Service Attrition

Table 12: Non Cook Island Māori Employees Non Cook Island Māori Employees

Table 13: International Short Term Training Participants and Programmes

Table 14: CITAF Projects and Expended Funds by Agency

Table 15: Official Duty Travel by Heads of the Public Service

Table 16: Public Service Employee Data

Table 17: Island Governments' Employee Data

Table 18: Statutory/Crown Agencies Employee Data

Table 19: Public Service Employees by Department and Gender

Table 20: Pa Enua Employees by Island and Gender

Table 21: Statutory/Crown Agency Employees by Agency and Gender

Table 22: Members of Parliament and Support Staff

Table 23: Ministerial Support Office Employees by Office and Gender

Table 24: Mayors and Island Councillors by Island and Gender

Table 25: Other Entity Employees by Entity and Gender

Table 26: SoE Employees by SoE and Gender

Table 27: Leadership Totals by Key Groups

Table 28: Employee Totals by Key Groups

Table 29: Public Sector Remuneration Profile

Glossary

| | |
|------------------------|---|
| Key budget headings | <ul style="list-style-type: none">• Net Appropriation includes: personnel costs, operating costs and depreciation, less trading revenue.• Capital funding includes budget to procure or construct capital items.• ROBOCs represent receipts collected on behalf of the Crown eg. Immigration fees and fishing license fees. <i>Not shown in this report.</i>• POBOCs represent payments made on behalf of the Crown eg grants and obligations eg welfare, international subscriptions.• Official Development Assistance (ODA) represents funding from development partners for capital and non-capital expenditure. Departments also collect revenue on behalf of the Crown (ROBOCs), which are not reflected in this report. |
| Performance Management | <ul style="list-style-type: none">• Heads of Public Service Departments are performance managed by the Public Service Commissioner. The Commissioner formally reviews the performance of heads in December and June each year.• Heads of Island Governments are public servants, but are performance managed by the Mayor on each respective island together with the Chief of Staff of the Office of the Prime Minister.• Heads of Crown Agencies are performance managed by their respective Ministers and Boards.• Constitutional posts are political appointments and not performance managed. |