

Information for Applicants

PACIFIC TECHNICAL ASSISTANCE MECHANISM 2 (PACTAM2)

HR DEVELOPMENT ADVISER – REMUNERATION AND
BENEFITS - PUBLIC SERVICE COMMISSION AND MINISTRY
OF FINANCE, TONGA

HR Development Adviser – Remuneration and Benefits

PACTAM2 Partner Organisation:	Public Service Commission and Ministry of Finance, Tonga
Address:	Remote assignment
Background to the role:	<p>As part of the Government of Tonga’s commitment to more efficient and effective service delivery, maintaining wage bill affordability, and continuous quality improvement as part of its medium to long term public sector reform, the purpose of the review is to further assess the drivers or the sources of the pressure on aggregate wage bill and behind the gradual wage bill growth.</p> <p>Improving the efficiency of civil service expenditure is a critical area to strengthening fiduciary controls in the public sector and streamlining the public finance management for the Government. Initial assessment point to escalating and high overtime costs whilst at the same time, headcounts continue to grow. The situation is not being sustainably managed with the total wage bill now exceeds the target threshold of 53% of domestic revenues, with an estimate of 61% in FY2020/21 and 62% in FY2021/22. The increase in total wage bill as a percent of domestic revenues is attributed to the decline in the latter due to the impacts of the COVID-19 pandemic.</p> <p>The main objectives of this TA are to help analyze drivers of the increase in the wage bill to help inform Govt decision making; support reform to the MoF and PSC policies, rules and procedures regarding overtime; support establishment of a single establishment registry; and review the process for making Cabinet submissions to ensure wage bill implications are adequately reflected in policy proposals.</p> <p>Background</p> <p>The Government of Australia, through its Australian Aid Program of DFAT, provides general budget support to the Government of Tonga (GoT), in partnership with other budget support donors. Australia also finances technical advisory resources where needed to support development and implementation of policy actions for the Joint Policy Reform Matrix (JPRM) that is jointly agreed and monitored by GoT and the budget support partners. Progress against the JPRM is formally reviewed twice per year, jointly by GoT and by the budget support partners, led by the World Bank.</p> <p>In recent years, the GoT undertook several civil service reform programs within development partners’ budget support mechanism or the Joint Policy Reform Matrix (JPRM). One of the overall goals of the joint policy reform matrix is to improve the efficiency and effectiveness of key governance processes in public finance management, accountability and monitoring, and the promotion of the investment climate in Tonga’s public sector.</p> <p>Generally, the public sector reform seeks to ensure that:</p> <ul style="list-style-type: none"> the size, structure and remuneration of the public service is consistent with Tonga’s fiscal position, to maintain macro-economic stability and provide the basis for economic growth;

- staffing resources are allocated in a way that is consistent with the government's strategic priorities, and the Ministries statutory functions and priorities;
- the public service has the skills, motivation and institutional arrangements to effectively deliver quality public services (including necessary regulation) within the policy framework set by government.

In response to a Government of Tonga Cabinet request for support to analyse emerging pressures on the wage bill, the World Bank undertook some preliminary analysis in January 2020. The analysis highlighted that while the (recorded) headcount had increased somewhat in recent years, the majority of the wage bill pressure appear to come from increases in public servant salaries. However, this has occurred in an environment where the remuneration framework has not changed, there have been no cost of living adjustments, and the Performance Management System has been keeping a tight control on performance bonuses.

One possible explanation for this could be that managers and staff are successfully resizing positions to higher bands/levels, effectively providing pay increases/promotions. Moreover, that overtime spending has also been rising rapidly, placing additional pressure on the wage bill.

The analysis also found that no single public service establishment registry exists that records all establishment positions, their band/level, the salary, and the person in that position – inhibiting informed decision-making about the criticality of new positions and potential areas for efficiency gains.

The CEOs of the Ministry of Finance and the Public Service Commission have already agreed that their institutions will work together to re-establish a single establishment registry that will be comprehensive, regularly updated, and regularly reconciled with the Treasury payroll function. This will enable a more responsive analysis of wage bill drivers and workforce matters. The results of this assignment will contribute to the re-establishment of this registry.

Some guiding questions that may be useful when looking at the drivers and underlying causes of the current wage bill pressures include:

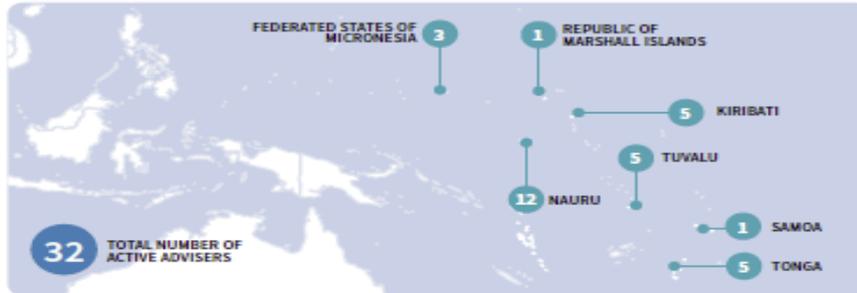
- Is the pressure arising from: (i) Establishment number increases (i.e. staff headcount); (ii) Contract workers / Daily-paid staff costs; (iii) Overtime costs; (iv) Other Allowances costs; (v) ghost workers; or (vi) some other source?
- At what staff level is the pressure emanating? I.e. is it administrative staff; technical staff (i.e. doctors, nurses, teachers, customs officials, etc.); high-level advisers; staff working in remote areas requiring considerable additional benefits; or some other source?
- Are the pressures arising from certain Ministries, Departments and Agencies? Or for certain functions or service delivery priorities or as a result of technical assistance or consulting fees associated with TC Gita/Harold reconstruction activities?
- Where is the pressure showing up in the budget? I.e. is it in the compensation of employees, or in Goods & Services (we understand some ministries include contractors and consultant fees in Goods & Services expenses)?

	<ul style="list-style-type: none"> Are there sufficient policy measures and control mechanisms in place to allow the PSC and/or MoF to effectively oversee and manage wage bill expenditure? What is the level of compliance with existing rules and procedures?
Assignment Objective(s)	<ul style="list-style-type: none"> Review the background documentation provided by DFAT, Public Service Commission and Ministry of Finance Tonga and advice of any further documentation required Information gathering and consultation across DFAT, Public Service Commission and Ministry of Finance Tonga and World Bank Review the policies, rules and procedures (and compliance with these instruments) with a view to strengthening the mechanisms for control and supporting more effective wage bill expenditure management (including daily paid workers) HRIS data review and consolidation over Ministries Development of framework and procedure recommendations Final Assignment report development and presentation
Length of assignment:	This role is expected to commence in November for 40 input days over a period of 3 months.
Reports to:	You will be accountable to, and managed by the Chief Executive Officers (CEO) of the Public Service Commission and the Ministry of Finance (MoF), Tonga.
Remuneration	<p>PACTAM2 is funded by the Australian Department of Foreign Affairs and Trade (DFAT). The Adviser Remuneration Framework (ARF) is a set of market-based, long and short term remuneration rates applying to aid-funded advisers that are commercially contracted by DFAT directly, or through a managing contractor such as Scope Global.</p> <p>All PACTAM advisers are eligible for the mobility allowance which compensates long-term advisers for personal impacts and cost of living differences associated with leaving their permanent country of residence. The Mobility Allowance is calculated as a percentage of the monthly remuneration and varies depending on the job level and whether the adviser is accompanied.</p> <p>The ARF calculator provides the maximum rate.</p> <p><u>ARF Professional Discipline Category:</u> B</p> <p><u>ARF Job Level:</u> 4</p> <p><u>ARF Daily Rate Band:</u> \$649 to \$887 AUD</p>
Benefits	<ul style="list-style-type: none"> Program induction briefing for Advisers Counselling and mental health services Ongoing assignment monitoring and support
COVID-19 Business Continuity, Safety Procedures and Requirements from Advisers	<p>PACTAM2 has developed a set of safety procedures in response to the COVID-19 pandemic. This is to protect the deploying advisers as well as the host countries and communities in which the advisers work. The purpose of the plan is to ensure the program can continue to operate as effectively and efficiently as possible given the impact of the pandemic, largely due to travel restrictions and following the advice of government and health agencies.</p> <p>Recruitment processes</p>

	<ul style="list-style-type: none"> All shortlisted applicants will be required to complete a psychosocial interview to determine their alignment to the role <p>Where a role is home based</p> <p>Due to the COVID-19 pandemic, this assignment shall be based in Home Country until such time as DFAT reduces the 'Level 4 – Do Not Travel' global travel advice . Scope Global will advise you in writing in the event that it is determined appropriate for you to relocate to country of assignment. During the period of home based work, the assignment will be reviewed in 8 week blocks, with a remote working plan developed and approved for each of these time periods. Fortnightly report updates will be a requirement under the assignment outputs.</p>
<p>Additional information</p>	<p>Assignment is subject to:</p> <ul style="list-style-type: none"> Formal approval from DFAT and the Partner Government Satisfactory psychological assessment for the applicant and reference checks International police checks Participation in the program briefing
<p>Background</p>	<ul style="list-style-type: none"> Scope Global is a specialist project management company with people as the focus of its program delivery. We work on behalf of our clients to build capacity of local people, and our vision is to enable people to positively change their world The Government of Tonga has requested assistance in recruiting and supporting the above position through the Pacific Technical Assistance Mechanism 2 (PACTAM2) PACTAM2 is funded by the Government of Australia through its official aid agency, DFAT, and is managed by Scope Global PACTAM2 operates in 8 Pacific Island countries, providing both internationally and/or regionally recruited advisers in the form of placements within Partner Government Ministries, local non-government organisations (NGOs), regional organisations or at DFAT Posts. The goal is to provide technical advice on the design and implementation of an efficient and effective assistance program in the Pacific

Key Statistics January to July 2020

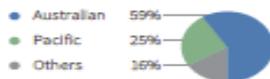
Number of Adviser Assignments*



*Some Advisers have been relocated due to COVID-19

	Number of Advisers by Gender		Number of Dependants	
	Female	Male	Spouse/Partner	Children
Nauru	♀♀♀♂♂♂♂♂♂♂♂♂♂♂		♂♂♂♂♂♂♂♂♂♂♂	♂♂♂♂♂♂♂♂♂♂♂
Kiribati	♀♀♀♂♂♂			
Tonga	♀♀♀♂♂♂		♂♂	
Tuvalu	♀♀♀♂♂♂			
Federated States of Micronesia	♀♀♀		♂♂	
Republic of Marshall Islands	♂			
Samoa	♀		♂	♂
Grand Total	16	16	9	6

Nationality Group



Age of Advisers



Status	Total Number
Federated States of Micronesia	3
Kiribati	5
Nauru	12
Republic of Marshall Islands	1
Samoa	1
Tonga	5
Tuvalu	5
Grand Total	32

✔ Completed ⊖ On-going ⊗ Resigned ⌚ Extension

Number of Advisers by DFAT Partnerships for Recovery Priority Areas



New Advisers



Capacity Development Type

