

Terms of Reference

PACIFIC TECHNICAL ASSISTANCE MECHANISM 2 (PACTAM2)

Adviser Title	Human Resource Development Adviser
PACTAM2 Partner Organisation	Public Service Commission and Ministry of Finance, Government of Tonga
Duration	12 months
Location	Nuku'alofa, Tonga
Adviser Type (LTA or STA)	LTA
Adviser Remuneration Framework (ARF) level	B4
Aid Investment Plan or Partner Government's national/sectoral priority	Tonga COVID-19 Development Response Plan
Primary capacity development role (check appropriate box, with reference to below)	<input type="checkbox"/> In line <input checked="" type="checkbox"/> Supplement capacity <input type="checkbox"/> Facilitate capacity
<p>Capacity Development Emphasis: <i>Minor / Indirect - the Adviser will be substituting for an existing or proposed in-line position, with minimal expectation of direct capacity building activities.</i></p> <p><i>Moderate – the Adviser will be directly supporting in-line staff member/s or team as well as helping the individual/s to increase their own job skills, knowledge and awareness - there is an expectation of supplementing capacity</i></p> <p><i>Major – the Adviser's primary purpose is to work with staff/teams in a training, mentoring, and/or facilitating way – there is significant expectation of implementing capacity building activities.</i></p>	

DCR55417 V3

Purpose

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 assignment is to implement reforms at a government wide level and to influence cabinet procedures to limit wage bill growth, while at the same time engaging widely to ensure maximum buy-in of reforms by CEOs, Ministers, and other stakeholders.

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. Key stakeholders, including Ministries, Departments and Agencies (MDAs) across Government, will also inform direction of the project and serve to build legitimacy for onward implementation.

Background

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.

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.

Generally, the public sector reform seeks to ensure that:

- 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.

The analysis highlighted that while the (recorded) headcount had increased somewhat in recent years, most of the wage bill pressure appear to come from increases in overtime and incomplete records to the number of roles within each Ministry. 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.

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

DCR55417 V3

informed decision-making about the criticality of new positions and potential areas for efficiency gains.

The CEOs of the Ministry of Finance (MoF) and the Public Service Commission (PSC) have 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 as well as other corresponding policy reforms that are also needed to be carried out at the same time.

Placement objectives	Core functions
1. Provide high level guidance to the CEOs of PSC and MoF on wage bill and workforce matters	<ul style="list-style-type: none"> • Provide advice as required.
2. Provide guidance and support to CEOs of line ministries to effectively implement any changes of policy	<ul style="list-style-type: none"> • Provide advice and guidance to CEOs across government to ensure that any changes have widespread support. • Have the ability to explain and influence decisions. • Engage in stakeholder feedback loops
3. Draft policy for implementation of recommendations related to overtime, payroll and whole of government workforce reform	Implement various report recommendations ensuring that: <ul style="list-style-type: none"> • Stakeholders have feedback mechanisms • Recommendations are implemented with cultural sensitivity.
4. Develop and implement a single establishment registry	<ul style="list-style-type: none"> • As per recommendations
5. Payroll – create taxonomies for HR-related descriptions	Create and implement taxonomies for: <ul style="list-style-type: none"> • Job titles • Payroll items • Organisational structures
6. In collaboration with PSC, ensure that knowledge transfer of HR principles/issues across whole of government	<ul style="list-style-type: none"> • Create and share assets • Train employees on where to find knowledge • Train experts as knowledge mentors
7. Any other emergent priorities as identified by CEOs of PSC and MoF.	<ul style="list-style-type: none"> • Work with PSC and MoF to address any critical issues that arise from time to time.

<p>8. Develop a Senior Executive Service – designed for Tonga</p>	<ul style="list-style-type: none"> • Develop the business case • Develop the policy architecture • Develop programmes for executive-level public servants • Design and Delivery of training and mentoring programme and materials • Build the expertise within PSC
<p>9. Provide advice and guidance on cross-cutting issues</p>	<ul style="list-style-type: none"> • Provide advice and guidance on cross-cutting issues, such as child protection, gender equality, disability in line with relevant Australian aid policies and other appropriate standards.

Accountability and working relationships

The HR Development Adviser will be accountable to and managed by Chief Executive Officers (CEO) of the Public Service Commission and the Ministry of Finance (MoF), Tonga.

Key counterparts within Ministry of Finance will be - Head of Policy Division, Acting Head of Budget, and Head of Treasury.

Key counterparts within the Public Service Commission will be - Deputy Secretary and Senior Assistant Secretary of the Oversight Division, and the Deputy Secretary of the Remuneration Division.

Key selection criteria

All PACTAM2 Advisers are expected to

- Demonstrate effective interpersonal skills and the ability to work and communicate effectively and respectfully across cultures
- Foster empowerment and sustainability
- Adhere to Scope Global and DFAT policies

Essential

Qualifications

- Advanced degree in human resource management, business administration, public finance, or relevant discipline

Skills, experience, knowledge

- Prior international experience and knowledge in the field of civil service reform, payroll procedures, HRIS, SDLC, and public finance reform
- Specific knowledge of development of Government wage bill model and its implementation systems.
- Successful operational experience in areas of public expenditure and wage bill database management, especially in conducting and managing review assignments relating to wage bill modelling and management
- Excellent interpersonal and management skills, the ability to communicate effectively at all levels of government, and function collaboratively in a team environment

DCR55417 V3

- Excellent conceptual ability and writing skills
- Prior experience working in Tonga, and/or any other Pacific Island country

Desirable

- Understanding of Tonga’s public sector employment framework and history

Special conditions

Scope Global recruitment practices operate under equal employment opportunity principles and laws. We encourage all appropriately qualified and experienced people to apply regardless of their sex, age, race, ethnicity, physical ability or beliefs.

We require all Advisers to:

- (a) comply with the terms and conditions of the PACTAM2 Adviser Service Agreement including completing a police check, undergoing a medical examination, and attending a pre-departure briefing.
- (b) comply with DFAT safeguard policies and any other policies specific to their placement.

Date Terms of Reference Finalised

20 April 2021

DCR55417 V3