



Agenda item 3 (c): Human Resources Consultancy Update

Proposed Recommendations:

The Board is invited to:

- a) **note** the completion of the Human Resources Review that was agreed to in the Board Meeting in the Cook Islands in June of 2019;
 - b) **note** the update regarding the implementation of the Human Resources recommendations;
 - c) **acknowledge** the hard work undertaken by the HR Committee in working with the PIDC Secretariat to progress the HR recommendations for the Board's approval; and
 - d) **recommend** the HR Committee continue to monitor the progress of the HR review implementation process and provide regular updates to the Board during.
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Purpose

The purpose of this paper is to brief the Board on the Human Resources Consultancy report which was completed in December 2020.

2. Members will note that the PIDC Board approved the engagement of the HR Consultant to undertake the Human Resources review to:
 - a) Review the PIDC salary scale including where necessary comparisons of CROP and NON Crop agencies;
 - b) Develop a process to determine how annual inflation can be factored into remuneration and with appropriate timelines (July- December);
 - c) Identify and where necessary calculate back pay of staff since 2016 for current employees; and
 - d) Review the current PIDC Secretariat performance measurement processes.
3. During 2020 a significant part of work undertaken by the Secretariat was working with the HR Consultant to review PIDC HR processes, remuneration, PIDC policies and procedures to strengthen the effectiveness of the Secretariat.
4. Five reports were submitted by the HR Consultant to the Board for their deliberations and approval. Due to the complexity of the reports, the Secretariat together with the HR Committee lead by Chairperson Erica Biddle of Australia agreed to meet virtually every week to deliberate on the recommendations given in the report before they were submitted to the Board. The recommendations in the Implementation Plan were split into two parts to better reflect the internal and external actions required. The first part focused on the internal staff issues highlighted in the report. The Head of the Secretariat took the lead in the implementation of the recommendations that focused internally at PIDC and agreed on the way forward on how to help bring about changes to strengthen the organisation. Staff have welcomed the changes and work has improved with staff

having regular meetings and better communication leading to better service to Members and stakeholders.

5. The second part of the Implementation Plan focused on issues relating to salary, work performance templates and implementation timelines. There were two recommendations the Board decided to defer the implementation to a future date. One of the recommendations covers the disestablishment of the DHoS position once his contract comes to end next year in September 2022. The Board wanted this reviewed as a separate item outside of the current discussion regarding the HR report.

6. The second recommendation that was put on hold for further consideration was the use of balance scorecard approach to provide oversight responsibility in tracking employee's annual performance. It was agreed that staff needs more training and understanding of the use of the balance scorecard before it can be implemented. Given the work in trying to get clear indication on performance indicators, it was viewed that this proposed work would unnecessarily add more work to the Secretariat to introduce additional processes that could be challenging given all the HR changes recently implemented.

7. Below are the recommendations that were tabled and approved by the Board with the last recommendations approved inter-sessionally in late December 2020.



Pacific Immigration Development Community
 2020/21 Board Meeting No. 2 (Videoconference)
 30 & 31 March 2021, Apia, Samoa

No	Activity As per Summary of Recommendations in the Review Report)	Status	Suggested Way Forward / Comments
Internal Implementation Update			
1	Endorsement of the templates for improving Performance Assessment of the Secretariat in terms of monitoring individual performance and assessment	Performance templates are being in use and staff attended training on how to use the templates.	HoS to monitor and report to HR Committee of the progress.
2	Compilation of professional development plan and supporting strategies using feedback from employee's self-assessment evaluation.	HoS and FCSM will monitor the evaluation assessment and compile list of trainings annually for employees.	HoS and Board to monitor progress
3	Cultivation of healthy work environment with weekly meetings lead by HoS to build good working relationship and nurture good working environment.	Progressing well with team meetings every week.	Board to monitor progress.
4	Clear demarcation of the HoS and DHoS responsibilities to eradicate inefficiencies and ineffective office operations	JDS has been revised to reflect recommendations in the report.	HR Committee to monitor progress
5	Approval of annual funding to support professional development of Secretariat employees to enhance skills and knowledge	Currently 3 Secretariat staff is in the USP Post Graduate Diploma Programme which will be completed in April 2021.	HoS & Board to monitor progress
6	Approval of the mentoring and coaching sessions by HoS and DHoS to employees to enhance better work culture.	In progress	HoS & Board to monitor progress
7	Improvement of the record keeping of both electronic and hard copies of all documentation filed correctly and setting up of proper filing system for ease of reference	In progress	HoS to monitor progress
8	HoS taking the lead in preparing performance targets and measures for every employee so employees understand their roles and responsibilities and what is expected of them	In progress	HoS and Board to monitor progress
Human Resources processes, remuneration and reviewing PIDC policies			

No	Activity As per Summary of Recommendations in the Review Report)	Status	Suggested Way Forward / Comments
1	The adoption of the timelines on annual performance assessment and the remuneration processes annually to be the guidelines for the Secretariat performance review.	The new timelines inserted in the revised employee regulations.	HoS and HR Committee to monitor progress
2	Processing of the average 3 yearly inflation rate of 3.2% to be implemented in the new PIDC salary scale	Completed and next review in 2022	HR Committee to monitor implementation
3	The approval of the back pay for each employees since 2016 to reward acceptable performance with a total costs of WST33,588.16	Completed and payment processed.	
4	JDS been revised to clearly articulate the performance indicators to guide employees in understanding their workload and responsibilities	JDS revised and discussed with individual employees.	HoS to monitor progress
5	The approval of the new salary scale effective July 2019 with inflation of 3.2% included.	Inserted in the revised employee regulations.	HR Committee to monitor and progress
6	The adoption of the disaggregation of the new salary scale clearly indicating the 5% range between 80% ,midpoint and 120% in table 5 of appendix 3	New salary scale inserted in the revised employee regulations	HoS and HR Committee to monitor progress.
7	The approval of the total amount of \$113,072.52 for adjustment to individual employee's salary to benchmark with CROP and Non CROP agencies in order for employees to be compensated fairly.	Included in the budget and implemented	Board and HoS to monitor progress
8	HoS salary scale moved to 95 % of band 14 to address equitable parity and relativity of PIDC structure with salary levels with other CROP Agencies.	Implemented effective December 2020.	HR Committee to monitor progress
9	DHoS position moved to 95% of band 12 to reflect changes in and responsibilities with the clear demarcation of work.	Implemented effective December 2020	HoS & Board to monitor the progress
10	OM reclassifies to FCSM and position moved to 80% of band 11 to reflect the significant responsibilities and broad scope of work listed as part of existing duties to bench mark with CROP Agencies.	Implemented effective December 2020	HoS and HR Committee to monitor progress.
11	Research Assistant positon reclassifies to Research Officer and moved to Band 6 with a starting salary of \$34,344 which is 100% of band 6. It reflects the additional Executive Assistant activities that	Awaiting the recruitment of the new Research Officer.	HoS to monitor progress

No	Activity As per Summary of Recommendations in the Review Report)	Status	Suggested Way Forward / Comments
	need to be remunerated accordingly with added technical responsibilities.		
12	Finance Clerk reclassifies to Finance & Admin Assistant and move to band 4 with starting salary of 24,228 which is 105% of band 4. This is to ensure that the position remain competitive with local market.	Implemented effective December 2020	HoS to monitor progress
13	The adoption of the new remuneration policy and Governance from report 4 of the HR report to be part of the employee regulation.	Inserted in the revised employee regulations.	HoS and HR Committee to monitor progress.
14	The filling in of the Project Officer position under the COVID-Funding	Official start on 9 November2020	Completed