

## Self Assessment Report on Project Implementation

### Cook Islands:

#### Job-Sizing

##### Pillar 1 – Providing Evaluation Of Public Service Positions

Implementing agency/ contact: Office Of The Public Service Commissioner;  
Mr Maine Brown, Public Service Commissioner

Project budget Initial cost: NZODA -\$71,460. the cost increased with NZODA support.  
Cook Island's Government cost is support staff (1) and office space.

Starting date: n.d.

Closing date: May, 2001

#### Project description:

The evaluation of all jobs in the Public Sector using a single system that provides consistent, fair evaluation and equitable grading of all salary and wage positions in the Public Sector.

#### Project objectives and scope

1. Phase 1: to give a relative job size on objective grounds.
2. Phase 2: to match existing remuneration scales on a total remuneration basis against these objectively sized jobs.
3. Phase 3: to determine the appropriate remuneration relatives for the Public Sector versus the private sector.
4. Phase 4: to conduct a 3-5 day training workshop on writing job descriptions and Job evaluation.

The project will have the goal of providing a system that evaluates and size all positions in the Public Sector and provides appropriate remuneration for those positions. The project also ensures that the Public Service Commissioner's Office has the ability to conduct further and future job sizing and job evaluation exercise without external sources.

#### Project inputs (project components and implementation steps)

##### *Project Management*

TA Project leader will:

- Facilitate the achievement of the project's objectives by providing advice and training to project staff on project management, technical, evaluation and social issues
  - Assist and advise project staff in setting up the agreed system for the project, including monitoring, auditing and providing training to ensure long term sustainability.
  - Provide advice and support as necessary and ensure the equitable participation by all major stakeholders in decision making and establishment of the systems methodology and workings
  - Manage the expenditure of allocated funds for TA and other project activities
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- Organize and attend regular project management meetings with the Cook Is Public Service Commissioner and Cook Islands government officials
- Provide an initial work plan budget for approval by the Cook Is. Govt.

### *Capacity Building*

TA advisors will:

- Work with Cook Is Public Service Commissioners Office staff to identify technical project management training needs and to develop a training program for local staff
- Implement the training program
- Carry out on the job training for counterpart staff to assist them in developing skills necessary to carry out their duties efficiently and effectively
- Provide assessment on the Cook Is PSC ability to maintain and sustain the system within resource levels allocated or recommend changes to resource levels and input that will be necessary to ensure self sustainability of the system.

### *Monitoring and Reporting*

TA Project Leader will with the assistance of the staff set up systems, which includes the use of gender disaggregated data, to monitor:

- The expenditure of project funds in a manner consistent with government requirements and provide detailed accounts to PSC at monthly intervals.
- All technical inputs into the project
- The human resource, economic and financial impacts of the project activities, in cooperation with government
- The impact of the activities on gender specifics roles and responsibilities, access to and control of development resources and benefits and potential differential impacts of project activities and outcomes on women.
- Report to Cook Islands' government on progress

### *Method or Approach*

TA Project leader will be ultimately responsible to ensuring the project is successfully completed. So he will act as the facilitator, implementer and coordinator providing overall advice , training on project management and human resource management and related technical issues.

He will be directly responsible to the Public Service Commissioner and provide regular analytical reports on progress, discussing and analyzing success and constraints, identify risks and opportunities and suggested solutions

## Project outputs

- Provide a draft project plan and budget at the beginning of the project, including a training program for project Management and other project staff
- An analytical report at regular intervals on:
  1. Progress in achieving goals and objectives
  2. Progress on managing risks and identifying any constraints, recommending possible impacts, costs and resource requirements
  3. performance and adequacy of technical assistants provided
  4. effectiveness of all training provided for the project including gender disaggregated data
  5. project funding analysis of expenditure

## Project benefits & risks

The project have accomplished an important system of remuneration providing important tools for budgeting and budgeting analysis and projection. It also provides a more relative measure of equal opportunities and reward in the work place. The system also provides for systematic approach to appeals and redress.

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### **Output evaluation**

The project was completed and signed off in May 2001. Although it is signed off it has been 2 years since the completion and the records has not been properly kept or readily available on file. The project however has attained the training components required to sustain the project. Those trained counterparts have been involved in further training of new staff with in the Commission. Training will continue to be an important part of the job sizing system. The project is fully implemented on Rarotonga and training has been started in the Southern Outer Islands earlier in 2003 and will hopefully be completed in the Northern Outer Islands during the 2003-04 FY. The project has been strongly received by the public service but because of the cost to Government it cannot be fully implemented in a single Financial Year and therefore it is spread into a few years.

While the project however is generally the best tool to address most jobs it has its pitfall. It does not address specific or specialized jobs or positions. It the public service this applies to a handful of jobs, e.g. the Solicitor General which has a very low points score considering the importance of the output of the job.

### **Project design changes (if any)**

There is no changes to the design at present but there has been expansion to the project in terms of increasing the number of remuneration "BANDS".

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