

Appendix B: Characteristics of Pacific public services visited

Country	Size of the public service	Number of ministries	No. of permanent secretaries and CEOs	No. of CEOs on contract employment	No. of CEOs on open tenure		Gender	Retirement age	No. of other positions on contract employment
					Male	Female			
Cook Islands	1,500	24	24	24	24	20	4	65	180
Papua New Guinea	83,859	28 political portfolios 97 govt agencies	97	97	nil	n/a	n/a	60	1140
Samoa	3,895 excluding police	14 plus 3 constitutional offices – PSC, Attorney General, Audit Office	17	14 + AG and Controller / Chief Auditor & PSC Chair	None	8 plus 3 constitutional offices	6	55	About 140 in 2nd Level 23 CEOs for SOE
Tonga	3,096	22	14 currently on contract 7 are on acting capacity	All positions are on contract employment	None	13 5 others on acting	1 2 others on acting	60	nil
Vanuatu	5,000 + including police force & teachers	13	14 permanent DGs	14 DGs on Performance agreement	None	14	0	55	Nor at the moment

Notes: In the case of Papua New Guinea, the size of the public service provided in the above table is an estimate, there is about a possibility of another 3,000 public servants who are **unattached**. Given the absence of an integrated HR information system it is difficult to know exactly how many are unattached. The concept of unattached personnel derives from employees who are transferred out of their positions, replaced by others but are still getting paid by government. In this regard, employees float around in organisations without clear job responsibilities.