

## Appendix C: Features of the contract system

Country	Year CSE introduced/ duration	Conditions of service	Eligibility for position	Written contract agreement	Written contract review mechanism	Robustness of review and parties involved	Fields requiring improvements
Cook Islands	<ul style="list-style-type: none"> <li>1995: Fixed term of 3 years</li> <li>2009: fixed term of 3 yrs for 3 terms then HoM cannot apply for same post</li> </ul>	<ul style="list-style-type: none"> <li>Salary is not fixed; there is a salary band and HoM once appointed can negotiate individual package</li> <li>Transport allowance is optional</li> <li>10 days sick leave</li> <li>20 days annual leave</li> <li>One month notice for termination notice</li> <li>Bereavement leave subject to PSC Act</li> <li>Contract fixed</li> </ul>	<ul style="list-style-type: none"> <li>Open</li> </ul>	<ul style="list-style-type: none"> <li>The contents need to be confirmed</li> </ul>	<ul style="list-style-type: none"> <li>Nil</li> </ul>	<ul style="list-style-type: none"> <li>The review is conducted solely by the Commissioner and the appointee can discuss with Commissioner but it's not anywhere near robust</li> </ul>	<ul style="list-style-type: none"> <li>All the issues highlighted in this survey</li> </ul>
Papua New Guinea	<ul style="list-style-type: none"> <li>1996</li> </ul>	<ul style="list-style-type: none"> <li>Contract fixed</li> </ul>	<ul style="list-style-type: none"> <li>Open</li> </ul>	<ul style="list-style-type: none"> <li>Yes, between the Head of State, DPM and appointee</li> </ul>	<ul style="list-style-type: none"> <li>Yes, between the CACC, Ministry, DPM and PSC</li> </ul>	<ul style="list-style-type: none"> <li>System in place requires improvement</li> </ul>	<ul style="list-style-type: none"> <li>Requires TA to assist govt with the whole issue of contract employment</li> </ul>
Samoa	<ul style="list-style-type: none"> <li>1990: Fixed term of years</li> <li>Position advertised at the end of each term despite performance</li> <li>1998: Fixed</li> </ul>	<ul style="list-style-type: none"> <li>Fixed starting salary of W\$115,000 or W\$112,000 p.a.</li> <li>Telephone allowance of \$3,600 p.a.</li> <li>Mobile phone allowance cap at \$300 per month</li> <li>Pension applied</li> <li>Vehicle with petrol cap at</li> </ul>	<ul style="list-style-type: none"> <li>Open to career public servants, private sector and the general public including those residing overseas</li> </ul>	<ul style="list-style-type: none"> <li>Yes, there is a written contract whereby the Chairman of the PSC signed on behalf of govt.</li> </ul>	<ul style="list-style-type: none"> <li>Yes – an Executive Management System was formulated and implemented in 2003 after</li> </ul>	<ul style="list-style-type: none"> <li>It is robust in most cases where the 360 degree method had been used on the insistence of CEOs</li> <li>This method has allowed even</li> </ul>	<ul style="list-style-type: none"> <li>Training of ministers and CEOs alike on the necessity of conducting performance assessment</li> <li>Linking CEOs</li> </ul>

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Tonga	<ul style="list-style-type: none"> <li>term changed to 3 years</li> <li>2004 – some positions are appointed for 2 years fixed with a possible extension of another year.</li> <li>At the end of that term, position is advertised</li> </ul>	<ul style="list-style-type: none"> <li>\$5,000 p.a.</li> <li>Eligible for govt housing at non-commercial rates</li> <li>Gratuity of 2 weeks leave for every year served, taxable</li> <li>Contract can be terminated by one month's notice by either party</li> <li>CEO subjects to PS regulations</li> <li>25 days annual leave and 25 days sick leave</li> <li>Entitled to other leave as well subject to Cabinet approval</li> <li>No medical insurance</li> <li>CEO salary is fixed at TOP \$48,000</li> <li>Telephone allowance of \$1,000</li> <li>Professional subscription \$1,000</li> <li>Internet allowance of \$900</li> <li>Gratuity of 40% of annual salary at end of contract</li> <li>Payment of earned leave up to a maximum of 40 working days</li> </ul>	<ul style="list-style-type: none"> <li>Exempted from the retiring age of 55 yrs</li> <li>Both males and females are encouraged to compete provided they meet requirements</li> </ul>	<p>The other signatory is the Attorney General</p> <ul style="list-style-type: none"> <li>This is signed after the CEO takes his/her oath publicly</li> </ul>	<p>realignment of the govt. machinery</p> <ul style="list-style-type: none"> <li>The review is conducted between the PSC Chairman, responsible Minister and the CEO</li> <li>This process is done annually within 3 months after the completion of the FY</li> </ul>	<p>the ACEOs to assess the performance of their CEO</p>	<p>performance assessment mechanism to the other levels of the organisation</p> <ul style="list-style-type: none"> <li>Required training for all Senior officers regarding the administration of different aspects of contract employment</li> </ul>

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Vanuatu	<ul style="list-style-type: none"> <li>Not on fixed term as PSC and PM can have them transferred to another Ministry</li> <li>1998 CE introduced but put on performance contract in 2007/08</li> <li>Position advertised at the end of each term despite performance</li> </ul>	<ul style="list-style-type: none"> <li>Payment of sick leave up to a maximum of 30 days</li> <li>Entitled to govt. quarters</li> <li>Entitled to govt. vehicle</li> <li>21 days annual leave</li> <li>Entitlement to other leave subject to Cabinet approval</li> <li>No medical insurance</li> <li>Eligible for govt housing at non-commercial rates</li> <li>Fixed starting salary</li> <li>Vehicle with petrol</li> <li>Telephone allowance and mobile phone</li> <li>Child allowances for 2 only</li> </ul>	<ul style="list-style-type: none"> <li>Open to both career public servants, private sector and the general public including those residing overseas</li> <li>Exempted from the retiring age of 55 yrs</li> <li>Both males and females encouraged to compete provided they meet the requirements</li> <li>Must be a local</li> <li>Must be bi-lingual (French and English)</li> </ul>	<ul style="list-style-type: none"> <li>There is a written contract but it has not been used yet</li> </ul>	<ul style="list-style-type: none"> <li>Written contract review mechanism stakeholder or customer</li> <li>There is no formal system in place to review DG's performance contract</li> <li>Needs to be worked on</li> </ul>	<ul style="list-style-type: none"> <li>Not really, DG's performance is based on assessment of the Minister in most cases</li> <li>DGs are more committed to this than ministers</li> </ul>	<ul style="list-style-type: none"> <li>Technical assistance in tidying up every aspect of contract management</li> <li>The second improvement is required for all Senior Officials to have some training in managing employment contract</li> <li>Need assistance in the preparation of different plans that contribute to a meaningful performance management system</li> </ul>

Note: PNG officials have not been able to provide comprehensive information requested.