

Appendix D: Linkage between contract employment and a performance management system

Country	Expressed/Implied linkage	Clear linkage to budget	Reporting and accountability mechanism	Performance assessment	Reward and incentives	Areas to improve
Cook Islands	Expressed but the Commissioner and Cabinet and the appointee are the only people privy to the remuneration and benefits of any HoM. These details are not available on file	Yes, HoM, some divisional heads have been delegated responsibility to manage linkage to MFEM financial procurement and business plan	Many reporting requirements but HoM report directly to the authority concerned. Only report by PSC Commissioner relates to the HoM annual performance of duties	Annual	Limited	All components of the contact system
Samoa	Expressed	Yes for all outputs	<p>Annual reports</p> <p>Parliament</p> <p>Budget Committee</p> <p>Public Accounts Committee</p> <p>PSC Chairman</p> <p>Mid-year Reports</p> <p>Budget Review</p> <p>Quarterly Reports</p> <p>Budget committee on spending</p> <p>PSC on HR management</p> <p>PSC Chairman and Finance on goods and services procurement</p>	Annually between the PSC Chairman, Minister and the CEO	Basic remuneration and other incentives are aligned to the contract; introduction of a bonus system is still under review	Need to write performance outcomes concisely to assist with measurement
Tonga	Expressed	Not really	Yes – there are annual and mid-year reviews of the budget and departments spending base on Ministry Annual Management Plan.	Annually between the PSC Chairman and the Minister responsible	Basic salary and other benefits	Need to improve the preparation of the contract document, in particular the deliverables, so that

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Vanuatu	There is some kind of written contract agreement but a lot of conditions and benefits are found in other documents but not on the actual contract; implied	Employment contract is not link to the performance management system to the national budget	PSC Chairman also reviews performance of HoD and report to Cabinet There is mechanism in place for reporting and accountability, but it needs to be strengthening. In the last three years, reporting became an area of weakness	The performance system has been in place for about 2 years; implementation is still an issue	Reward and incentive is now inserted into the policy. Like performance assessment, it needs to be implemented and 2010 should be the year of rewarding the staff in the VPS	they are reflected on the contract. Also need to strengthen the performance appraisal and usage of balanced score card To have a simple and easy appraisal system Strengthen the reporting system Strengthen the HRO group Encourage more communication among senior and executive level

Note: There is no information from PNG and, in the case of the Cook Islands, the PSC employees who assisted with the information do not understand some of the details required.