



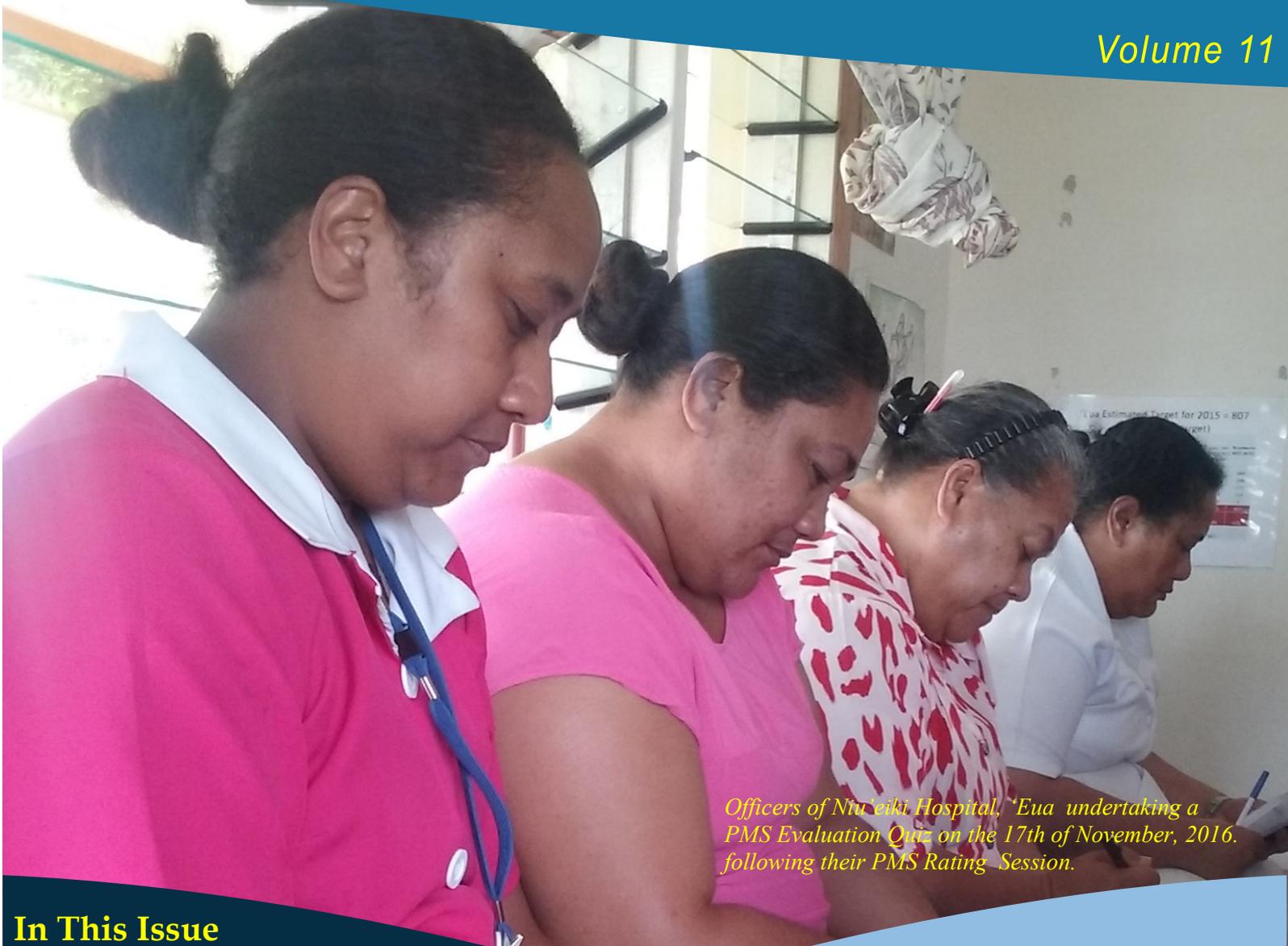
# Office of the Public Service Commission

## PMS INFORMATION ARTICLE

### NOVEMBER, 2016

*Our Minimum is Excellence*

Volume 11



*Officers of Niuveiki Hospital, 'Eua undertaking a PMS Evaluation Quiz on the 17th of November, 2016, following their PMS Rating Session.*

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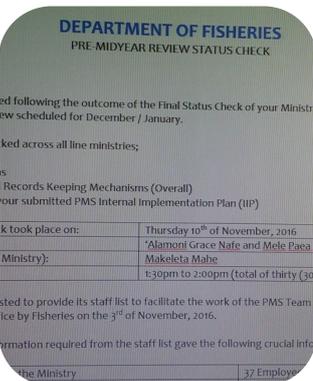
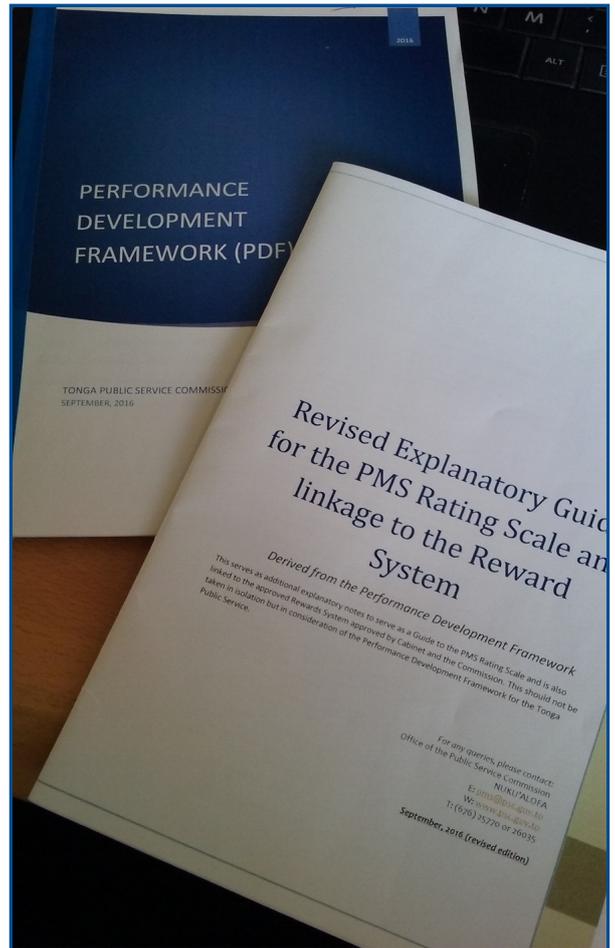
*"The achievement of an organization are the results of the combined effort of every individual."*

# INTRODUCTION

## *to the November Article...*

The month of November was another event-packed month for the Performance Management Team of the PSC Office and all PMS Sub-Committee members.

The main activities of November was focused on the completion of Outer Island visitations to Vava'u, Ha'apai and 'Eua to complete the PMS rating trainings which had already been afforded to Line Ministries in Tongatapu. The aim of the Outer island visitation was to ensure that all employees (both in Tongatapu and the Outer Islands) are prepared for the PMS Mid-Year Review in December/January. This also included the distribution of PMS documents such as the Revised rating guide, Performance Development Framework (PDF), PMS Process Poster (Tongan Version), PMS mid-year review guide and the Checklist to assist Supervisors and Employees during the PMS Mid-Year Review .



One of the key activities also carried out this month was the Pre-PMS Mid-Year Review status checks across the Line Ministries. The purpose was to check whether the JD's, PMS Forms in all Line Ministries are completed and filed properly and to re-confirm that they have been signed (reflecting the PMS process for 1-2-1 consultations). The readiness levels of line ministries are also provided herein. Outcome Reports were distributed to all line Ministries advising their readiness status and highlighting some gaps that require addressing.

The PMS Team also had the pleasure of hosting an attachment program with an officer from the Ministry of Tourism, Ms. Sandy Tuipulotu. She was attached to the PSC Office and its PMS Team as from 15th-17th November 2016 for the purpose of building her PMS knowledge especially in the areas of individual monitoring, process



Public Service Employees from Vava'u and 'Eua during the November, Outer Island Visit.



# SPOTLIGHT

on FISHERIES



## Recognizing Performance Efforts in Line Ministries...

The establishment of the new Ministry for Fisheries (MoF) from 1 July 2016 provides a strong indication that the Government has identified the fisheries sector as a priority primary industry. Following the split from the Ministry for Agriculture, Forestry, Food and Fisheries (MAFFF) (now MAFF) a number of changes have taken place to our staffing arrangements, including a new organisation structure that was taken to Cabinet for endorsement by the Hon Minister of Agriculture, Food, Forests and Fisheries, and has been approved and implemented from 1 July 2016 by our new Chief Executive, Dr Tu’ikolongahau Halafih.



At the same time we have been implementing the new Performance Management System (PMS) for all staff. Performance management is something we all need to be involved in to make sure we get the best from our staff, and that the government and the general public have confidence they are getting the best value from the public sector.

At MoF we have found that the PMS process provides a regular structured opportunity for staff and their managers to discuss work priorities, as well as expectations about individual performance. Of course, the PMS is a formal part of what we do all the time when we manage staff; we talk about what our expectations are, and staff ask questions and seek clarification.

During the implementation of the PMS we held staff meetings to discuss the process. Individual staff were required to complete their parts of the PMS forms, review and update their job descriptions, and then discussions were held between staff and their manager. This was all very new, and took a long time, but we did get through it all and next year we are expecting it to be a little quicker and easier. An officer visited Vava’u and Ha’apai to do an internal check on job descriptions and to check progress and readiness for the first six monthly PMS evaluation.

During November, MoF worked hard to fill in vacant staff positions so we have enough staff to meet all the obligations and responsibilities that we have to ensure the effective management and development of fisheries in Tonga. The PMS will be an important part of the induction of these new staff into MoF over the next few months.

The Ministry of Fisheries is supportive of the PMS because it creates a transparent framework for performance management and helps to make sure there is a fair system to award annual increments based on the measured performance of the staff member.



We would like to thank the PSC’s PMS team for their continuous support and for providing training for our staff to help understand and implement the PMS and to prepare for the first six monthly performance assessment. The Ministry of Fisheries also appreciates the on-going support of the New Zealand Ministry for Foreign Affairs and Trade for providing a Fisheries Executive Advisor, Mr Steve Dunn, who has assisted with training to write job descriptions.



## SPECIAL | FEATURE

The PSC Office and its PMS Team invited Mrs. Eleutilde Leody Cruzat Vainikolo, Deputy Director and Officer-in-Charge (OIC) of MAFF, Vava'u, to write about her opinions regarding PMS. Her enthusiastic response is featured below. . .



“I truly believe PMS is an opportunity for everyone in the public service to be better and achieve greater things for the Government and for themselves. The systems of incentives are well set and communicated to everyone. It is not easy to comprehend everything at one time but the well-structured plan and visits from PSC on PMS implementation made it easier. If we want this PMS to achieve its purpose, we need to consistently work together and harder to be better.

The series of training, timely and consistent communications throughout the PMS process, and the continuing assistance provided by PSC is highly commendable. These efforts from PSC have to be matched by our own efforts, such as us, the OIC's from the outer islands, and the test of these efforts will be shown on the mid-year evaluation in Dec 2016-Jan 2017. I can foresee many challenges and I look forward to that in order to see what else needs to be done in order to be better.

The PMS evaluation quiz exercise with PSC in early November was probably one of the most interesting parts of the PMS process. Everybody got the message – unlike in the past, doing our normal duties at this time will not provide us with increment or extra pay. Increment and extra pay will only come for extra work outside of our normal duties.

***“MANY OF OUR STAFF ASKED ME HOW THEY CAN GET THE SCORE OF 4 OR 5”***

I think this is a very good question and I think to have the score of 4 or 5, we need to be better, more skillful and have more wisdom as amplified in the quotation of Jim Rohn below.

***“Don't wish it was easier, wish you were better.  
Don't wish for less problems, wish for more skills.  
Don't wish for less challenges, wish for more wisdom.”***

Leody Vainikolo (MAFF, Vava'u)  
November, 2016



MAFF Vava'u  
Employees during the  
November Outer  
Island visit and training  
by the PSC Office.



# OUTER ISLAND

## Visitations to Sub-branches in Vava'u, Ha'apai and 'Eua

The PSC Office acknowledges the support of LM and in particular the Officers in Charge (OIC's) of the Outer Island Sub-branches for their continued assistance with PMS activities in the outer islands. The main objective of the November visit was to prepare the Outer Island employees for the PMS Mid-Year Review which is to take place in December, 2016/January 2017. The scope of this visit involved the following;

- \* PMS Rating Training (including PMS Policy and Reward Policy) for all the Outer Island employees;
- \* PMS Supervisor Monitoring 1-2-1 Assistance;
- \* PMS Evaluation on Status of Records Keeping and Monitoring;
- \* PMS Evaluation Quiz;
- \* PMS On-Site Assistance;

Outer Island	Period of Visit
Vava'u	01 to 09 November, 2016
Ha'apai	10 to 15 November, 2016
'Eua	16 to 19 November, 2016

One of the highlights of the Outer Island Visit was the implementation of a PMS Evaluation Quiz for all Outer Island Employees as a test of their PMS knowledge of Training and assistance provided to the sub-branches in November, 2016. This is an exercise that covered all the three (3) island groups. The results (Average knowledge by Ministry) as reported in line ministry outcome reports is as follows;

Sub-Branch	Vava'u	Ha'apai	'Eua
MAFFF	79%	72%	78%
Infrastructure	80%	77%	79%
Revenue & Customs	81%	n/a	n/a
MCCTIL	90%	85%	80%
Tourism	83%	77%	n/a
Fisheries	<b>93%</b>	83%	<b>95%</b>
Finance & National Planning	77%	n/a	n/a
MLNR	75%	68%	n/a
MEIDECC	72%	70%	n/a
PMO (Gov/Gov't Off/Rep)	76%	73%	30%
Foreign Affairs	78%	n/a	n/a
Internal Affairs	85%	<b>90%</b>	85%
Justice	71%	77%	<b>95%</b>
Health	59%	79%	78%





# STATUS CHECKS

## Line Ministry PMS & JD status checks

In order to check the readiness of Line Ministries for the PMS Mid-Year Review Process to be held in December, 2016/January 2017, the PSC Office / PMS Team undertook

PMS is implemented successfully across Line Ministries, the status check program was carried out for the remaining which had yet to be complete their status checks on monitoring and records management mechanisms. Details are provide hereunder;

The PSC Office thanks the Line Ministries for their efforts invested in progressing PMS. However, the outcome of the status check revealed that most Ministries are not ready for the PMS assessment. In light of the above, the PSC Office continues to encourage Line Ministries to seek our assistance if required and aim to resolve the internal issues that hinders the smooth progression of PMS in

Date of status check	Ministries	Readiness %
08 November 2016	CPR	76%
09 November 2016	MPE	37%
10 November 2016	MAFFF	31%
	Fisheries	88%
11 November 2016	MCCTIL	73%
	MFA	41%
14 November 2016	AGO	73%
	MoJ	67%
15 November 2016	MoRC	43%
	Stats	70%
17 November 2016	Palace Office	70%
18 November 2016	MoI	40%
21 November 2016	Tourism	70%
22 November 2016	MEIDECC	16%
	MLNR	34%
23 November 2016	MoH	10%
24 November 2016	MFNP	13%
	PMO	43%
	MIA	28%
	PSC	91%

5.	Is the PMS form filled in completely? If not, what sections are incomplete?	All relevant sections are completed in the twenty two (22) staff who have a PMS form (i.e. sections filled in correctly etc.). As per the comments above, only one staff did not have a PMS form and one staff has only one signature.	3 – Adequate	
6.	Is the JD the same as the PMS Form? If not, how are they different?	All twenty two (22) sighted JD and PMS forms aligned and were in order.	3 – Adequate	
7.	Completeness of JD signing	Twenty two (22) employees have signed JD.	3 – Adequate	7
8.	Completeness of PMS Form signing	As per comments above, only one (1) staff had missing supervisor signature. One (1) staff has no PMS form.	3 – Adequate	7
9.	Timeliness of JD's and PMS Forms signed adhering to the PMS process	Ranges from 09/04/ 2015 to 9/8/2016	2 – Poor	47
10.	Overall view of readiness for PMS	Based on all the above	3 – Adequate	78

# PUBLIC SERVICE INCENTIVE GUIDE

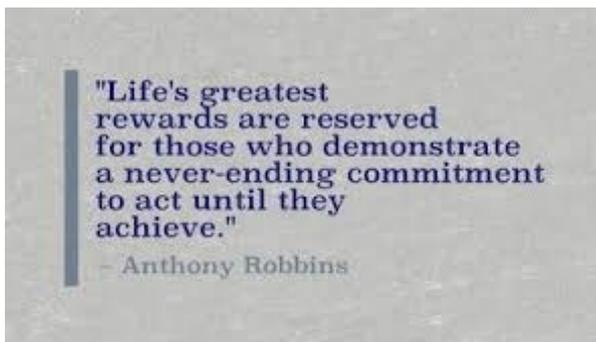
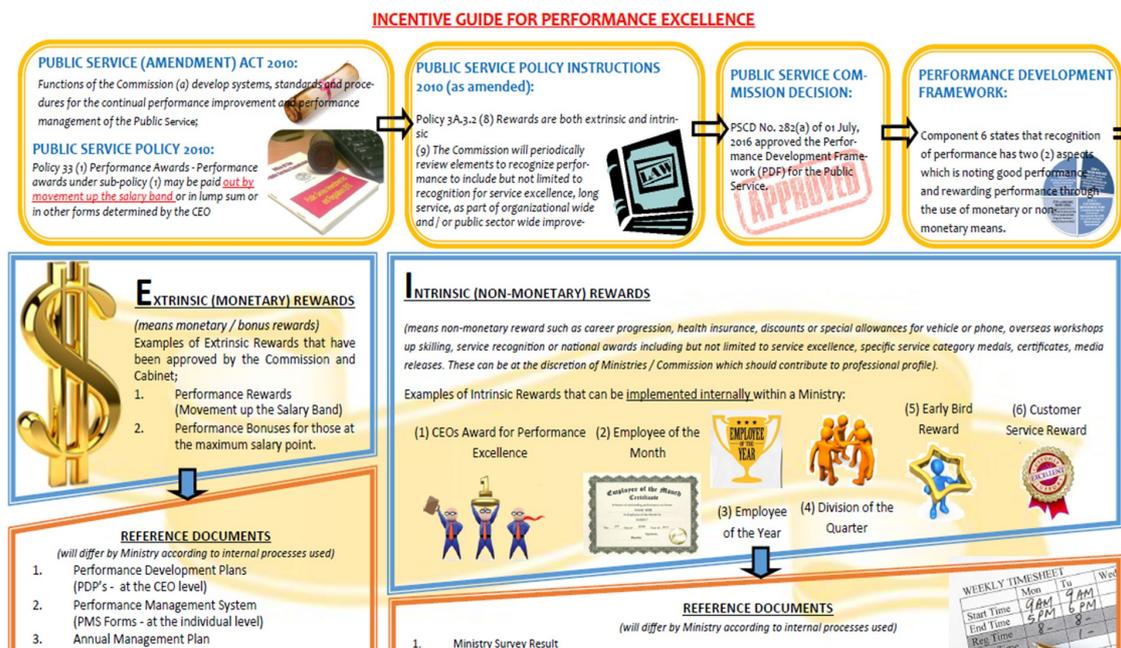
## Non-Monetary Incentive Guide

On 14 November, 2016 the Public Service Commission approved through PSCD No. 452 the Incentive Guide for the Public Service as follows;

“1. That the Incentive Guide for Performance Excellence for the Tonga Public Service is approved to serve as a Guide for line ministries in the development of Internal Non-Monetary Incentives (Intrinsic Rewards).

2. That the Incentive Guide approved as per Part (1) above is to be used as the basis for Performance Excellence Awards for the Public Service as appropriate”

The Guide was disseminated to all Line Ministries following approval by the Commission and its use is encouraged as part of internal Intrinsic Rewards to recognize internal performance excellence of individuals and teams.





... from PSC PMS Work Attachment



"I wish to acknowledge with gratitude the generous assistance of the PSC Office specifically the PMS Team that provide and approved this Work Attachment for Tourism which helps to broaden my understanding about PMS and other related divisions at PSC such as ICT, Policy, and HR and Corporate responsibilities and activities. The work attachment has succeeded in my gaining more experience and understanding about the requested areas of learning. Lastly, the training was exceptional and was more than what I expected and it is well satisfying at the end.

- Sandy Tu'ipulotu, A/SAS, Ministry of Tourism

November, 2016



**RESULTS HAPPEN OVER TIME, NOT OVERNIGHT. WORK HARD, STAY CONSISTENT AND BE PATIENT**

**MANAGEMENT IS ABOUT ARRANGING AND TELLING. LEADERSHIP IS ABOUT NURTURING AND ENHANCING.**

Tom Peters

**5 WAYS TO CREATE A POSITIVE WORKPLACE**

- 1 GIVE BENEFIT OF DOUBT** (Don't read into other people's action)
- 2 PRACTICE GENEROSITY OF SPIRIT** (Don't wait for someone else to share or help – do it first)
- 3 SPEAK WELL OF OTHERS** (And if you have nothing nice to say – Shut up!)
- 4 LOOK AT WHAT WORKS** (There is always something good in every situation – find it)
- 5 SHOW APPRECIATION** (Say thank you more often)

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# PMS INTERNAL ACTIVITIES

## Internal PMS activities undertaken by the PSC Office

### PSC Office Internal Employee of the Month and Division of the Month Program

On 18 of November, 2016, the CEO of the Commission and the PMS Team introduced the Internal Employee of the Month and Division of the Month Program to PSC Office staff.

The purpose of both Programs is to recognize employees and Divisions who serve the PSC Office in an exceptional manner by demonstrating and exemplifying outstanding service through his or her work or through Team effort, exhibiting a positive and supportive attitude during a specified period (of one month).

The awards program for the PSC Office for the month of Nov/Dec will be made during its end of the year function on 15 of December, 2016.

PUBLIC SERVICE COMMISSION

Employee of the Month and Division of the Month PROGRAM



**Purpose:**

The purpose of the Program and the Division to recognize employees who served the PSC Office in an exceptional manner by demonstrating outstanding service through his or her work or through Team effort, exhibiting a positive and supportive attitude during a specified period (of one month).

**Criteria:**

The nominee must be a permanent employee being eligible for nomination for the Employee of the Month and Division of the Month Program. The Division nominated must be a division under the approved Corporate Plan and Organizational Chart of the PSC Office. Nominated employees / Divisions must have demonstrated the following;

Attitude and Commitment

1. Dedicated to fulfilling job responsibilities (Individual or Division effort)
2. Consistently dependable and is punctual in reporting to work (Individual or Division effort)
3. Serves as a role model to others (Individual or Division effort)

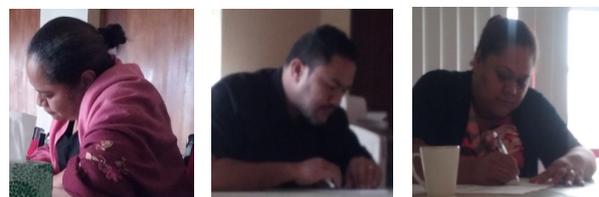
Work Performance

1. High overall quality of work or Division effort
2. Accurately complete work on time (Individual or Division effort)
3. Takes initiative

### PSC Office Heads of Divisions undergo PMS Evaluation Quiz

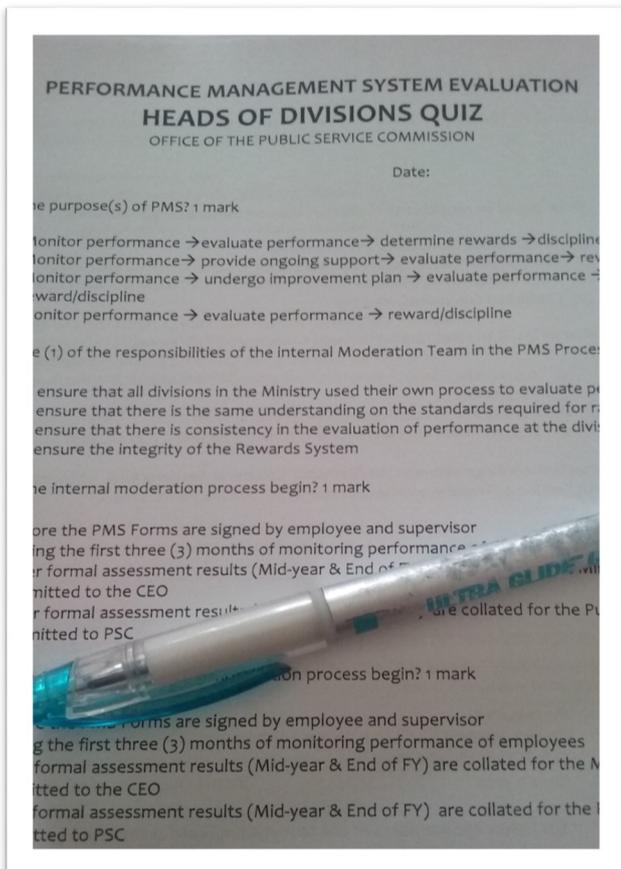
The CEO of the Commission directed that all Heads of Divisions of the PSC Office undergo a PMS Evaluation Quiz in order to find out any gaps in PMS knowledge so that these gaps can be addressed before the PMS Mid-Year Review process.

The Quiz was undertaken on 24 of November, 2016 and consisted of 27 questions of which 15 were multiple choice and 10 were short answer questions. All questions were designed in-house by the PMS Team of the PSC Office.



The results are currently being analyzed to identify any gaps for improvement.

At the request of the Office of the Commissioner for Public Relations, the PMS quiz for subordinate staff was shared with them to implement in-house if they require. This is all part of the knowledge sharing initiative of the PSC Office.



# PMS TEAMS PERSONAL REFLECTIONS

## *In the eyes of the PMS Team of the PSC Office*



Charlotte Vuki

*Those who serve out of the Spotlight are those to whom we owe the most gratitude.* Working in a central agency like the PSC Office allows me to serve the people of Tonga alongside many other public servants working in the Tonga Public Service. As a member of the PMS Team of the PSC Office, I have come across many people with

different mind-sets, different priorities, different circumstances, different attitudes and behaviours and different competencies – all unique individuals in their own right. One thought has always resonated in my mind – the fact that we are able to do what we do, because of the others who help us. Whether they are the Driver that drives us to meetings and trainings, the clerks that help photocopy our papers and retrieve our files/records, the Registrar who has to manage our correspondences, the Gardener/Cleaner that makes our office beautiful, the PMS Sub-Committee Member that runs around the Ministry to implement PMS processes, the HOD that directs operations, to the CEO that makes the decisions – we all have a role to play! We are all important to the organization! We all matter! So to those of you who serve out of the spotlight, who perform with or without rewards, who may/may not receive recognition and praise, who provides ongoing support to others, without fault and without complaint and who defines who/what all public servants should be (in terms of performance, behaviour and conduct), THANK YOU!. As the saying goes... .. *Ko kinautolu 'oku nau pou pou mei hotau tu'a kae lava 'a e ngaue, ko kinautolu 'oku totonu ke 'oange ki ai 'a e fakamalo'ia!* Ofa atu



Mele Latu

*“Individual commitment to a group effort- that is what makes a team work, a company work, a society work, a civilization work.”* Vince Lombardi

What is Teamwork? There are several ways to define team work. Yet, for some color definition, it means a sense of unity, common interests and responsibilities, as it is developed among a group of persons closely associated in a task, cause, change, etc. Team work can be likened to two compounds, it's the glue which keeps a team together, a bond which promotes strength, unity, reliability and support. It enables smoother movements towards targets, can prolong forward momentum to **“move forward”** and can assist teams to overcome obstacles. The PMS Division provides that amount of commitment, we have the potential to underpin so much of what is valuable within the Public Service Commission. In fact, the benefits to be gained from our group effort synergies are essential for effective management. I started working for the PMS Division on the 24<sup>th</sup> of October 2016 and already have the impression of a very busy and energized division. The amount of work is very demanding and very difficult at times however, I am learning a lot and will continue to learn as Essie once said, **“It is amazing what we can accomplish when we're in it together.”** I wish you all a Merry Christmas and prosperous New Year. Malo 'Aupito



Moleni Ika

*“To my colleagues – Just as the bible assures us (in James 1:12) that the one who perseveres under worldly trials and withstands the test will receive the crown of life, then surely success is brought about through patience and dedication.* As such this is a tribute to our collective efforts as a Team, Organization, Public Service and as a Nation.

The Performance Management System would not be at its current state today had it not been for your personal sacrifices and the unwavering support of your families and friends alike. May we continue to walk forward together and to attain our goal of Public Service Excellence. Thank you and 'Ofa lahi atu.”



Ronny Fono

*“There is nothing more beautiful than someone who goes out of their way to make life beautiful for others”* said Mandy Hale. The PMS Team has

strived to fulfil its commitments through promoting performance excellence to all the Line Ministries. Sometimes one person in the team may not be as strong as another and strengths might usually differ as well but through encouragement and embracing the strengths and weaknesses of each member, this is the key strength of the PMS Team and it is what I have learnt during the year. We can succeed if we help one another towards success. If I would like to simply describe one of the characteristics of the PMS Team, I would agree together with Donald Gale “A pessimist, they say, sees a glass as being half empty; an optimist sees the same glass as half full. But a giving person sees a glass of water and starts looking for someone who might be thirsty.” - Malo



Alamoni G. Nafe

I have been working in the Performance Development Division for one year and five months. I feel that working in the PMS team is extremely stressful and very difficult, but I'm always learning something new. The highlights of working in the

PSC Office in this particular division are the visits to the Line Ministries, the Outer Islands trips and the Sub-committee meetings. This has allowed me to meet new people and observe the work culture across various Ministries. I feel that PMS is a useful tool which lets you, as an employee, see how well or how poorly you are doing. From my personal working experience, I have my “off” days that I feel I am not on top of assigned tasks and “top” days in which I feel I have done exceptionally well. I see PMS as a mirror which reflects my own professional development so far and as a map of how I would like to continue to grow professionally and nurture my potential as a part of the Tongan Government to better serve the people of the Kingdom.

In summary, always keep striving to improve and be a better version of yourself in all aspects of your life. Happy holidays to you.

Wishing all our Line  
Ministry colleagues a  
joyous & blessed  
*Merry Christmas!*

*from*

*Management and Staff of the PSC Office*

*All PMS related resources can be  
downloaded from our website:*

*[www.psc.gov.to](http://www.psc.gov.to)*

*Contact us:*

*[pms@psc.gov.to](mailto:pms@psc.gov.to)*

*[pmsdivision@gmail.com](mailto:pmsdivision@gmail.com)*

