



**MINISTRY OF PUBLIC SERVICE**

# **SOLOMON ISLANDS PUBLIC SERVICE TRANSFORMATION STRATEGY 2023-2033**

© MINISTRY OF PUBLIC SERVICE, SOLOMON ISLANDS, 2023



---

## **SOLOMON ISLANDS PUBLIC SERVICE TRANSFORMATION STRATEGY 2023-2033**

---

© **Ministry of Public Service, Solomon Islands, 2023**

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in any form, or by any means, electronic, mechanical, photocopying, recording, scanning or otherwise, without the prior permission in writing of the Minister and Permanent Secretary of the of the Ministry of Public Service



**PRODUCED BY  
ORGANIZATION CLINIC  
CONSULTANTS**

Compiled by: Jerry B. Siota

Formatted by: James C. Saliga

# Contents

<b>Table of Figures</b> .....	<b>IV</b>
<b>Acronym</b> .....	<b>V</b>
<b>Acknowledgments</b> .....	<b>VI</b>
<b>Forward</b> .....	<b>VII</b>
<b>Executive Summary</b> .....	<b>VIII</b>
<b>I. Operating Context</b> .....	<b>1</b>
Mandate.....	1
Vision.....	1
Mission.....	1
Values.....	1
Functions.....	1
Strategic Alignment.....	2
Other Governance Documents complimented by this Strategy.....	3
<b>II. Environmental Context</b> .....	<b>4</b>
The SIPS workforce.....	4
The SIPS Organizations.....	6
Instituting a learning culture within the SIPS.....	7
Stakeholders.....	8
<b>III. Workforce Demographics</b> .....	<b>11</b>
The work of SIPS .....	12
Public Service Employees with Special needs .....	12
Senior Posts (L12-SS5) by Gender .....	12
<b>IV. Transforming Service Delivery: An Action Strategy for SIPS Workforce</b> .....	<b>13</b>
<b>Pillar One - Workforce Development</b> .....	<b>14</b>
Action 1: Motivating the workforce.....	15
Action 2: Building skills, developing talents.....	15
Action 3: Create an environment to foster research & innovation.....	15
Action 4: Sensitizing Gender and Inclusivity in Governance.....	15
How will we get there?.....	16
<b>Pillar Two - Institutional Development</b> .....	<b>20</b>
Action 5: Create dynamic & lean organizations.....	21
Action 6: Institutionalizing strategic human resource governance.....	21
Action 7: Create an environment to foster research & innovation.....	21
How will we get there? .....	22
<b>V. Implementing this strategy, monitoring its success and evaluating challenges</b> .....	<b>24</b>
Implementing the Transformation Strategy.....	24
Monitoring, Evaluation and Learning (MEL).....	24
Public Service Satisfaction Survey (PSSS).....	24
SIPS Survey (SS) .....	24
Reports on Implementation.....	25
<b>References</b> .....	<b>26</b>
<b>Appendices</b> .....	<b>27</b>
Appendix 1 – Key Activities of MPS for this strategy .....	27
Appendix 2 – Remuneration.....	28
Appendix 3 – Learning & Talent Development .....	29
Appendix 4 – Research & Innovation .....	30
Appendix 5 – Gender Mainstreaming & Inclusion.....	31
Appendix 6 – Organizational Development .....	32
Appendix 7 – Strategic Human Resource Governance .....	33
Appendix 8 – E-Governance.....	34
Appendix 9– Task Force Members .....	35

## Table of Figures and Tables

<b>Figure 1 SIPS Recurrent Budget 2017-2020</b> .....	4
<b>Figure 2 Retirees receiving LDSB</b> .....	4
<b>Figure 3 Total amount of LDSB paid-out</b> .....	4
<b>Figure 4 SIPS workforce 2016-2021</b> .....	5
<b>Figure 5 Vacancy from 2016-2022</b> .....	5
<b>Figure 6 Goals and objectives of the SIPS transformation strategy</b> .....	7
<b>Figure 7 Feedback from the IPAM trainings evaluation report</b> .....	7
<b>Figure 8 Key stakeholders of MPS</b> .....	8
<b>Figure 9 Distribution of public servants in Solomon Islands</b> .....	11
<b>Figure 10 Senior positions by gender</b> .....	12
<b>Figure 11 Workforce challenges of SIPS</b> .....	14
<b>Figure 12 SIPS organizational issues</b> .....	20
<b>Figure 13 SIPS Transformation Strategy M&amp;E framework</b> .....	25
<b>Table 1 Types of public officers with special needs</b> .....	12

## Acronym

ADB	Asian Development Bank
ANU	Australian National University
DFAT	Department of Foreign Affairs and Trade (Australia)
GESI	Gender Equality and Social Inclusion
GPM	Governance and Performance Management Division (S.I)
HRMIS	Human Resource Management Information System (Aurion)
ICTSU	Information Communication Technology Support Unit (S.I)
IPAM	Institute of Public Administration and Management
LDSB	Long and Dedicated Service Benefit
MEL	Monitoring, Evaluation and Learning framework
MPS	Ministry of Public Service
NDS	National Development Strategy 2016-2035
PAU	Papua New Guinea Adventist University
PSC	Public Service Commission (S.I)
PSSS	Public Service Satisfaction Survey
SICCI	Solomon Islands Chamber of Commerce and Industry
SIG	Solomon Islands Government
SIG-PSTS	SIG Public Service Transformation Strategy 2016-2021
SINU	Solomon Islands National University
SIPS	Solomon Islands Public Service
SI-PSTS	Solomon Islands Public Service Transformation Strategy 2023-2032
SOS	Scheme of Service
SS	SIPS Survey
USP	The University of the South Pacific

## Acknowledgments

The Solomon Islands Public Service (SIPS) Transformation Strategy in its current form is credited to contributions from many teams across the government sectors. Special credit is accorded to the Public Service Transformation Strategy (PSTS) Taskforce who initiated and guide the review and the formulation of this successor strategy. The Taskforce is chaired by the Permanent Secretary for the Ministry of Public Service and comprise of senior staff of MPS and representative from the Ministry of Finance & Treasury, Ministry of Fisheries & Marine Resources and the Ministry of Agriculture & Livestock.

DFAT must be appreciated for funding the review and formulation of this successor strategy. The continuous partnership and friendship in the development of the Solomon Islands Public Service (SIPS) Transformation Strategy is a drive towards good governance and accountable public management in the Solomon Islands Public Service workforce. It must be noted that the first ever Strategic Plan (2010-2015) for the Ministry of Public Service (MPS) was funded and developed by the Public Service Improvement Programme under the auspices of DFAT. Since then, the MPS has recognized the need to be strategic in delivering its services. Hence under the leadership of the Permanent Secretary for Ministry of Public Service, Mr. Nego Sisiolo the Public Service Transformation Strategy 2017-2021 was formulated. Upon its expiry, Mr. Nego Sisiolo led the formulation of this successor strategy with funding support from DFAT and technical support from the Organization Clinic Consultancy Firm (OrgClinic). Appreciation is also rendered to OrgClinic team providing technical support.

On a final note, the support from 13 ministries participating in the evaluation of the PSTS 2017-2021 and contributing ideas for the development of this successor strategy must be whole-heartedly complimented. MPS and SIPS extend its appreciation to the; Ministry of Foreign Affairs & External Trade; Ministry of National Planning & Aid Coordination; Ministry of Health & Medical Services; Ministry of Forests & Research; Ministry of Mines, Minerals & Rural Electrification; Ministry of Finance & Treasury; Office of the Prime Minister & Cabinet; Parliament Entitlements Commission; Solomon Islands Independent Commission Against Corruption; Leadership Code Commission, Ministry of Education & Human Resource Development; Ministry of Justice & Legal Affairs and; Ministry of Commerce, Industry, Labor and Immigration.

## Foreword

---



The environment in which the Solomon Islands Public Service operates is increasingly changing. There are competing interests from our stakeholders both at national, provincial, and community levels that the Public Service ought to better understand and address them responsibly in an efficient and effective manner. This would require an integrated, whole-of-government approach from political levels cascading down to the bureaucracy. We are all part of the game-changing formula to transform the Solomon Islands public service for a better future. Our action must be sustained by our vision to have ‘a public service that is responsive, value-based and focused on the high-quality service delivery’.

---

In 2016 the Solomon Islands Government adopted and launched our nation’s long-term national development strategy 2016-2035 (NDS 2016-2035). The NDS established the visionary pathway that guides the social and economic development for Solomon Islands at both long and medium terms. After seven years into its implementation, under the coordination of the Ministry of National Planning and Development Coordination, in 2023 launched a review into NDS 2016-2035 on how our nation journeyed through the intended pathway.

Inspired by the NDS medium term strategies (MTS), my ministry – the Ministry of Public Service (MPS) developed the SIG- Public Service Transformative Strategy 2017-2021 (SIG-PSTS), a five-year strategic plan that seek to materialise across the whole-of-public service three NDS medium term strategies. These MTS are: *(i) improving gender equality and support the disadvantage, (ii) enhancing efficient and effective public service with a sound corporate culture and (iii) reduce corruption and improve governance at national, provincial and community levels.* To date, the SIG-PSTS 2017 – 2021 expired. As my ministry reviewed the extent of its implementation and outputs in the past five years, we have made some admirable achievements. But as we reflect on lessons learned, a number of intended activities contained in the preceding SIG-PSTS 2017-2021 is yet to be fully realised. Therefore, this successor strategic plan further built on our achievements and lessons learned to continually provide a strategic medium-term plan for the SI-Public service as it advances into the pathway of improving both quality of service delivery and the life of the Solomon Islands public service workforce.

On your hand now is the successor strategy – the **Solomon Islands Public Service Transformative Strategy 2023-2033 (SI-PSTS 2023-2033)**. This edition of the SI-PSTS comes out after thorough review by the MPS-led taskforce supported by a local technical

adviser. The final strategy reflects the views and strategic thinking of many senior public officers across service whom the taskforce consulted over a period of 6 months. In undertaking such consultative process with our stakeholders, my ministry validates our strategic foresight which makes the SI PSTS 2023-2033 relevant. I sincerely acknowledge and thank the MPS-led taskforce, the technical adviser and the Australian Government-DFAT for their commitments and support that enables my ministry to deliver this document.

The SI PSTS 2023-2033 is informed by successive and current government’s policy platform on two critical pillars for governing our human capital. These are (i) **workforce development** and (ii) **institutional development**. The pillars are ultimately linked to the SI NDS. This means that all commitments rendered to achieve the SI PSTS 2023-2033 are deemed as joint-commitments to deliver any elected SIG government’s policy priorities and ultimately the SI NDS 2016-2035 objectives.

I therefore call on all SIG senior officers for joint commitment to execute this strategy through inter-ministry or agency mechanisms, working collaboratively as part of the game-changing formula to transform the SI Public Service for a better future.



**Hon. John Junior Tuhaika, MP**

**Minister - Ministry of Public Service**

## Executive Summary

The Ministry of Public Service (MPS) draw its mandate from the Public Service Act of 1989. The primary mandate requires the MPS to carry out Human resource management duties for the Solomon Islands Public Service (SIPS). The MPS was formerly a department under the Office of the Prime Minister and Cabinet, however with the increasing nature of the SIPS, it become a separate Ministry in year 2005. The MPS's functions are two-fold; first it acts as a secretariat for the Public Service Commission whose mandate is to hire and fire public servants in the SIPS. It's second function pertains to the; re-organization of the SIPS and the governance of the SIPS workforce, i.e. terms and conditions, code of conduct etc. Hence these two functions are the key strategic thrusts in this successor strategy.

The SIPS Transformation Strategy 2023-2033 is the third instalment of strategic planning document for the MPS. The first strategy was from 2010-2015 and the second strategy was from 2017-2021. With challenges in implementing reforms within a 5-year period, the MPS decided to increase the strategic time-period to 10-years. The SIPS Transformation Strategy is very important especially for the Solomon Islands Government (SIG) ministries and agencies specifically; the motivation of the public servants to deliver service delivery and the proper organization of the ministries/agencies so their organizational structures become enablers for quality service delivery.

It is alarming that after 10 years of strategic planning, the evaluation report of the PSTS 2017-2021 indicates massive problem in existence within the SIPS. On one hand, welfare of public servants is at the top of the list. There are on-going grievances of salary being very low and demotivating terms and conditions of employment. On the other hand, there are complaints from within SIPS and externally, of

'attitude problem' of public officers. The attitude problem is impacting negatively on service delivery, through corruptive practices and ignorance of prescribed policies. When it comes to the organization of the ministries, there are even deeper problems such as functional and structural issues. This resulted in unclear reporting lines, lack of clarity on roles and duplication of function, causing ministries to spend more but deliver less.

Within the SIPS sphere, overall, there is a lack of enabling environment for research and innovation that would potentially modernize the SIPS. These challenges have made the SIPS medium of service delivery inadaptable and inflexible to the fast-changing environment, limiting its ability to respond quickly and positively to services needed by citizens and the country. Hence, various commentators, authors and researchers have concluded that SIG and SIPS are incapable to lead socio-economic development in the country. Confronted with such negativity, strategies such as the National Development Strategy 2016-2035 and SIG policy objectives are striving to correct the errors. The SIPS Transformation Strategy 2023-2033 will assis in mitigating the challenges.

The SIPS Transformation Strategy 2023-2033 will focus on two fundamental pillars; workforce development and institutional development. The workforce of public servants must be competitive, patriotic, ethical, motivated, innovative and inclusive. The organizations must be dynamic, lean agile and highly capable. The strategy will also focus on learning and development support through the Institute of Public Administration and Management (IPAM) and affiliations to other educational institutions. The successful implementation of this strategy will develop the SIPS workforce and organizations to transform public service delivery in the country.

In an effort to transform the SIPS; the pillars, strategies and actions for this strategy summarized below, will be implemented in the next ten years.

<b>PILLARS</b>	<b>STRATEGIES</b>	<b>OUTCOME</b>	<b>ACTION</b>
<b>Pillar 1</b> <b>Workforce Development</b>	<b>Strategy A:</b> Remuneration	<b>Outcome 1:</b> A Remuneration which is fair, affordable and sustainable	<b>Action 1:</b> Motivating the workforce
	<b>Strategy B:</b> Learning & Talent Development	<b>Outcome 2:</b> Highly competent, knowledgeable, credible, innovative public officers	<b>Action 2:</b> Building Skills, Developing Talents
	<b>Strategy C:</b> Research & Innovations	<b>Outcome 4:</b> Fast, accurate, quality, proactive and responsive public service delivery	<b>Action 3:</b> Create an environment to foster research & innovation
	<b>Strategy D:</b> Gender Mainstreaming & Inclusion	<b>Outcome 3:</b> Gender equity, gradual increase in women participation in management and leadership. Equal opportunities for minorities and those with special needs	<b>Action 4:</b> Sensitizing Gender & Inclusion in governance
<b>Pillar 2</b> <b>Institutional Development</b>	<b>Strategy E:</b> Organizational Development	<b>Outcome 5:</b> Dynamic, lean, agile, highly capable organizations	<b>Action 5:</b> Create a dynamic and lean organization
	<b>Strategy F:</b> Strategic Human Resource Governance	<b>Outcome 6:</b> Knowledgeable, credible, competent, innovative public officers	<b>Action 6:</b> Institutionalizing human resource governance
	<b>Strategy G:</b> E-Governance	<b>Outcome 7:</b> Systems & processes: accurate, quality, proactive and responsive public service delivery	<b>Action 7:</b> Creating highly capable organizations

# 1. OPERATING CONTEXT

## Mandate

The Ministry of Public Service draws its mandate from the Public Service Act 1988. The Public Service Act empowers the Minister for Public Service to reorganize the public service including the human resource management. Additionally, the Public Service Act authorizes the Public Service Commission to hire and fire public officers. The Ministry of Public Service exists under the power of the Minister for Public Service. Overtime, the public service commission has also delegated some of its powers to the Permanent Secretary for Public Service.

### VISION

The Ministry of Public Services operates with the vision to ensure there exists; “A public service that is responsive, value-based and focused on high quality service delivery”.

### MISSION

To achieve the vision, the Ministry of Public Service subsists on a mission to; “To enhance a competent, inclusive and sustainable public service focused upon strong ethical leadership”.

### VALUE

But it is imperative that all public servants demonstrate certain values in everyday performance of their duties. High quality service delivery can only be truly successful if public servants display the following values

Accountable	Being able to explain the reasons for actions taken and taking responsibility for actions.
Equitable	Recognizing and promoting disadvantaged groups such as women and people with disabilities.
Ethical	Behaving in accordance with the code of conduct and laws
Honesty	Being truthful and upholding the laws of Solomon Islands
Impartial	Unbiased performance and elimination of ‘wantok’ in decision making
Integrity	Steadfast adherence to moral & ethical principles in private and public life, in a manner that attracts respect, trust and a sense of dependability.
Professional	Using knowledge and skills to achieve results
Respect	Treating people, the Government and colleagues with courtesy and respect
Responsive	Delivering high quality customer and service delivery.
Transparent	Taking actions and making decisions in an open way that can be scrutinised
Wisdom	A capacity for deeper level understanding of issues involving discernment, intuition, experience and maturity; and the ability to inspire and encourage action to overcome challenges for the advancement of all people

## Functions

As per the powers granted by the Public Service Act of 1989, the Ministry of Public Service serves as the secretariat for the Public Service Commission. Its key responsibilities encompass facilitating the reorganization of divisions and departments within the Solomon Islands Public Service, developing and abolishing schemes of services for professionals in the same sector, as well as developing and amending policies and procedures related to administration. Additionally, the Ministry handles public officer postings and provides support in editing and correcting pertinent documents.

Prescribe the terms and conditions of services and grading of positions within the Solomon Islands

Public Service;

1. Oversee conduct of public officers;
2. Training of public officers;
3. Allocation to or use of Government property by public officers;
4. Performance assessment of public officers;
5. Proper organization and efficient conduct of the business of Government by public officers
6. Discipline of public officers.

The Ministry of Public Services works closely with other core Government ministries such as the Office of the Prime Minister, Ministry of Finance and Treasury and the Ministry of National Planning and Development Coordination. The Ministry serves as a secretariat to the; Public Service Commission, Police & Correctional Service Commission and Judicial & Legal Services Commission.

## **Strategic Alignment**

The strategy is directly linked to the National Development Strategy 2016-2035. As such it is geared towards the achievement of the national vision of “improved social and economic livelihood for our citizens”. The strategy supports objective 5<sup>1</sup>, particularly medium-term strategy 12<sup>2</sup> and to a lesser extent, medium term strategy 13<sup>3</sup>. Additionally, NDS objective 2<sup>4</sup> and MTS 7<sup>5</sup> is supported through the gender in governance component of this strategy. The strategy is crafted to fit into the policy objective of any government of the day. Currently, the strategy links well with the current governments vision to re-direct its focus to enhance the country’s capacity to sustain food security. In such scenario, the Ministry of Public Service will endeavour to assess relevant ministries to assess their organization and staffing capacity to deliver the ruling Government’s policy.

The NDS linkage means any plan of the Ministry is linked to the Sustainable Development Goals. Accomplishment of component of this strategy is implementation towards:

- \* **SDG 5: Gender Equality**
- \* **SDG 8: Decent work & Economic Growth**
- \* **SDG 9: Industry, Innovation and Infrastructure**
- \* **SDG 10: Reduced inequalities**
- \* **SDG 16: Peace, justice and strong institutions**
- \* **SDG 17: Partnerships for the goals**

---

1 NDS Objective Five: Unified nation with stable and effective governance and public order

2 Medium Term Strategy 12: Efficient and effective public service with a sound corporate culture

3 Medium Term Strategy 13: Reduce corruption and improve governance at national, provincial and community levels

4 NDS Objective Two: Poverty alleviated across the whole of the Solomon Islands, basic needs addressed and food security improved; benefits of development more equitably distributed

5 Medium Term Strategy 7: Improve gender equality and support the disadvantaged and the vulnerable

## **Other Governance Documents complimented by this Strategy**

Additional governance policies supporting this document includes:

- \* SIPS Code of Conduct
- \* SIPS General Orders 1985<sup>6</sup>
- \* Performance Management Process (PMP)
- \* Attendance Management Policy (AMP)
- \* Performance Recognition Committee Guidelines
- \* In-service training policy
- \* Recruitment & Selection guidelines

Most of these documents are hosted by the Ministry of Public Service. Based on this list, there are still other processes yet to be formalized by means of being documented. This includes the Discipline Manual, HRMIS policy, Gender mainstreaming policy or research policy. Hence, the essence of progressing this strategy's reach and implementation.

---

<sup>6</sup> Once the revised Public Service Bill is legislated, the revised version 'Public Service Orders 2010' will be implemented

## 2. ENVIRONMENTAL CONTEXT

### The SIPS workforce

The challenges faced by the Solomon Islands Public Service (SIPS) are profound issues that threatens the very existence of the public service itself. Currently the public service employs more than 9000 public officers across 30 SIG ministries and agencies. The existence of different professionals within SIPS necessitates the existence of Professional Scheme of Services (SOS). Currently there are four active SOSs for; Medical Doctors, Nurses, Paramedics and the Legal profession. With such a large workforce, maintaining a unified salary structure becomes a challenge.

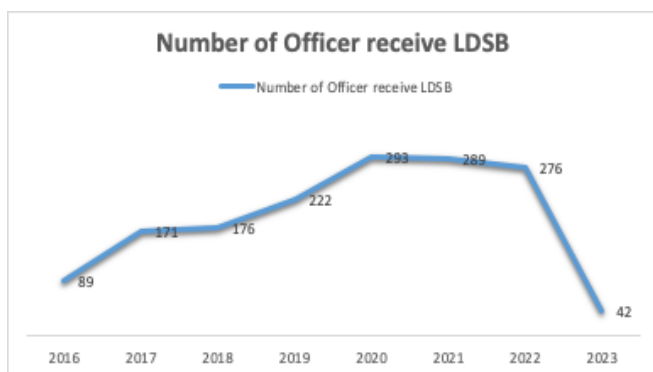
**Figure 1 SIPS Recurrent Budget 2017-2020**

Year	Revised Budget	YTD Actual
2017	\$ 1,033,336,413.00	\$ 1,096,678,738.20
2018	\$ 1,106,532,907.00	\$ 1,177,339,298.15
2019	\$ 1,254,158,168.00	\$ 1,234,853,966.55
2020	\$ 1,287,854,962.00	\$ 1,318,826,486.45
<b>Total Recurrent Budget</b>	<b>\$ 4,681,882,450.00</b>	<b>\$ 4,827,698,489.35</b>
<b>Total yearly Average (Recurrent Budget)</b>	<b>\$ 936,376,490.00</b>	<b>\$ 965,539,697.87</b>

(Source: Ministry of Public Service 2023)

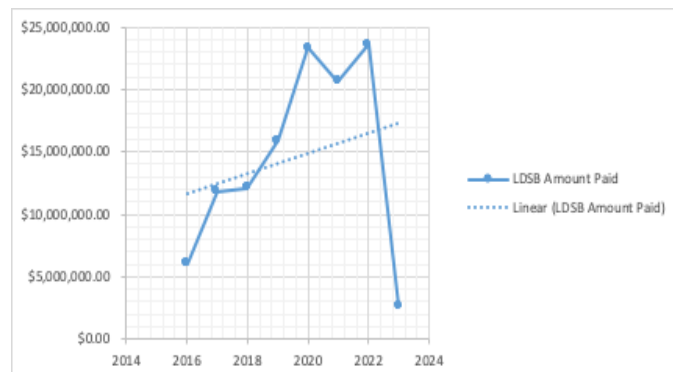
Over the 4-year span showed in the figure 1, the total recurrent was already \$4.8b. The outcome of trying to maintain a unified salary structure is the increasing payment of allowances over the years. For instance, in 2017 alone, 40 different types of allowances were identified through the Aurion HRMIS system amounting to SBD112,403,839.10<sup>7</sup>. Despite such significant amount of recurrent budget, dissatisfaction on salary level is very common and a number one issue or complaint usually raised by most public servants. But with already such high figures, the notion of further increasing it is beyond SIG's financial capacity. Additionally, the figure below shows the increasing number of retirees and long service benefit paid out from 2016 to 2023.

**Figure 2 Retirees receiving LDSB**



(Source: Ministry of Public Service, 2023)

**Figure 3 Total amount of LDSB paid-out**



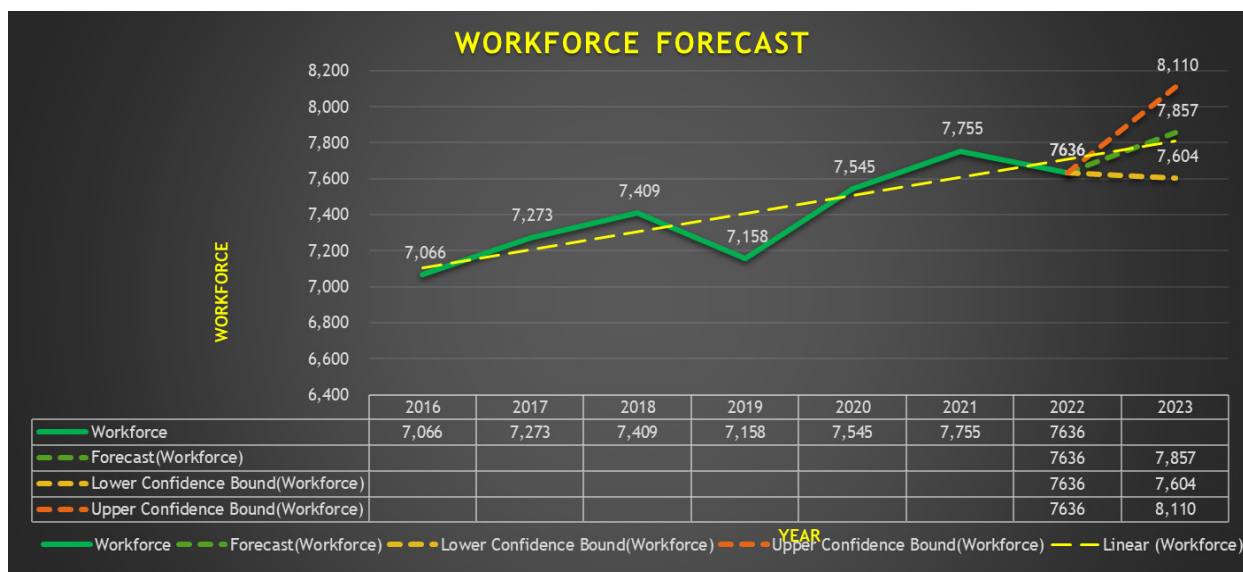
(Source: Ministry of Public Service, 2023)

A total of \$116,100,591.48 was paid out to retirees. Such expense is indicative of the challenge in maintaining a large payroll. A recent world bank report alluded to the same, the increase of allowances

<sup>7</sup> Ministry of Public Service Annual Report 2017.

whilst the salary remain the same<sup>8</sup>. Hence it was without a surprise that the evaluation report of the PSTS 2017-2021 indicated remuneration as the main issue facing public servants<sup>9</sup>. And this is a key strategic thrust for this document.

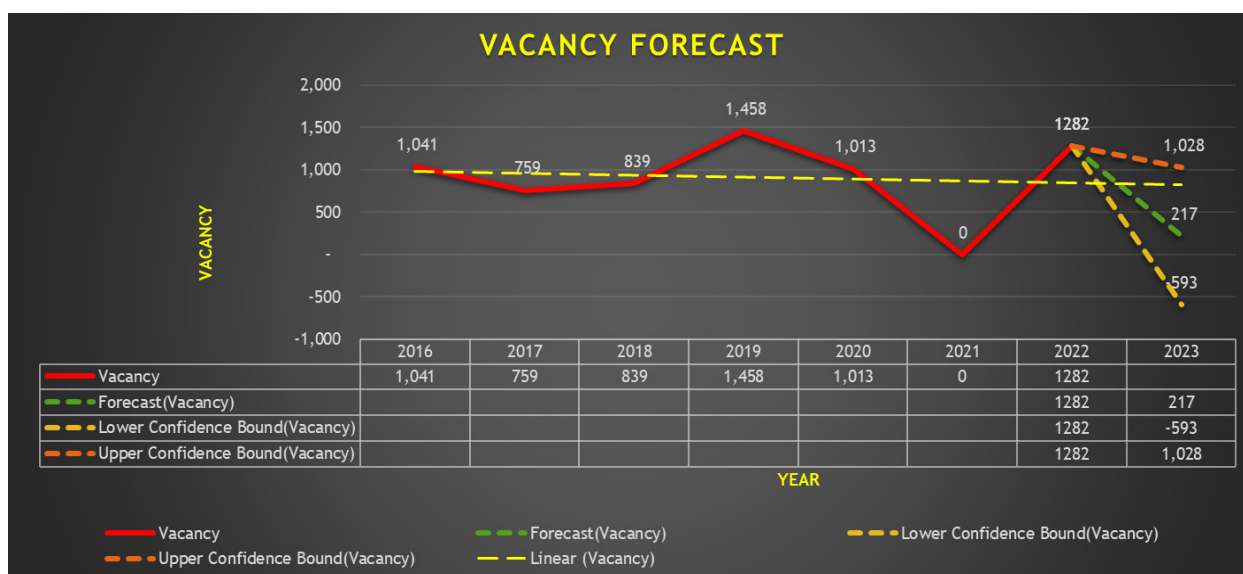
**Figure 4 SIPS workforce 2016-2021**



(Source: Ministry of Public Service 2023)

The increasing number of workforces presents a daunting outlook to on-going efforts to improve remuneration for SIPS. The forecast is predicting further increase to the workforce. The essence of organizational analysis is to assess the relevance of the existence of different positions.

**Figure 5 Vacancy from 2016-2022**



(Source: Ministry of Public Service 2023)

Based on the vacancy numbers from 2016 to 2022, it is obvious that SIPS is finding it difficult to attract applicants. This might pertain to multiple factors; however, available data indicates a lack of strategic intention to develop the workforce and institutions internally.

<sup>8</sup> World Bank Report on Solomon Islands Public Service 2022.

<sup>9</sup> Evaluation of the Solomon Islands transformative strategy 2017-21, Ministry of Public Service 2022.

The evaluation report of the Solomon Islands transformation strategy 2017-2021 revealed the major problem of poor working attitude. Similarly, a PhD research in 2020 also found the issue of attitude problem being a significant concern<sup>10</sup>. This is not a new knowledge but has been the target of performance management process and attendance management policy development and implementation. However, the evaluation report indicated that these very policies were abused and implemented in a manner that suits the implementers. Moreover, staff welfare is largely ignored in most ministries. The strategic human resource governance is purposely to address these issues. Other issues include the governance of terms and conditions stemming from the Public Service Bill and the Public Service Orders.

## **The SIPS Organizations**

Drawing from the annual reports of MPS from 2018-2021, functional and structural issues persists within most ministries. A PhD research on the Solomon Islands Public Service alluded to the same<sup>11</sup>. The author of the research found that one of the key issues hindering ministries from delivering effective and efficient public services is unclear reporting lines. Issues relating to organizational structures, lack of clarity of roles and responsibilities, no clear reporting lines, poor organizational culture and so forth persists in most ministries. For instance, in one of the ministries, there is hardly a staff meeting, hence public officers do not know what is happening or what they should be doing. With the existence of such environment, it raises a massive red flag. Thus, the focus of MPS on 'institutional development' as a major pillar for this document.

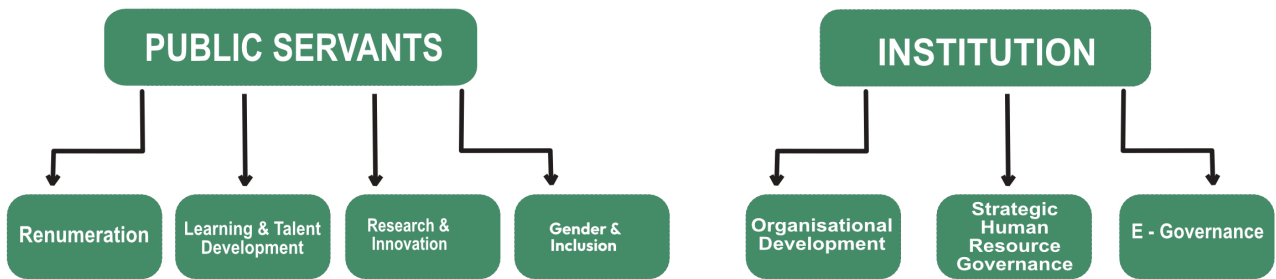
The PSTS 2017-2021 evaluation report posited that the strategic plan was broad with too many objectives. Whilst the strategic thrusts are still relevant, there is the general need for the goals to be more succinct and focused. The basis of any strategic plan relies on three main aspects; people, processes and products. To be more focused this document presents only two main strategic thrusts public servants and the institution. The focus on public servants is an avenue to ensure professionalism, ethical leadership and innovation transpires.

Enhancement of public servants will ensure that the Solomon Islands Public Service Institution becomes more effective and efficient. Institution is the organization, policies, procedures and guidelines prescribing how the Solomon Islands Public Service Institution should function. The main product of the Solomon Islands Public Service institution is the public service delivery to the citizens. If formulae are simple; develop public servants with professionalism, ethical leadership and innovation, ensure the Solomon Islands Public Service institution is efficient and public service delivery to citizens should improve. The focus of MPS must be on public servants and the institutional organization within SIPS. The seven strategic thrusts can be factored into the two main objectives, as shown in the figure 6.

---

10 Siota, J.B (2020). *“Rethinking New Public Management: An inquiry into public service delivery in the Solomon Islands Public Service”*. USP, Suva, Fiji.

**Figure 6 Goals and objectives of the SIPS transformation strategy**

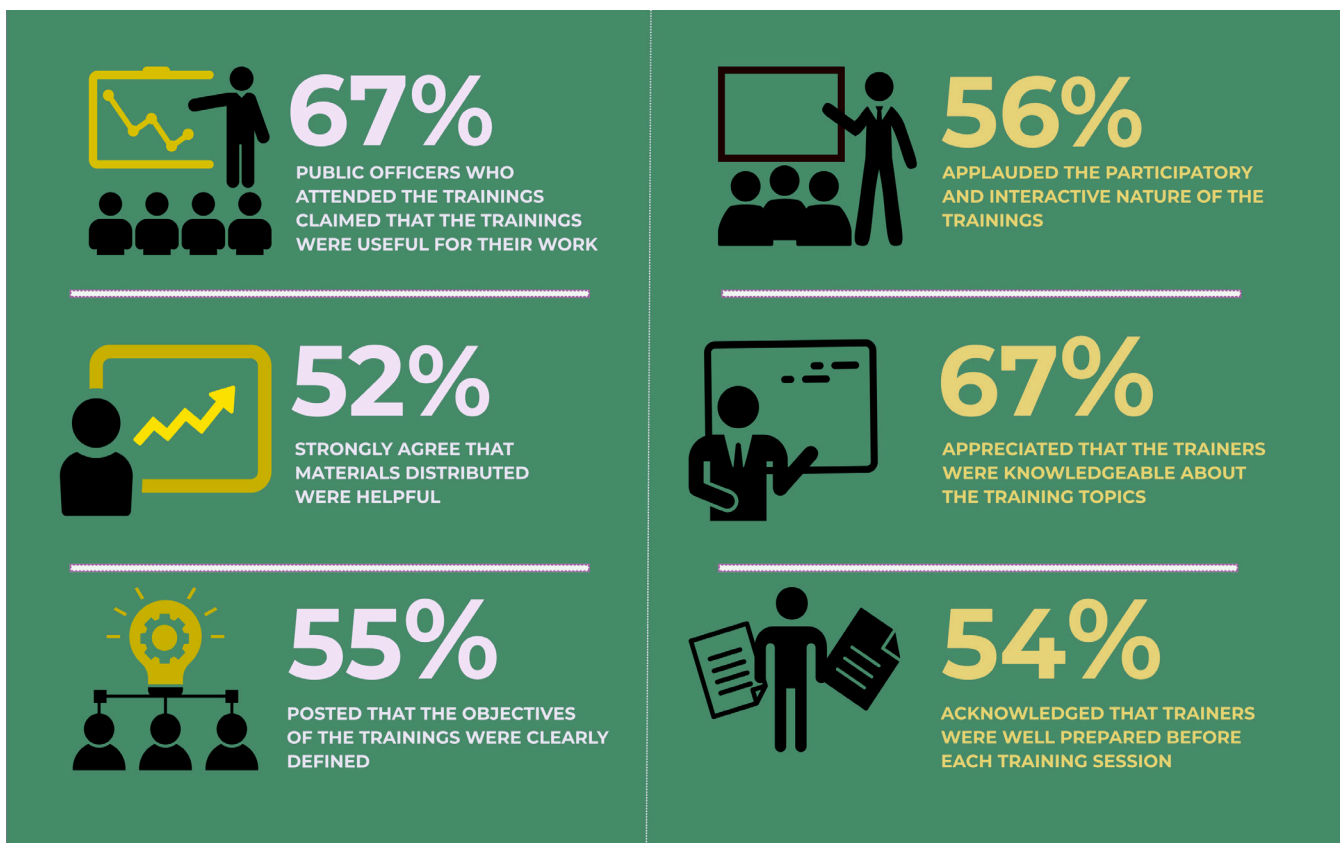


The two priorities for the SIPS moving forward is to focus specifically on the development of its human resources and its institutions. As illustrated on figure 6, the main areas of focus for human resources would be to motivate them and develop their capacity. For institutions, modernizing its structures, policies and the manner it conducts its business would be the forefront of its reforms.

### **Instituting a learning culture within the SIPS**

Over the years, the Institute of Public Administration and Management, currently a Division under the Ministry of Public Services, has played a pivotal role in ingraining SIPS culture, code of conduct and professional skills to new public officers, senior public officers and those in leadership roles. In 2019, the trainings at IPAM was evaluated by the GPM Division of the Ministry of Public Service who carried out a comprehensive consultation around the Solomon Islands.

**Figure 7 Feedback from the IPAM trainings evaluation report**



The report provided positive feedback on the trainings, however there are a couple of unfortunate factors. First, the Institute, although upgraded and re-structured over the years, the nature and content of trainings remain the same.

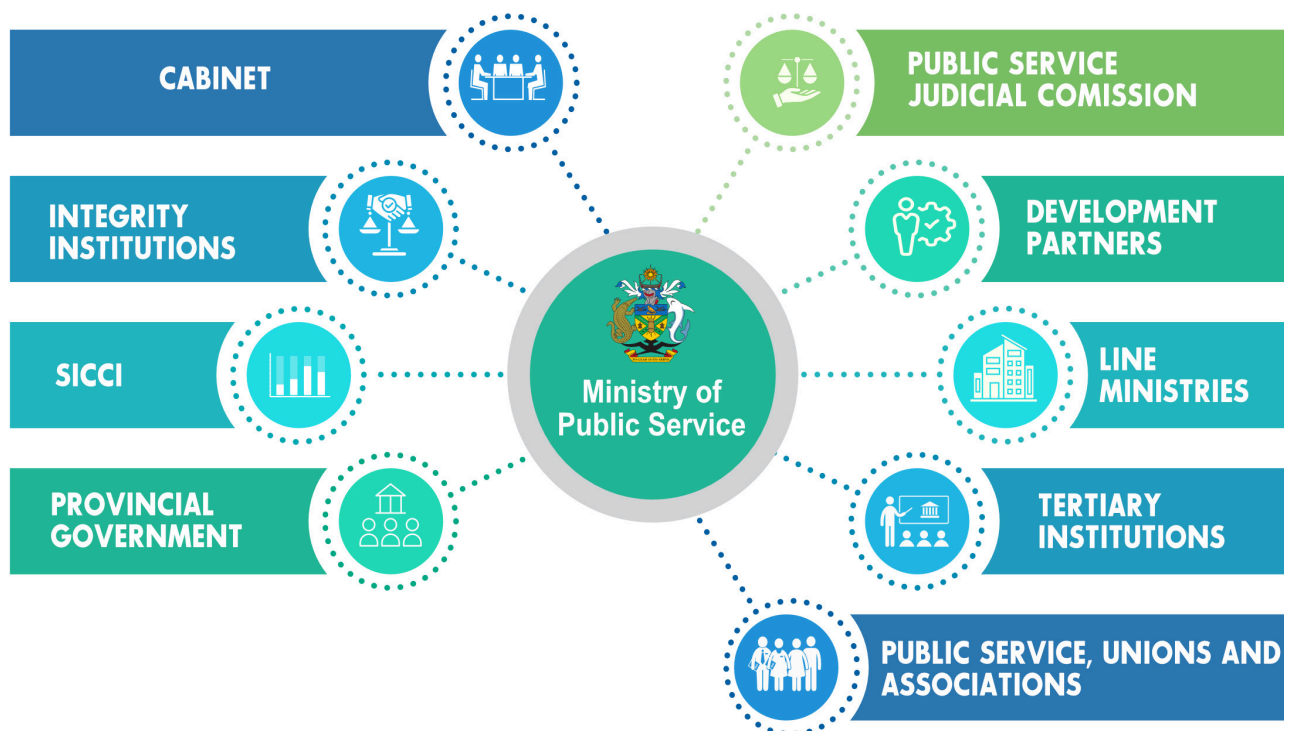
Second, the Institute is very much linked to Professional organizations and lacked academia connectivity. It must be noted that IPAM is instrumental in linking up with regional universities such as USP, SINU and PAU, but these relationships need to be upgraded to motivate a research and innovative culture within SIPS. A downside to the current arrangement is the fact that IPAM is used as a medium to ‘teach’ and ‘socialize’ policies, procedures written and prescribed by MPS. Hence, if the policies are outdated or legislation outdated, it will still be forced to teach the same. But perhaps a more ‘leading’ role will be plausible.

For instance, through the Institute’s linkage with academic universities, it becomes a research hub where ideas on improvement of processes, policies, procedures and legislations are borne and communicated back to policy-makers and writers to formalize. This would be a perfect scenario of being proactive and a step in the right direction with regards to research and innovation.

### Stakeholders

Continuous engagement with stakeholders is important to progress the strategic thrusts stipulated in this document.

**Figure 8 Key stakeholders of MPS**



MPS recognizes the importance of engaging and collaborating with other stakeholders in order to successfully implement this strategy. With lessons learned from the PSTS 2017-2021, this strategy has to be communicated clearly and evaluated effectively to maximise the effects of its intended outcomes. MPS's visibility must be enhanced especially within the Solomon Islands Government circles. Some of the issues can only be resolved collaboratively with other internal partners.

The MPS must also extend its reach externally to other stakeholders. For instance, this strategy was funded by DFAT. But it must be noted that the relationship must also be of technical nature, for instance, engaging with other similar agencies in other countries. Such connectivity is essential in keeping abreast with the latest best practices and for the purpose of benchmarking of its services. Connecting with World Bank or ADB for example is paramount to the comparison of latest data on public administration ranking and so forth. MPS can even collaborate with these institutions in collecting crucial data for contextual and factual data for proper analysis.

Not only that but it is important that MPS connects with Tertiary institutions internally such as SINU and USP, but also externally with renowned universities such as ANU or the University of Auckland. These connections will be important to enhance contextual research and innovation within the Solomon Islands Public Service. More importantly partnership with these institutions will allow the creation of 'tok stori' forums allowing public servants to continuously share their views and learn from each other. The Institution of Public Administration & Management is already a platform within MPS conducive for such partnerships.

The public sector is the largest employer and educator in the Solomon Islands. Most scholarships for both pre-service and in-service students is still sponsored by the Solomon Islands Government. The Ministry of public service plays a pivotal role with in-service training. Proper partnership can further enhance trainings, building the capacity, professionalism and ethical leadership necessary to advance services both within the public and private sectors.



# TRANSFORMING SERVICE DELIVERY: SIPS TRANSFORMATIVE STRATEGY 2033

WHILST THE SERVICE DELIVERY CONTEXT IS RAPIDLY CHANGING THE SIPS CONTINUES TO FACE CHALLENGES THAT IMPACTS NEGATIVELY ON PERFORMANCE. THESE INCLUDE:

**PUBLIC SERVANT WELFARE ISSUES, MORE PROFOUND IS THE CONTINUOUS COMPLAINT ON POOR SALARY, TERMS AND CONDITIONS OF EMPLOYMENT, ATTITUDE PROBLEM**

**FUNCTIONAL & STRUCTURAL ISSUES, LACK OF CLARITY ON ROLES, DUPLICATION OF FUNCTIONS**

**LACK OF AN ENABLING ENVIRONMENT TO FOSTER RESEARCH AND INNOVATION TO MODERNIZE THE SIPS**

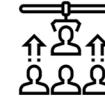
## TO MITIGATE THESE CHALLENGES

Our workforce needs to be:



Fairly rewarded, highly competent, gender concise, inclusive, highly committed for quality public service delivery

Our organizations needs to be:



Accurate systems and processes, quality focused, proactive, responsive to public service delivery

## THE OBJECTIVE OF THE SIPS TRANSFORMATIVE STRATEGY

FOR SIPS TO ELEVATE TO NEW STANDARDS FOR EFFICIENCY AND EFFECTIVENESS, ITS WORKFORCE MUST OPERATE IN ACCORDANCE WITH THESE VALUES:



ACCOUNTABLE



EQUITABLE



ETHICAL



HONESTY



IMPARTIAL



INTEGRITY



PROFESSIONAL



RESPECT



RESPONSIVE



TRANSPARENT



WISDOM

OUR ACTION PLAN – TO ACHIEVE THE SIPS TRANSFORMATIVE STRATEGY VISION, OUR FOCUS WOULD BE ON TWO STRATEGIC PILLARS:

01

### WORKFORCE DEVELOPMENT



Motivate public officers through proper remuneration, Enhance capacity of public officers through learning & talent development programmes, Provide avenues for innovation through research programmes and collaborations, Promote inclusion and gender equity to attain diverse perspectives

02

### INSTITUTIONAL DEVELOPMENT



Improve organizations through consistent organizational change and development initiatives, Instil a performance culture through simple but effective strategic human resource governance mechanisms, Improve efficiency and effectiveness of service delivery through e-governance initiatives

## WORKFORCE & INSTITUTIONAL DEVELOPMENT

In support of the SIPS Transformative Strategy objectives, SIG ministries and agencies will be supported through continuous capacity building through professional streams and IPAM

### SHORT-TERM MEASURES OF SUCCESS

- Motivated workforce committed to service delivery
- Improved organizations committed to improving service delivery



### LONGER-TERM MEASURES OF SUCCESS

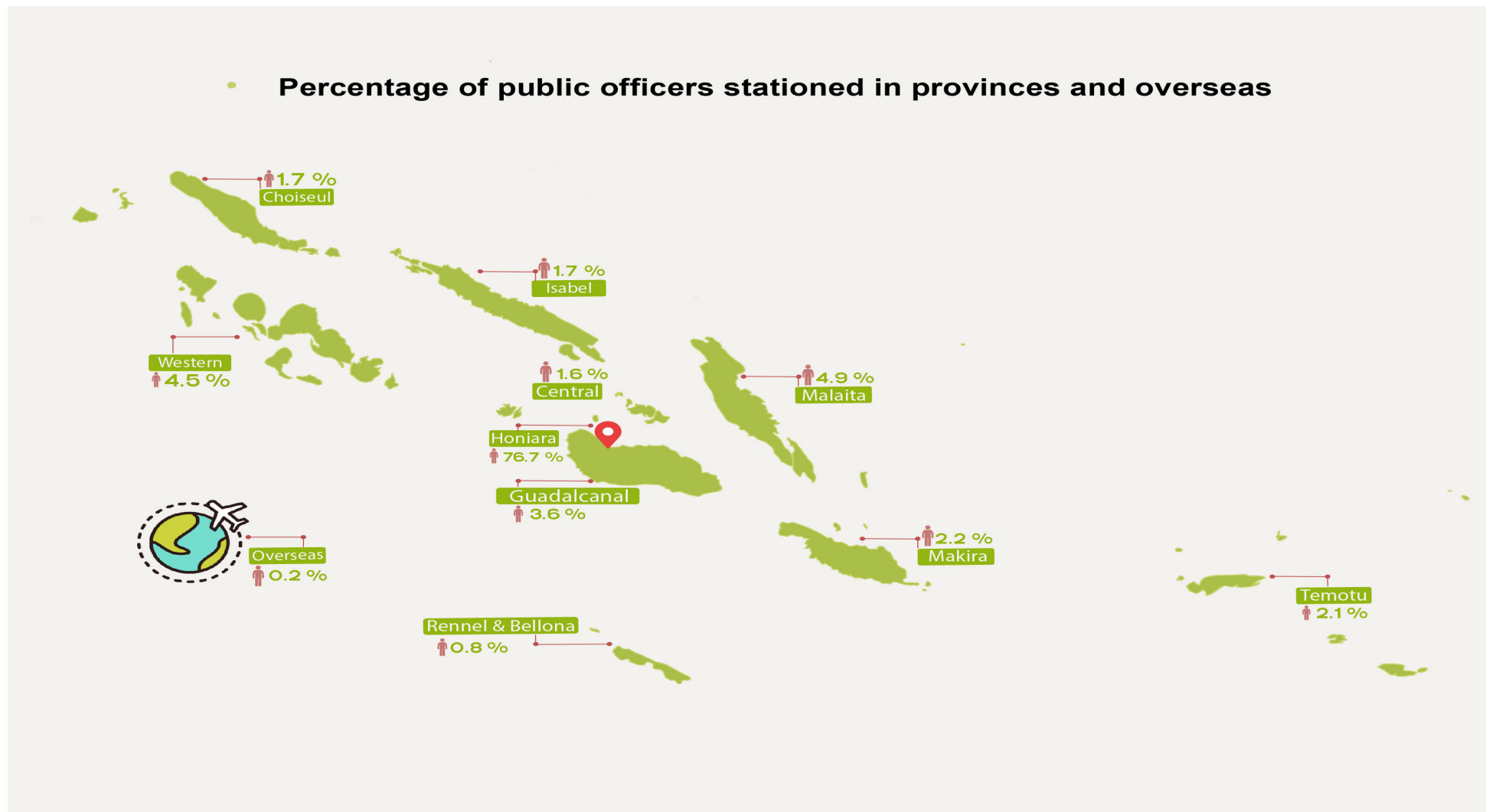
- Workforce capacity greatly enhanced through L&D initiatives resulting in more innovation and research
- Greater use of e-governance and technology in the SIPS



### 3. WORKFORCE DEMOGRAPHICS

The total active positions in the SIPS totals to 9,388, distribution within the country is shown below.

Figure 9 Distribution of public servants in Solomon Islands



(Sourced from Ministry of Public Service HRMIS)

## The work of SIPS

The work of SIPS employees continues to be diverse. Each day, public servants deliver services and programs, provide advice, regulate legislation and manage resources that geared towards the national vision of improving the social and economic livelihood of citizens.



(Source: Ministry of Public Service HRMIS)

### Public Service Employees with Special needs

The *Public Service Commission Satisfaction Survey 2016* shows there are public service employees with some form of difficulty with sight, hearing, mobility and cognitive.

Table 1 Types of public officers with special needs

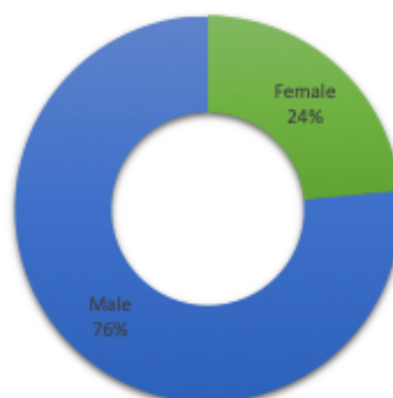
Difficulty	Percentage (%)
Sight	10.5
Hearing	4.5
Mobility	8.7
Cognitive	14.3

(Source: Public Service Commission Satisfaction Survey 2016)

### Senior Posts (L12-SS5) by Gender

A total of 676 public officers hold executive positions within the SIPS.








Figure 10 Senior positions by gender



(Source: Ministry of Public Service HRMIS)

Female comprise of 159 holding executive positions and male totalled to 517.

# 4. TRANSFORMING SERVICE DELIVERY: AN ACTION STRATEGY FOR SIPS WORKFORCE

STRATEGIC PILLARS	WHAT WE ARE DOING?	WHAT ELSE WE WILL DO?	THE TYPE OF WORKFORCE WE'RE STRIVING TO SHAPE	BENEFITS FOR THE COMMUNITY
 <p>WORK-FORCE DEVELOPMENT</p>	<ol style="list-style-type: none"> <li>1. REMUNERATION SYSTEM</li> <li>2. LEARNING &amp; TALENT DEVELOPMENT</li> <li>3. RESEARCH AND INNOVATION</li> <li>4. GENDER MAINSTREAMING</li> </ol>	<ol style="list-style-type: none"> <li>1. REMUNERATION SYSTEM – REMUNERATION IMPROVEMENT, MOTIVATING THE WORKFORCE, IMPROVE DECISION MAKING</li> <li>2. LEARNING &amp; TALENT DEVELOPMENT – BUILDING SKILLS, DEVELOPING TALENTS</li> <li>3. RESEARCH &amp; INNOVATION – CREATE AN ENVIRONMENT FOSTER RESEARCH &amp; INNOVATION</li> <li>4. GENDER MAINSTREAMING &amp; INCLUSION – SENSITIZING GENDER IN GOVERNANCE</li> </ol>	 <p><b>A COMPETITIVE WORKFORCE COMMITTED TO DELIVER SERVICE IN THE HIGHEST STANDARD POSSIBLE</b></p> <hr/>  <p><b>A PATRIOTIC WORKFORCE COMMITTED TO ENSURE CITIZENS ACCESS QUALITY SERVICES</b></p>	<p>IMPACTS POSITIVELY ON GOVERNMENT RESPONSE TO CITIZEN'S SERVICE DELIVERY REQUEST</p> <p>IMPROVEMENT OF THE QUALITY OF PUBLIC SERVICE DELIVERY</p> <p>IMPROVED POLICIES AND LEGISLATIONS RESPONDING TO PUBLIC SERVICE DELIVERY SHORT-FALLS IN EXISTENCE</p>
 <p>INSTITUTIONAL DEVELOPMENT</p>	<ol style="list-style-type: none"> <li>1. STRATEGIC HUMAN RESOURCE MANAGEMENT</li> <li>2. ORGANIZATIONAL DEVELOPMENT</li> <li>3. E - GOVERNANCE</li> </ol>	<ol style="list-style-type: none"> <li>1. STRATEGIC HUMAN RESOURCE MANAGEMENT – CREATING HIGHLY CAPABLE INSTITUTIONS</li> <li>2. ORGANIZATIONAL DEVELOPMENT – CREATE DYNAMIC AND LEAN ORGANIZATIONS</li> <li>3. E-GOVERNANCE – VENTURE INTO E-GOVERNANCE TO IMPROVE ACCOUNTABILITY AND SERVICE DELIVER</li> </ol>	 <p><b>AN ETHICAL WORKFORCE UTILIZING PUBLIC RESOURCES RESPECTFULLY FOR SERVICE DELIVERY</b></p> <hr/>  <p><b>A MOTIVATED WORKFORCE DETERMINED TO DELIVER SERVICES IN THE HIGHEST STANDARD POSSIBLE</b></p> <hr/>  <p><b>AN INNOVATIVE WORKFORCE RECOGNIZING THE IMPORTANCE OF LIFE-LONG LEARNING AN INCLUSIVE WORKFORCE UTILIZING DIVERSE PERSPECTIVES FOR GOOD DECISION MAKING</b></p>	<p>WAITING TIME FOR SERVICE DELIVERY IMPROVES</p> <p>QUALITY OF SERVICE DELIVERY IMPROVES</p> <p>ACCESSIBILITY TO SERVICE DELIVERY IMPROVES</p>

# PILLAR ONE - WORKFORCE DEVELOPMENT

## Strategies<sup>12</sup>

<b>Strategy A</b> Remuneration	A fair and affordable compensation framework which link financial and non-financial rewards to individuals and organisational performance
<b>Strategy B</b> Learning and Talent Development	Highly talented and competent public servants
<b>Strategy C</b> Research and Innovation	Achieving learning organisation through research and innovation
<b>Strategy D</b> Gender Mainstreaming inclusion	Achieving inclusive through empowerment of women, those with special needs to take management and leadership roles across the public service

Various researches including the 2016 PSC baseline survey and PSTS Transformative Strategy 2017-2021 evaluation report explicitly specified workforce challenges within the SIPS.

These are summarized in the figure below.

**Figure 11 Workforce challenges of SIPS<sup>13</sup>**



Aforementioned challenges have been in existence in SIPS for decades, mitigation measures had been formulated and implemented but to no avail. Hence, the re-design of this successor strategy aims to be more specific on 'Action' to be achieved in the next 10 years.

<sup>12</sup> Elaborated version of the strategies is in the annexes

<sup>13</sup> Findings adapted from; PSTS Evaluation report 2023, Siota, Carnegie & Allen 2021, Povey & Baffour 2016

## Action 1: Motivating the workforce

Remuneration and poor terms & conditions are the endless grievances of public officers. Coupled with the high cost of living, most public officers are left to struggle to meet basic needs within their household. To amplify the issue, the communal nature of living in this context means extended family live with their relatives or wantoks especially in Honiara. With majority of government services centralized in the Honiara vicinity, the influx of rural dwellers to Honiara is increasing annually. As such a typical public servant will expect to feed around 15 – 20 people every day. But with the low salary, this can be depressing psychologically affecting a public officers' performance in the workplace. Or the pressure of 'need' within the household can force a public officer to accept bribery or initiate 'commissions' for services rendered to the community. A mitigation factor would be improving monetary and non-monetary benefits for public servants. Transforming the SIPS to an elite standard should be the prime focus of this strategy. SIPS must become an employer of choice with its terms and conditions becoming benchmark for Solomon Islands employers.

## Action 2: Building skills, developing talents

Not only must SIPS be an employer of choice, but it must be an avenue where individuals are taught new skills or potential individuals are developed into talents, improving the capacity and quality of the workforce within the country. A public officer with so much potential, can be offered scholarship to attain masters or PhD. It does not matter whether the public servant returned to serve the SIPS or not. So long as the individual return to work for the country boosting the private sector or teaching young graduates at the National University, the purpose of developing the individual in the first instance is fulfilled. On another spectrum, much of the subjects taught in tertiary institutions are theoretical and only 20%-30% of materials learnt are applied in the workplace. This becomes essential for public officers to be continuously being oriented, taught relevant skills for their jobs. In a recent

structural and functional review of a SIG ministry, it was found that public officers recruited for research, monitoring and evaluation lack the skills to perform these activities. It is these harsh realities that SIPS must be proactive, appreciating that Solomon Islands is a young country, and much of professional expertise needed is still lacking. It is where the Institute of Public Administration & Management plays an active role in; connecting professionals with best practices, affiliating professional teaching to academic doctrines. Finally, globalization has resulted with changing workforce behaviour and environment. Younger generation tend to be bored when working too long in the same job, hence constantly looking for new challenges. Furthermore, the changing environment means that best practices relevant today will quickly become irrelevant tomorrow. Such environment necessitates life-long learning to enable the workforce continuously update itself on current best practices and develop themselves into assets for country. Therefore, building skills and developing talents is not wholly about class-room learning. It is also about the provision of avenue where individual or collaborative research takes place to create new knowledge.

## Action 3: Create an environment to foster research & innovation

Well informed decision making is imperative to any organization. The capability of making informed decisions depends on the ability to collect, collate and analyse data using standard research methods. Research and data maintenance are areas needing improvement in the SIPS. The PSTS 2017-2021 evaluation report and research confirms the same. In recent years even if a research, consultation or workshop occurs, there is an absence of a central database to store information. This has resulted with lack of historical data which would have informed good decision making. Moreover, without the culture of research, evaluation and monitoring of policies, procedures, regulations and legislations becomes a challenge. Creating an environment to foster research and innovation is hence, an essential element of this strategy.

## Action 4: Sensitizing Gender and Inclusivity in Governance

Furthermore, the quality of any decision making depend, to an extent, on the diversity of the workforce. The equity with regards to; gender, inclusion of those with special needs and minorities is hence a top priority in most sectors globally. Encouraging diverse perspectives from a diverse workforce will pay dividends for good decision making. Solomon Islands is a diverse country, ethnically with around 63 languages and cultural groups. This basically means different individuals grow up with different socialization spectrums. Hence, the way of thinking and worldviews differ significantly. Combining these different individuals will be important, hence the necessity of inclusion within any SIG ministry or agency. Additionally, women within our context tend to be treated as second class citizens. Men have more opportunities for career development than women. Research has indicated that perspectives of women and men differs considerably, women tend to be more cautious whilst men generally make rush decisions. Both genders have different biological make up with women being more

motherly in nature whilst men more protective in nature. It is therefore equally important to have different gender within SIG ministries and agencies.

Finally, Solomon Island is one of the countries in the Pacific Islands region that has all three pacific races, Melanesian, Polynesians and Micronesians as natives and indigenous. However, it must be noted that Melanesians are the vast majority, hence Polynesians and Micronesians in the country are generally minorities. Being minority will mean only a handful will exist in the SIPS. Only one or two will reach executive level, but this should not be the case as these minorities also have different attitude and worldviews shaped by their cultural socialization. The other minority group within the country are those with 'special needs'. The SIPS must ensure that its education policies, human resource development strategies, recruitment & selection procedures must be tailored to take into account those with special needs. Their inclusion within the SIPS is vital for the same purpose of diverse perspective for decision making.

---

### Successful implementation of this strategy will ensure SIPS is able to

---

#### Short term

- Motivate public officers to become committed to public service delivery
- Instil a code of conduct that guide public officers' behaviour in public service delivery
- Provide avenue for research and innovation to enhance innovation on service delivery

---

#### Long term

- A competitive public service becoming an employer of choice, attracting, developing and retaining employees
- Workforce capacity greatly enhanced through Learning & Development initiatives resulting in more research & innovation

---

When we successfully implement this strategy, the Government and the Solomon Islands community will see the SIPS is able to

---

- Improve its response to citizens' service delivery request
  - Improve the quality of its service delivery
  - Improve policies, regulations and legislations responding to public service delivery short-falls in existence
-

## How will we get there?

# MOTIVATE, BUILD SKILLS AND IMPROVE DECISION MAKING

## Strategy A – Remuneration

---

### What we're already doing

- Contracting of senior positions
  - Develop the Public Service Housing Assistance policy
  - Developed the framework for COVID-19 allowance.
  - Scheme of Services for professional cadres reviewed & revised.
  - Unified Salary structure
- 

### What else we will do

- Establish Remuneration Taskforce
  - Review the existing public service reward system and develop alternative options which are fair, affordable and aimed at increasing staff morale and retention
  - Develop a coherent remuneration policy for the public service
  - Further cascading of contracting of public servants' position
  - The new Public Service Housing Assistance policy implemented across the Public Service.
  - Remuneration work on annual leave
- 

### What MPS/ministries/agencies should consider

- Organize an annual Public Service recognition awards ceremony
-

# Strategy B – Learning & Talent Development

**What we’re already doing**

- Strengthen capacity, competency and skills of public officers at all levels
- Develop the IPAM MEL plan/system
- Develop a relevant e-learning platform
- Offered and facilitated accredited trainings for public servants.

**What else we will do**

- Develop and enhance leadership and management skills
- Motivate public officers to be committed and dedicated in doing their work
- IPAM revising and develop role-based courses suitable for different levels of public officers
- Develop HR Management Strengthening Action Plan for the provinces
- Explore avenues and collaboration with institutions such as APSC, SINU, USP and PLG-PNGIPA to train both emerging and current managers and leaders in the public service
- Revise public service in-service training policy
- Launch and implement IPAM’s corporate plan with revised role-based courses
- Establishment of a platform for information sharing bi-annually (success stories/projects/pilot programs)
- E-learning platform developed
- Develop trainings for Super Scale Level officers.
- Implementing the IPAM MEL Plan/System
- IPAM complex erected.

**What MPS/ministries/agencies should consider**

- Facilitate continuous knowledge seeking and skills development
- Consider accreditation of IPAM courses
- Rebranding of IPAM (consider name change, etc;)

# Strategy C – Research & Innovation

**What we’re already doing**

- Silo researches in individual ministries

**What else we will do**

- Establishment of a platform for information sharing bi-annually (success stories/projects/pilot programs)
- Research into service design approaches to improve current processes, procedures, rules and regulations
- Establish a research and innovation network and platform

**What MPS/ministries/agencies should consider**

- Advertise and appoint a Deputy Secretary/Research
- Create a think-tank comprising of Deputy Secretary/Research and other highly qualified and experienced public servants
- Establish research collaboration with tertiary institutions such as SINU and USP
- Organize government symposium

## Strategy D – Gender Mainstreaming & Inclusion

---

### **What we're already doing**

- Develop the Gender Equality and Social Inclusion (GESI) policy.
  - Appointment of Gender focal points in all ministries
  - Conducting the Prevalence Study on Sexual Harassment in the Public Service completed.
  - Developed the Women in Leadership in the Public Service Program Manual.
- 

### **What else we will do**

- Submit the GESI policy for cabinet endorsement
  - Socialization and implementation of the GESI policy across the service
  - Develop a Sexual Harassment Policy for SIPS.
  - Develop gender mainstreaming policy
- 

### **What MPS/ministries/agencies should consider**

- Creation of an inclusiveness taskforce
  - Conduct an inclusiveness study to evaluate fairness within ministries with relation to recruitment of women, men, those with special needs and minorities
-

## PILLAR TWO - INSTITUTIONAL DEVELOPMENT

<b>Strategy E</b> Organisational Development	Achieving effective and efficient service delivery through organisation strengthening
<b>Strategy F</b> Human Resource Governance	Strengthening rules and regulations for HR Governance
<b>Strategy G</b> e-Governance	Transforming the governance system from physical to digital

The Solomon Islands Public Service being a young public organization is still experiencing learning curves, trying to find the right balance of reforms for its development. The 2016 PSC Survey based on a survey of 700 respondents purportedly indicated lack of confidence in the government. Weak public service, lack of coherence, poor financial management, lack of industrial development and overall the inability of the government and public service to steer the country out of economic woes (Povey & Baffour 2016:10). A PhD thesis also indicated similar problems, positing structural and functional issues. Basically these findings are indicative of a problematic public service lacking strategic planning and foresight. Implementation of strategies becomes an issue as well.

**Figure 12 SIPS organizational issues**



The SIPS has been grappling with these issues for 44 years, but despite myriad reforms and millions of dollars expended, structural and functional issues persist. Hence the design of this strategy is purposely to re-ignite actions to address these concerns.

## **Action 5: Create dynamic & lean organizations**

The PSTS 2017-21 evaluation reported that most ministries lacked internal organizational analysis. Duplication of functions, unclear reporting lines, lack of organization such as arranging monthly or frequent staff meeting were the direct outcome of such intricacy. Furthermore, lack of cohesion of goals and objectives is becoming a stumbling block to strategic planning. Individual SIG ministries and agencies are operating in silo with detached goals, hence working towards a common goal to utilize scarce resources is rare. Lack of strategic planning means SIG ministries and agencies are not efficiently and effectively delivering service delivery. Moreover, lack of workforce planning means SIG ministries and agencies are not recruiting according to organizational needs. It is pertaining to these issues that SIPS must coordinate and formulate a policy framework to coordinate internal organizational analysis, job analysis, design and evaluation.

## **Action 6: Institutionalizing strategic human resource governance**

Various public surveys and researches indicated the lack of confidence on the government and its service delivery mechanisms. Strategic human resource governance systems within SIPS are linked to; rules, regulations, policies and procedures prescribed to govern the behaviour of public servants and dictate the productivity standard required of them. Whilst these governance prescriptions are in place, the PSTS 2017-21 evaluation report indicated lack of compliance and ignorance. Such attitude problems are telling of the type of organizational culture or the conflict of loyalties within SIPS. Sanga (2009) in one of his research discussion stated that public servants in Pacific island countries are affiliated to three main domains. The first domain is their traditional culture, the second domain is their religious affiliation and the third domain are usually the modern governance mechanisms of their employment organizations. Usually, the loyalty of their cultural and religious affiliation overpowers the modern governance prescriptions within their organizations. So in the Solomon's

context, the wantok system is usually the overriding phenomenon impacting adherence to modern governance principles. Whether such loyalty is right or wrong is debatable. But this explanation shed light into why most strategic human resource governance mechanisms is not working within SIPS. Therefore, it is extremely imperative that enforcement and implementation of governance policies be instituted within this strategy. Strategies to impose compliance and reprove non-compliance must be rigorous.

## **Action 7: Create an environment to foster research & innovation**

Globalization and technological advancement has made the best practices evolved not overtime, but overnight. Credit to the globalization of knowledge, creation of new systems using technology has drastically assist neo-liberal reforms in ensuring that government reduces its scope, upgrade its manner of service delivery. Solomon Islands as part of the global community is inter-connected to those changes, but the capacity to be adaptable or flexible to the changes remains in doubt. Nevertheless, SIPS has slowly becoming accustomed to using technology for its human resources and financial processes. The introduction of the HRMIS Aurion, connecting establishment with payroll has assisted in removing thousands of ghost public servants. Hence, saving a lot of money for SIG. The introduction of other e-governance systems at the treasury, inland revenue and customs department of the Ministry of Finance and Treasury has also brought positive testaments of efficiency. This strategy is hence very important in ensuring that most of the strategic human resource governance policies, procedures are electronized. The current existence of some manual operation is perhaps limiting the efficiency and effectiveness of service delivery. There needs to be a collective effort to merge electronic systems to one hub, maybe utilizing the ICTSU. The implementation of these e-governance systems will also help to reduce the number of employees required by the SIPS.

---

**Successful implementation of this strategy will ensure SIPS is able to:**

---

**Short term**

- Create a culture of continuous organizational analysis
  - Improve policy and reform implementation and enforcement
- 

**Long term**

- SIPS organizations become adaptable and flexible to change
  - SIPS organizations become adaptable and flexible to e-governance initiatives
- 

---

**When we successfully implement this strategy, the Government and the Solomon Islands community will see the SIPS is able to:**

---

- Waiting time for service delivery improves
  - Customer service improves
  - Quality of service delivery improves
  - Accessibility to public service delivery improves
- 

**How will we get there?****CREATE DYNAMIC, LEAN AND HIGHLY CAPABLE ORGANIZATIONS****Strategy E – Organizational Development**

---

**What we're already doing**

- Review, restructure and reorganize SIPS to ensure effective and efficient delivery of services
  - Freezing on recruitment
  - 50% cut on for all public service officers on full time training.
  - Right Sizing of Public Service through retirement, early retirement and redundancy
  - Public Service Graduate Program
  - Streamlining of Administrative processes to ensure they supports efficiency and effective delivery of Service
  - Conduct Organisational Performance Audit (OPA) to productive and resource sector ministries
- 

**What else we will do**

- Consult, formulate and document a framework for job analysis, design and evaluation
  - Develop a SIG Policy & Guideline for job evaluation
  - Undertake functional review of SIG Ministries/agencies
  - Annual OD diagnosis for SIG ministries & agencies
  - Redirect public servants and Resources to support rural Development centres in the provinces.
  - Organizational Change management in SIPS
- 

**What MPS/ministries/agencies should consider**

- Formulation of a OD process diagnosis system for the SIPS
  - Annual functional review of SIG ministries & agencies
  - Train ministries on use of OD diagnosis tools, functional review approaches and job evaluation tool-kit
-

## Strategy F: Strategic Human Resource Governance

---

### What we're already doing

- Implement Performance Management Process
- Implement Attendance Management Policy
- Piloting the E-Attendance Management Policy
- Review & Redesign of the PSTS
- Public Service Bill developed
- Developing the MPS MEL framework/system
- Developing of the IPAM MEL System

---

### What else we will do

- Enact the Public Service Bill
- Performance Management Process and Attendance management policy review and strengthened
- Public service orders implemented
- Monitoring, evaluation & learning framework fully implemented
- Discipline Manual & guideline developed, implemented and enforced
- Strengthen and reinforce systems for workforce planning and management, including the use of e-governance
- initiatives through the Human Resource Management Information System (HRMIS)
- Aurion implementation framework and monitoring & evaluation mechanism
- Develop a SIG Policy & Guideline for HRMIS

---

### What MPS/ministries/agencies should consider

- Creating a SIPS with a sound corporate culture
- Formulation of an OD process diagnosis
- A system of collaboration between MPS, SICAC, LCC, Ombudsman and RSIPF is implemented to fight corruption in the SIPS

---

## Strategy G – E-governance

---

### What we're already doing

Implement HRMIS system (Aurion)

---

### What else we will do

Strengthen and reinforce systems for workforce planning and management, including the use of e-governance initiatives through the Human Resource Management Information System (HRMIS)  
Aurion implementation framework and monitoring & evaluation mechanism  
Develop a SIG Policy & Guideline for HRMIS

---

### What MPS/ministries/agencies should consider

Adopt new ICT Technology and contextualize Work with Deputy Secretary/Research-MPS and ICTSU to identify processes to be electronized  
Look at opportunities to sustain e-governance system  
Integrate Aurion system into the new D365 FMIS system.

## 5. IMPLEMENTING THIS STRATEGY, MONITORING ITS SUCCESS AND EVALUATING CHALLENGES

### Implementing the Transformation Strategy

The SIPS Transformation Strategy, similar to the NDS (National Development Strategy), is a national workforce improvement strategy that aims to enhance the socio-economic livelihood of citizens. Its implementation across all sectors within the SIPS is vital for addressing current challenges in service delivery to citizens. To ensure its effectiveness, the strategy should be incorporated into various aspects, such as Permanent Secretary Performance contracts, Deputy Secretary Corporate contracts, and Job descriptions of Human Resource Managers. Additionally, each ministry should include the implementation of the transformative strategy in their corporate plans or annual work-plans. As part of the monitoring and evaluation framework, SIG (Supervising Implementation Group) ministries and agencies will be required to submit a brief implementation report to the MPS (Ministry of Public Service) at the end of each financial year. These reports will contribute to the MEL (Monitoring, Evaluation, and Learning) framework of the strategy, providing valuable insights for future improvements.

### Monitoring, Evaluation and Learning (MEL)

The monitoring and evaluation of this strategy will be achieved through three mediums. With the absence of a database, the evaluating tools for this strategy is also designed to collect data. The primary objective is to collect data for monitoring and evaluation purposes. Secondary objective is to store data and build a database that overtime could inform SIPS on its strategy for decision making purposes. The three measuring mediums are SIPS survey, Public Service Satisfaction survey and collection and collation of Annual reports from MPS divisions and from the Corporate services in line ministries and agencies.

### Public Service Satisfaction Survey (PSSS)

The PSC Satisfaction survey, conducted by Queensland University for the Public Service Commission, plays a crucial role in gathering external satisfaction views from SIPS. It informs SIPS on how citizens and businesses appraise its performance. The survey can be tailored to reflect the current situation before dissemination. Administering the survey every five years, in alignment with the end of each government's term, is recommended. To ensure objectivity, an external group should be hired for conducting the survey. Hosting the survey within an educational institution, such as the Faculty of Business and Tourism Studies, fosters research collaboration between SIPS and SINU. The university can also host the survey database. Additionally, the findings can be used for educational purposes, guiding the qualities SIPS desires in students pursuing public administration or management disciplines.

### SIPS Survey (SS)

The SIPS survey is an annual survey to be answered by public servants in line ministries. The responses will cover aspects of the strategy such as reform implementation, organizational performance and individual observation of public servants. The questions<sup>1</sup> will cover; leadership, communication and change, workplace conditions, inclusion, innovation, workforce wellbeing, performance, retention, unacceptable behaviour and demographics. With assistance from ICTSU, the questions will be made online and circulated to all ministries, agencies and provincial centres. It will be designed to be user-friendly and quantitative in nature, public officers can fill it using mobile etc. The data is then automatically collated and graphs submitted to MPS for analysis. The MPS has the option to either run the survey on their own or outsource it to an independent group.

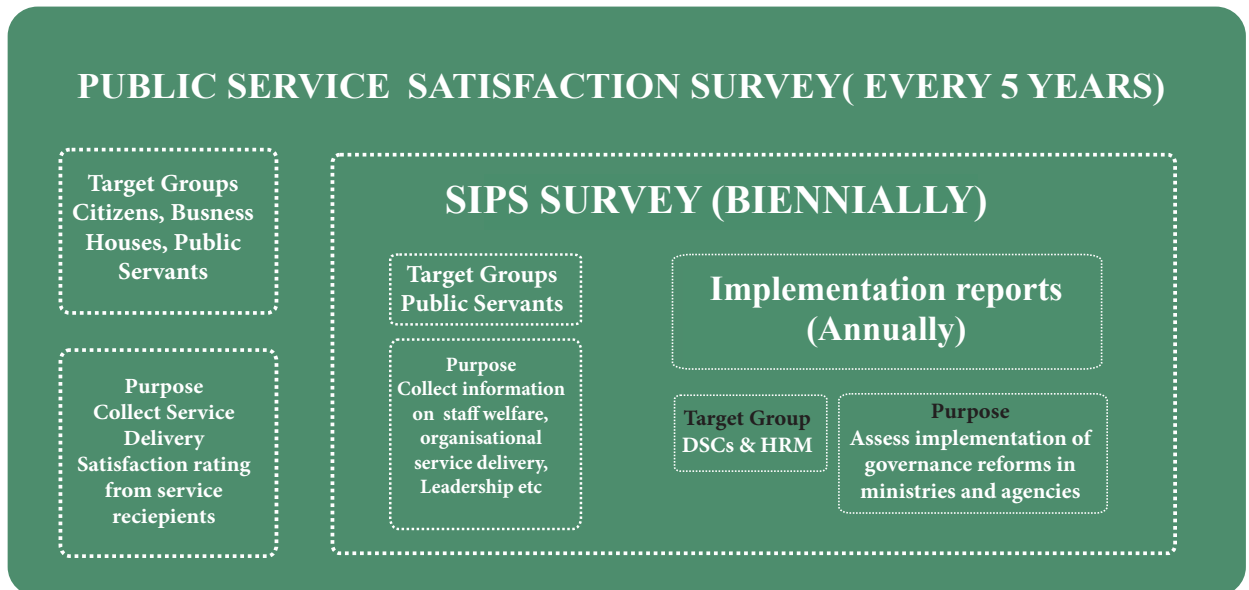
---

14. The questions are not included in this strategy, it is in the monitoring and evaluation pack with the MPS GPM Division.

## Reports on Implementation

The GPM division will also be responsible to collect annual reports from MPS divisions and corporate services in the line ministries and agencies. This fits into the current MEL framework. However, since the implementation is also in the line ministries, reports from corporate services in line ministries is also collected for analysis purposes. This is an annual exercise, hence DSCs and HRMs will be given dead-line of report submission on activities pertaining to this strategy's implementation.

**Figure 13 SIPS Transformation Strategy MEL framework**



The three assessments compliments each other, the data from these reports will be imperative to evaluate the success and challenges of implementing the strategy. Data from the SIPS Survey and Implementation reports collected annually will monitor the actioning of the strategy daily within ministries. These two assessments will also shed light on challenges within ministries on a daily basis. Data from the SS and Implementation reports is then compared to the PSSS after 4 years. Such comparison and validation of data will play a crucial role in flashing out grey areas that needs improvement.

## 6. REFERENCES

- Aurion HRMIS (2023a). LDSB. Honiara: Ministry of Public Service.
- Aurion HRMIS (2023b). SIPS Recurrent Budget 2017-2020. Honiara: Ministry of Public Service.
- Aurion HRMIS (2023c). Workforce Forecast 2016-2021. Honiara: Ministry of Public Service.
- Aurion HRMIS (2023d). Workforce Forecast 2016-2022. Honiara: Ministry of Public Service.
- Democratic Coalition Government for Advancement (2019). Re-Direction Policy. Honiara: Solomon Islands Government.
- Ministry of National Planning & Aid Coordination (2016). National Development Strategy 2016-2035. Honiara: MNPAC.
- Ministry of Public Service (1986). General Orders.
- Ministry of Public Service (2014). Performance Recognition Committee Guidelines. Honiara: MPS.
- Ministry of Public Service and RAMSI Public Service Improvement Program (2009). Code of Conduct. Honiara: Ministry of Public Service, pp.1-16.
- Ministry of Public Service and SIGOV (2014). Performance Management Process. Honiara: MPS.
- MPS (2018a). Annual Report 2017. Honiara: Ministry of Public Service.
- MPS (2018b). Evaluation Report: Institute of Public Administration and Management Trainings 2017-2018. Honiara: Ministry of Public Service.
- MPS (2019). Annual Report 2018. Honiara: Ministry of Public Service.
- MPS (2020). Annual Report 2019. Honiara: Ministry of Public Service.
- MPS (2021). Annual Report 2020. Honiara: Ministry of Public Service.
- MPS (2022). Annual Report 2021. Honiara: Ministry of Public Service.
- MPS and SIGOV (2015). Attendance Management Policy. Honiara: Ministry of Public Service.
- Povey, J., Cook, S. and Baffour, B. (2016). Solomon Islands Public Sector Satisfaction Survey. Australia: The University of Queensland.
- National Parliament of Solomon Islands. Public Service Act 1988. Honiara.
- Public Service Improvement Program and Ministry of Public Service (2010). MPS Strategic Plan 2010-2015. Honiara: Ministry of Public Service.
- Sanga, K. (2009). The Pacific Public servant: Serving Three Masters. In: Canada: Graduate School of Public Policy. Canada: University of Saskatchewan.
- Siota, J.B. (2021). Re-thinking New Public Management: An inquiry into public service reforms and delivery in the Solomon Islands. PhD Thesis.
- Siota, J.B. (2022). Public Service Transformation Strategy 2017-2021 Evaluation Report. Honiara: Ministry of Public Service.
- Siota, J.B., Carnegie, P.J. and Allen, M.G. (2021). Big men, wantoks and donors: A political sociology of public service reform in Solomon Islands. *ir.canterbury.ac.nz*, [online] 5(1).
- United Nations (2015). Sustainable Development Goals | United Nations Development Programme. [online] UNDP. Available at: [https://www.undp.org/sustainable-development-goals/no-poverty?gclid=CjwKCAjw\\_ihBhADEiwAXEazJijfoMiQ8C21fXF153OBsqSmjzauKde5caPSAQjr-LOuQs7EzDkv67xoCdi0QAvD\\_BwE](https://www.undp.org/sustainable-development-goals/no-poverty?gclid=CjwKCAjw_ihBhADEiwAXEazJijfoMiQ8C21fXF153OBsqSmjzauKde5caPSAQjr-LOuQs7EzDkv67xoCdi0QAvD_BwE) [Accessed 18 Apr. 2023].

## 6. APPENDICES

### Appendix 1 – Key Activities of MPS for this strategy

<b>Activity</b>	<b>Definition</b>
Strategic direction	Provision of strategic direction to line ministries and agencies and in partnership with external stakeholders
Policy and guidance	Formulate, implement and maintain policies and reform relating to matters of; integrity, diversity, inclusion and workforce management
Learning and development	Provide learning and development opportunities through IPAM and its academic affiliations
Information	Share information with SIG ministries and agencies
Collaboration	Initiate collaborative efforts within SIG ministries and agencies and externally with other development partners
Platforms and services	Create mediums to support efficiency and collaboration between SIG ministries and agencies
Advice and assistance	Provide advice on SIPS matters
Strategic support	Provision of strategic foresight and expertise to implement the strategy and governance reforms

## Appendix 2 – Remuneration



### REMUNERATION

**A fair and affordable compensation framework which links financial and non-financial rewards to individuals and organization performance**

#### Strategic priorities

Establish Remuneration Taskforce

In consultation with internal and external stakeholders develop a coherent remuneration system and policy for the Solomon Islands Public Service

#### Activities

Strategic direction, policy guidance, information, advice and assistance

#### Rationale

Review the existing public service reward system and develop alternative options which are fair, affordable and aimed at increasing staff morale and retention.

#### 2023-27 targets

A way forward is endorsed and a draft remuneration system and policy is ready for scrutiny.

#### 2027 - 33 Target

A new remuneration system and policy is implemented.

#### Measurement methodology

SIPS survey.

#### PSTS Value

Responsive: Providing high quality customer service and service delivery.

## Appendix 3 – Learning & Talent Development

---



### LEARNING & TALENT DEVELOPMENT

#### Highly talented and competent public servants

##### Strategic priorities

Strengthen capacity, competency and skills of public officers at all levels.

Facilitate continuous knowledge seeking and skills development.

Develop and enhance leadership and management skills.

Motivate public officers to be committed and dedicated in doing their work.

Strengthen policies and programs to develop and retain talents.

##### Activities

Strategic direction, policy guidance, information, advice and assistance

##### Rationale

Provision of professional trainings and new qualifications will enhance the ability and competency of public officers to deliver efficient and effective public services.

##### 2023-27 targets

IPAM revising and develop role-based courses suitable for different levels of public officers.

Develop HR Management Strengthening Action Plan for the provinces.

Explore avenues and collaboration with institutions such as APSC, SINU, USP and PLGP-PNGIPA to train both emerging and current managers and leaders in the public service.

Organize an annual Public Service recognition awards ceremony.

Revise public service in-service training policy.

##### 2027 - 33 Target

IPAM's corporate plan with revised role-based courses launched and implemented.

##### Measurement methodology

SIPS survey.

Public service satisfaction survey.

IPAM course evaluation reports.

## Appendix 4 – Research & Innovation

---



### RESEARCH & INNOVATION

### Achieving learning organizations through research & innovation

#### Strategic priorities

Advertise and appoint a Deputy Secretary/Research.

Create a think-tank comprising of DS/R and other highly qualified and experienced public servants.

Establishment of a platform for information sharing bi-annually (success stories/projects/pilot programs).

#### Activities

Strategic direction, policy guidance, information, advice and assistance

#### Rationale

Generating and sharing innovative ideas leading SIPS into the future.

#### 2023-27 targets

Research into service design approaches to improve current processes, procedures, rules and regulations.

Establish a research and innovation network and platform.

Establish research collaboration with tertiary institutions such as SINU and USP.

Organize government symposium.

#### 2027 - 33 Target

Work with SINU and USP to establish a Journal of Solomon Studies for professional and academic publications.

#### Measurement methodology

Number of research programmes and reports occurring in a certain calendar year.

#### PSTS Value

Accountable, Responsive, Ethical, Honesty, Impartial, Integrity, Professional, Transparent, Wisdom.

---

## Appendix 5 – Gender Mainstreaming & Inclusion

---



SENSITIZING INCLUSIVENESS IN GOVERNANCE

**Achieving inclusiveness through empowerment of women, those with special needs and minorities to take management and leadership roles across the public service**

**Strategic priorities**

Gender mainstreaming policy.

Creation of an Inclusiveness taskforce.

**Activities**

Strategic direction, policy guidance, information, advice and assistance

**Rationale**

Preparing an enabling environment towards equality in participation of women, men, disabilities and minorities in the development of Solomon Islands Public Service.

**2023-27 targets**

Develop a gender mainstreaming policy.

Conduct an inclusiveness study to evaluate fairness within ministries with relation to recruitment of women, men, disabilities and minorities.

**2027 - 33 Target**

Develop an inclusiveness policy.

Develop awareness tailored courses at IPAM for gender mainstreaming and inclusivity.

**Measurement methodology**

SIPS survey.

**PSTS Value**

Accountable, Responsive, Ethical, Honesty, Impartial, Integrity, Professional, Transparent, Wisdom.

---

## Appendix 6 – Organizational Development

---



### ORGANIZATIONAL DEVELOPMENT

**Achieving effective and efficient service delivery through organization strengthening**

#### Strategic priorities

Creating a Public Service with a sound corporate culture.

Review, restructure and reorganize the Public Service to ensure effective and efficient delivery of services at all levels including rural areas.

Consult, formulate and document a framework for Job analysis, design and evaluation.

#### Activities

Strategic direction, policy guidance, information, advice and assistance

#### Rationale

Internal organizational analysis will help to rectify corporate culture and organizational culture to become enablers of effective and efficient public service delivery.

#### 2023-27 targets

Formulation of a OD process diagnosis system for the public service.

Undertake functional review of SIG Ministries/agencies.

Develop a SIG Policy & Guideline for job evaluation.

#### 2027 - 33 Target

Annual OD diagnosis for SIG Ministries/agencies

Annual functional review of SIG Ministries/agencies.

Train ministries on use of OD diagnosis tools, functional review approaches and job evaluation tool-kit.

#### Measurement methodology

SIPS survey.

Public service satisfaction survey.

#### PSTS Value

Accountable, Responsive, Ethical, Honesty, Impartial, Integrity, Professional, Transparent, Wisdom.

---

## Appendix 7 – Strategic Human Resource Governance

---



### STRATEGIC HUMANRESOURCE GOVERNANCE

#### Strengthening rules and regulations for HR Governance

##### Strategic priorities

Ensuring an efficient and effective public service

Reduce corruption in the Solomon Islands public service

Improve governance at national and provincial level

Improve work attitude of public servants

##### Activities

Strategic direction, policy guidance, information, advice and assistance

##### Rationale

The rules, regulations, policies and procedures are essential to stimulating productivity in the public service.

##### 2023-27 targets

Public Service Bill Enacted.

Performance management process and Attendance management policy strengthened.

Monitoring, evaluation & learning framework fully implemented.

Public service orders implemented.

##### 2027 - 33 Target

Establish Networking Integrity group.

Discipline Manual & guideline completed and enforced.

A system of collaboration between MPS, SICAC, LCC, Ombudsman and RSIPF is implemented to fight corruption.

##### Measurement methodology

SIPS survey.

##### PSTS Value

Public service satisfaction survey.  
Accountable, Responsive, Ethical, Honesty, Impartial, Integrity, Respect, Transparent.

## Appendix 8 – E-Governance

---



### E-GOVERNANCE

#### Transforming the governance system from physical to digital.

##### Strategic priorities

Strengthen and reinforce systems for workforce planning and management, including the use of e-governance initiatives through the Human Resource Management Information System (HRMIS).

Aurion implementation framework and monitoring & evaluation mechanism.

Adopt new ICT Technology and contextualize.

##### Activities

Strategic direction, policy guidance, information, advice and assistance

##### Rationale

Transforming and modernizing the governance system using technology.

##### 2023-27 targets

Develop a SIG Policy & Guideline for HRMIS.

##### 2027 - 33 Target

Work with DS/R and ICTSU to identify processes to be electronized.

Look at opportunities to sustain an e-governance system.

##### Measurement methodology

SIPS survey.

##### PSTS Value

Accountable, Responsive, Ethical, Honesty, Impartial, Integrity, Professional, Transparent, Wisdom.

---

## Appendix 9– Task Force Members

<b>No:</b>	<b>Name</b>	<b>Post Title</b>	<b>Task force designation</b>
1	Mr. Nego Sisiolo	Permanent Secretary[ Current post is STC], MPS	Chairman
2	Mr. Luke Cheka	Deputy Secretary GPM, MPS	Vice Chairman
3	Mr. Harrison Vilerich Ara	Assistant Secretary Performance Management/ MEL, MPS	Secretary
4	Mrs. Elda Wate	Deputy Secretary Corporate, MAL	Member
5	Mrs. Margret Moveni	Deputy Secretary Corporate, MoFT	Member
6	Mr. Patterson Lusi.	Deputy Secretary Corporate, MFMR	Member
7	Mr. David Suirara	Deputy Secretary WFM, MPS	Member
8	Mr. Solomon Manea	Director IPAM, MPS	Member
9	Mr. Baddley Nimepo	Assistant Secretary Monitoring & Evaluation	Member
10	Mrs. Matilda Buto	Principle M&E, MPS	Member



**Ministry Of Public Service  
P.O. Box G29, Honiara,  
Solomon Islands.**

 **25550 / 25551**