



**South Pacific Regional Environment Programme  
(SPREP)**

**Tenth SPREP Meeting**

Apia, Samoa

15-18 September 1998

**Restricted Distribution**

**Agenda Item 7.2 : Review of SPREP Staff Terms  
and Conditions**



## **South Pacific Regional Environment Programme (SPREP)**

### **Tenth SPREP Meeting**

Apia, Samoa

15-18 September 1998

### **Agenda Item 7.2 : Review of SPREP Staff Terms and Conditions**

#### **Purpose of Paper**

1. To consider a report on Staff Terms and Conditions of Service and to approve relevant amendments to the Staff Regulations.

#### **Background**

2. Regulation 32(m) requires a periodic review to be carried out in respect of the staff salaries and conditions of service. Regulation 19(d) contains a specific requirement for contract salary scales to be reviewed triennially. The last review of all SPREP salaries and conditions of service was completed in 1995. That review went to the Eighth SPREP Meeting (1995), where the present Regulations which became effective from 1 January 1996 were approved. It is three years since the last review was carried out. Any decisions arising from this 10<sup>th</sup> SPREP Meeting are intended to become effective from 1 January 1999.
3. For an independent review to be carried out, SPREP engaged the services of a consulting firm, Kolone Vaai & Associates. Mr Vaai has established his expertise in the region, having been a former Financial Secretary in Samoa, chaired a number of Commissions of Inquiry into various salary reviews and has been used by most major donors to the region for his consulting services in a wide range of fiscal issues.
4. The report from the Consultant (Attachment 1) is the source of most of the recommendations proposed in this paper. The report also deals with an organisational review, for which separate terms of reference (TOR) were given. The Consultant considered that both issues should be combined in one report, because some aspects of both TOR overlapped. The organisational aspects of the report are, however, discussed separately under Agenda Item 7.3.
5. The Secretariat has analysed the report to provide the Meeting with a summary of the issues and to make specific recommendations for consideration by the Meeting.

6. Attachment 2 is a summary of all recommendations covered in the report. The analysis identifies those recommendations which propose no change, or should not yet be implemented pending harmonisation considerations. The analysis also outlines the amendments required to the Regulations to implement the Consultant's recommendations, most of which are supported by the Secretariat.

7. The report did not fully address the review of contract (programme) staff salaries. The Secretariat has prepared Attachment 3 to provide more details and recommendations on this issue for the Meeting to consider.

8. A further paper which will contain an extract of the existing Regulations, together with the amendments proposed in this paper, is intended to be tabled at the Meeting.

### **Recommendation**

9. The Meeting is invited to:

- **consider** the Consultant's report; and
- **review and approve** the actions as proposed in Attachments 2 and 3.

---

31 July 1998

---

# South Pacific Regional Environment Programme

---

## Review of Staff Salaries and Conditions of Service

---

### FINAL REPORT

---

**JUNE 1998**

Prepared by

**KVA** Kolone Vaai

**& Associates**

R. Vaai House  
P.O. Box 1882 Apia,  
Samoa

Ph: (685) 25 345 or 22 087  
Fax: (685) 22 087 or 21 416  
e-mail: [kva@samoa.net](mailto:kva@samoa.net)

## TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY</b>	<b>1</b>
1.1 Objectives of Study	1
1.2 Recommendations on Salaries and Terms and Conditions of Service	1
1.3 Recommendations on Organisational Structure	3
1.4 Costs of Recommendations	3
1.5 Planning Implementation	5
<b>INTRODUCTORY COMMENTS</b>	<b>6</b>
2.1 Objectives	6
2.2 Terms of Reference	6
2.3 Methodology	7
<b>REVIEW OF SALARIES AND TERMS AND CONDITIONS OF SERVICE</b>	<b>8</b>
3.1 Introduction	8
3.2 Contract Staff – Review Of Salaries	10
3.3 Administrative Support Staff – Review Of Salaries	11
3.4 Harmonization Of Conditions of Service In SPOCC Agencies	13
3.5 Review Of Other Terms And Conditions	15
3.6 Other Issues	20
3.7 Recommendations	21
<b>REVIEWS OF ORGANISATIONAL STRUCTURE</b>	<b>24</b>
4.1 Background	24
4.2 Recommendations	31

### ATTACHMENTS

1. Terms of Reference
2. Comparative Table on Contract Staff Special Drawing Rights Salary Scale from 1 January 1998
3. Comparison of Salary Ranges Across Employer Groups
4. Comparison of Other Conditions and Benefits Across Employer Groups
5. Summary of SPREP Staff Comments on Organisational, Remuneration and Related Issues
6.
  - a) Comparison of Terms and Conditions of SPOCC Organisations
  - b) Support Staff Comparisons for SPOCC Organisations
7. Organisational Chart
8. Bibliography
9. List of Persons Consulted

## EXECUTIVE SUMMARY

### 1.1 Objectives of Study

The main objectives of this study are:

- To review and recommend changes, if appropriate, to the salaries and terms and conditions of service for all personnel so that SPREP maintains its competitiveness in the recruitment and retention of relevant skills in both the local and overseas labour markets
- To review the organisational structure and identify improvements so that SPREP has the capacity to effectively and efficiently achieve its mission statement and related environmental programme objectives.

### 1.2 Recommendations on Salaries and Terms and Conditions of Service

#### Contract Salaries

1. It is recommended that the current system which links contract salaries to the SDR and the current mechanism for adjustment which uses a moving average be continued.
2. It is further recommended that consideration to be given to the use of an official IMF published SDR/Tala value for the purpose of adjustment.
3. It is recommended that the regulations be changed so that the Cost of Living Differential Allowance applies to all contract officers (including local contract staff).
4. It is recommended that the current arrangements for housing allowance be continued.

#### Administration & Support Staff Salaries

5. It is recommended that no general adjustment of administrative support staff salaries be implemented.

6. It is recommended that an adjustment be made in the case of the Administration Officer, the Conference Officer, the Gardener and the Cleaner; the Administration Officer to Grade 5 Level 2-6; the Conference Officer to Grade 4 Level 2-6; the Gardener to Grade 1 Level 2-6; the Cleaner to Grade 1 Level 3-7.
7. It is recommended that the procedure of indexation in line with Consumer Price Index for Samoa be discontinued and replaced with a procedure for adjustment of administrative support salaries in line with general salary and wage adjustments in the Samoa Public Service, supplemented by a biennial review using an agreed standard database established within the Apia business community (public sector and private sector) with the 20% premium currently in place being maintained.
8. It is recommended that a performance payment or bonus system be introduced, along the lines envisaged as part of earlier proposals concerning performance management, and further that the use of increments be restricted to recognition of permanent increases in formal skills levels or increases in capacity to accept responsibility.

#### **Other Terms and Conditions**

9. It is recommended that in general, subject to legal requirements and the interests of SPREP stakeholders, terms and conditions be harmonized with other SPOCC agencies in consultation with those agencies in order to resolve difficulties brought about by different circumstances between countries.
10. It is recommended that the regulations be altered to convert the basis for determining the maximum educational allowance from the number of children (3) to a multiple of the allowance per child (times 3).
11. It is recommended that Annual Leave provisions be harmonized with other agencies. For contract staff this would mean a reduction from six weeks per year to five weeks per year and in the case of administrative support staff an increase to a level of from 18 to 22 days per year depending on the outcome of consultations with other SPOCC agencies.
12. It is recommended that the Gratuity currently paid to contract staff on completion of contracts which are not renewed, be discontinued progressively as new contracts are written and a Contract Completion Allowance for contract staff be introduced, in line with arrangements for other SPOCC agencies. The equivalent of 4 weeks' salary would appear adequate and should apply to all contract staff.
13. It is recommended that a Long Service Leave scheme be considered for administrative support staff in line with arrangements in place for these staff members in other SPOCC agencies which provide 20 days after 12 years service, 10 days after 15 and 20 years and 20 days after 25 and 30 years.
14. It is recommended that the present arrangements for superannuation be altered to provide for a superannuation contribution at the level of 7% for all staff locally recruited. This will require a change to Regulation 32(h) for the appropriate authority.

15. It is recommended that Regulation 12(c) be amended so that when administrative support vacancies occur, open market advertising of all such positions is required.
16. It is recommended that Regulation 13(e) be amended to provide for renewal of contracts for three year periods after the completion of six years without prior approval of SPREP Meeting provided that the positions are advertised in the open market place and the incumbents are invited to apply.
17. In relation to staff training needs, it is recommended that the provision of training by SPREP be restricted to administrative support staff, as contract staff when recruited are required to fully meet the position terms of reference as far as qualifications, skills and experience standards are concerned. For administrative support staff, if necessary, it is recommended that Regulation 32(k) be amended to specifically provide authority for study leave limited for attendance at examinations where the course being taken is deemed to be directly related to the job description of the individual concerned and where the Director is satisfied that completion of the study is in the interest of SPREP.
18. It is recommended that administrative support staff be appointed on a fixed term contract (between one and three years).

### **1.3 Recommendations on Organisational Structure**

1. It is recommended, for the reasons given above, that consideration be given to developing and adopting an organisation structure incorporating a more vertical component, on the assumption that SPREP elects to pursue the current strategic operational path, once the new corporate plan and output budgeting projects are completed and implemented.
2. It is recommended that staff classifications other than for the four positions which are the subject of recommendations in section 3, be retained as at present.
3. It is recommended that the present position classification structure contained in Schedule 2b of the present SPREP Staff Regulations whereby each position spans five salary steps be retained.

### **1.4 Costs of Recommendations**

Noting that savings from elimination of the gratuity will be realised gradually as present contracts are completed, the following are the estimates of costs which would result from complete implementation of the recommendations made:



## Contract Salaries

### Annual Cost – US\$

- |  |        |
|--|--------|
| (i) COLDA For local Contract Staff<br>(Say 8% of Basic Salary (US\$250,540)) | 20,000 |
|--|--------|

## Administrative Support Salaries

(i) Regrading of Four Positions (SAT\$5143)	1,800
(ii) Savings from delinking of salary adjustment from CPI and use of PSC adjustment and biennial Employment Market Index. (Say 3% p.a. \$227,650)	-6,800
(iii) Substituting of performance bonus for annual increments. (Assumed to be neutral)	-
(iv) Study Leave	-
(v) Education Allowance	-
(vi) Annual Leave	
(a) Contract Staff (reduction of 1 week) 1/52 of US\$1,692,350	- 32,545
(b) Admin Staff (additional 5 days/year)	4,400
(vii) Gratuity	
- Removal of existing gratuity	- 44,400
- Provision of Contract Completion Allowance 4 weeks per contract (say 1 week per annum) for all contracts	32,545
(viii) Long Service Leave 1.66 days per year of service	1,500
(ix) Superannuation Additional 2 percent of employers' contribution	4,550
<b>TOTAL CONDITIONS OF SERVICE</b>	<b><u>- 18,950</u></b>

## Organisational Reforms

### Reorganisation of Top Management

#### Eliminate:

- |                     |               |
|---------------------|---------------|
| (i) Deputy Director | - US\$100,000 |
| (ii) H.O.D.         | - US\$ 80,000 |

#### Add:

- |                                     |               |
|-------------------------------------|---------------|
| (i) Assistant H.O.D's<br>3 x 65,000 | + US\$195,000 |
|-------------------------------------|---------------|

#### Upgrade:

- |  |               |
|--|---------------|
| (i) Assistant H.O.D's<br>from existing Programme Officers<br>3 x 5,000 | + US\$ 15,000 |
|--|---------------|

<b>TOTAL ORGANISATION REFORMS</b>	<b><u>US\$ 30,000</u></b>
-----------------------------------	---------------------------

<b>TOTAL NET COST</b>	<b><u>US\$ 11,050</u></b>
-----------------------	---------------------------

### **1.5 Planning Implementation**

It will be important, during the implementation phase, to ensure that the impact of particular changes recommended does not cause undue burden on SPREP funding. Management will look to consultations with members and donors to avoid these situations.

## CHAPTER

# 2

### INTRODUCTORY COMMENTS

#### 2.1 Objectives

The main objectives of this study are:

- To review and recommend changes, if appropriate, to the salaries and terms and conditions of service for all personnel so that SPREP maintains its competitiveness in the recruitment and retention of relevant skills in both the local and overseas labour markets
- To review the organisational structure and identify improvements so that SPREP has the capacity to effectively and efficiently achieve its mission statement and related environmental programme objectives.

#### 2.2 Terms of Reference

The specific Terms of Reference are detailed in Attachment 1. The timing of the review of employment salaries and terms and conditions of service for SPREP personnel is provided for in Regulation 32(m), which states that '*These salaries and conditions of service should be subject to periodic review*'. The present 'periodic review' has been timed to coincide with the biennial SPREP Meeting later this year. Since the existing SPREP Regulations became effective in January 1996, some of the terms and conditions have been perceived as restricting the competitiveness of SPREP in recruiting and retaining relevant skills. There has also been increasing acceptance among the member countries of SPREP and other regional organisations, since 1996, of the benefits of alignment of the terms and conditions of each regional organisation so as to enhance harmonisation of terms and conditions of service.

The review of the organisational structure of SPREP has been necessary given the rapid increase in SPREP personnel and environmental programme activities since 1992. Whilst such growth has been driven by the demands on the SPREP organisation from its regional and international obligations, there has been increasing concern expressed by both the SPREP management and its stakeholders about the appropriateness of the present organisational structure of SPREP in effectively achieving its mission statement and related programme activities on a financially sustainable basis.

## **2.3 Methodology**

The Study has been undertaken through consultations with SPREP personnel, the Suva-based regional (SPOCC) organisations and the Apia-based members of the SPREP Work Programme and Budget (W P & B) Sub-Committee (detailed in Attachment 9) as well as a review of SPREP regulations and personnel records, reports and resolutions of the SPREP Meeting (detailed in Attachment 8). Consultations with SPREP personnel were carried out through meetings, interviews and circulation of a questionnaire linked to the issues raised in the terms of reference. Written submissions were received from groups of Contract Officers and Administrative Staff on possible changes to the SPREP Regulations.

Consultations with Suva-based SPOCC members were carried out through interviews in Suva to brief them on the background of the study and to seek their views on how the harmonisation of terms and conditions of service for regional organisations could be enhanced.

Consultations with some of the Apia-based SPREP W P & B Sub-Committee members were carried out through individual meetings to brief them on the background of the study.

To gauge the competitiveness of the basic salary levels of SPREP administrative support positions, a comparative survey was undertaken of those organisations identified as being most competitive in the Samoa labour market for administrative support skills.

Although the terms of reference separated the study into two reports, we have combined the two into one report given the close inter-linkages between the issues addressed in both the review of salaries and terms and conditions of service, and the review of the organisational structure.

## REVIEW OF SALARIES AND TERMS AND CONDITIONS OF SERVICE

### 3.1 Introduction

The staff of SPREP at the time of preparation of the 1998 Budget totalled 62, made up of 34 professional officers on fixed term contracts and 28 administrative and support staff recruited locally, most of whom are on what are effectively open ended employment contracts. In the following table is shown the distribution of personnel in each area of the organisation, the total cost of human resources and the way in which these costs are financed.

**TABLE 1: SPREP STAFF RESOURCE AS SCHEDULED IN THE 1998 BUDGET**

AREA	CONTRACTORS		ADMIN SUPPORT	TOTAL STAFF	TOTAL COST USDS	FUNDING	
	Expat	Local				CORE USDS	PROGRAMM E USDS
Management incl. HOD	5	1	2	8	567,640	485,420	82,220
Operations Divisions	18	8	8	34	1,090,900	73,010	1,017,890
Administration & Finance	1	-	19	20	223,720	120,300	103,420
<b>TOTALS</b>	<b>24</b>	<b>9</b>	<b>29</b>	<b>62</b>	<b>1,882,260</b>	<b>678,730</b>	<b>1,203,530</b>

#### NOTES:

1. Staff Numbers include 5 Contract positions which are directly funded by France, Comsec, WMO, EU; costs are not included in the SPREP Budget.
2. Positions for which funding has been confirmed but which were still vacant are included, but two positions for which funding was not finalised have been omitted.

Based on the 1998 Budget, a total of US\$678,730 is funded from the "Core Budget" (funds mainly provided by SPREP members), whilst the balance of US\$1,203,530 is met from donor funded SPREP projects.

In addition to this funding certain professional contract positions are funded directly by specific donors (see the note to Table : 1). The costs of these positions, being met directly by the donors concerned, do not pass through or become part of SPREP's own costs.

SPREP is organised in three operating divisions each under the control of a Head of Division:-

- Conservation of Natural Resources (CNR)
- Environmental Education, Information & Capacity Building (EEIC)
- Environment Management & Planning (EMP)

There is a Finance & Administration Division which provides corporate, financial and administrative services and support facilities to the organisation and to its operating divisions.

The terms and conditions under which SPREP staff are retained are set out in the Staff Regulations which call for periodic review of salaries and terms and conditions of service. The regulations also provide at the beginning definitions which describe among other things the "categories" of staff employed by SPREP. It is appropriate that the report outlines the terms which will be used throughout to describe the various groups of employees.

#### **'Contract Staff'**

Are professionally qualified staff appointed to SPREP on fixed 3 year term contracts or short-term contracts as management, in the operating divisions, or in the finance and administration division.

#### **'Expatriate Contract Staff'**

Are those contract staff members on fixed term 3 year contracts or short-term contracts who are not citizens or permanent residents of Samoa and who reside in Samoa only by virtue of employment with SPREP.

#### **'Local Contract Staff'**

Are those contract staff members on fixed 3 year term contracts or short-term contracts who are citizens or permanent residents of Samoa.

#### **'Administrative Support Staff'**

Are those staff mainly recruited on the basis of open-ended employment contracts within the local market to provide accounting, administration, clerical, secretarial and other necessary support services. Generally this group of employees are defined in the regulations as "**permanent staff**", but for reasons which will be discussed later in the

report, this term has been avoided. Some staff in this group are on fixed term contracts, the positions being donor-funded.

### **3.2 Contract Staff – Review Of Salaries**

The charter under which SPREP operates provides for the recruitment under fixed-term or short-term contracts of the human resources required to undertake the programmes and activities of the organisation. The costs of the human resources required for a particular programme are determined in consultation with the funding agencies involved when the budgets for the programmes are being prepared. Authority to recruit is not given until the funding arrangements have been approved and finalised by the funding agency. Once funding is approved, advertisements are placed in the international press in the region and where appropriate outside the region inviting applications for the positions concerned. The strategy applied is to recruit resources at the best available prices against agreed requirements in terms of professional qualifications, skills and experience. Applicants are interviewed and after selection is completed specific contract arrangements are negotiated by the organisation with the successful applicant. In a few cases (as noted above) specialist human resources are funded directly by the funding agency concerned and, in these cases, the cost is usually determined by the agency itself. SPREP may not even be aware of the costs involved.

In determining the range within which the market costs of a particular position might fall, SPREP management has a number of options which would include:

- Consultation with other SPOCC agencies utilising similar skills.
- Consultation with the funding agency concerned to obtain indicative information based on its connections.
- Consultation with professional recruitment agencies who would advise on likely cost levels for particular skills.

Once negotiated, the contract value is fixed for the term of the contract and is not subject to review. At the end of the contract term, in the event that renewal is to be considered, a new assessment is made, in line with the requirements of the regulations, of market levels as part of the procedure followed. The renewal process also requires an assessment of the employee's performance and contribution to SPREP's outputs.

The fixed term contracts are for a term of 3 years and contract salary established at the outset is expressed in special drawing rights (SDR) but paid in Samoan Tala. Other than in exceptional circumstances, the only adjustments that are made to salary during the period of the contract result from changes in the value of the Tala relative to the SDR, and changes in the assessed cost of living in Apia relative to Suva (the cost of living differential allowance – COLDA). There is no cost of living or CPI adjustment to fixed term contract arrangements.

In terms of harmonisation, it is understood that the main objective is to develop a common set of underlying principles on which the conditions of service of personnel in the different



SPOCC organisations can be set. The principle on which SPREP contract salaries are to be reviewed are clearly set out [in Regulation 19 (d)] as follows:

- The effectiveness of recruiting
- The procedures followed in the market from which SPREP recruits.

In this respect, the SPREP regulations provide a much clearer guide than those of other agencies, including SOPAC and Forum Secretariat. An adjustment of SPREP salaries could naturally only be supported in terms of these principles. During the review, no significant evidence has emerged from enquiries and surveys undertaken to suggest the existence of ongoing difficulties with recruitment. Recruitment of new specialist skills (for example in climate change technology) is likely to cause difficulty from time to time. However, this type of situation could be best dealt with by a more focused approach to pricing, other than by an across the board adjustment.

However, if in the immediate future, because of the widening gap between SPREP and Forum Secretariat, SPREP begins to encounter difficulties in terms of its own review principles, a review to determine the adjustment required should be undertaken.

Management could in the meantime seek to obtain from the SPREP Meeting discretionary authority to enable this course of action to be implemented.

It is noted, in passing, that a 9% increase in line with that taken by Forum Secretariat would involve a cost of US\$100,000 per year.

In summary, the system used by SPREP to recruit and retain contract employees in effect provides an ongoing reference to market prices and values so as to maintain competitiveness and as a consequence obviates the need for regular review and adjustment.

### **3.3 Administrative Support Staff – Review Of Salaries**

The salaries of administrative and support staff retained by SPREP are determined in accordance with the salary scales and ranges set out in Schedule 2B of the Staff Regulations. In accordance with regulation 19(f), the salaries of administrative and support staff are adjusted every six months in accordance with movements in the Samoa Consumer Price Index.

To confirm that the salary levels currently in place are in line with general market levels within the Apia business community (both public sector and private sector) a survey was conducted of organisations. The survey included the Public Service Commission which determines the salaries and conditions of all Government employees, the statutory corporations, private sector organisations, multi-lateral agencies and diplomatic agencies. The results of the survey are tabulated in summary form in the Tables in Attachments 3 & 4. In the Table which follows the comparison of SPREP salaries with those currently being paid by other organisation groups is shown.



Table 2: PERCENTAGE DIFFERENCE BETWEEN SPREP SALARIES AND SURVEY GROUP AVERAGE SALARY LEVEL					
SPREP Position Designation	SPREP Salary Mid-Level	Government, Statutory Bodies, Private Sector Mid-Range	Ave. SPREP Salary Diff. %	Average Incl. International Agencies, Dipl. Corp Mid-Range	Average SPREP Salary Diff. %
Personal Assistant to the Director	23,522	17,426	35%	17,536	34%
Personal Assistant to the Deputy Director	23,522	16,739	41%	17,220	37%
Secretary to Division Head	18,153	14,877	22%	14,877	22%
Divisional Assistant	16,464	13,282	24%	13,282	24%
Administration Officer	25,932	22,839	14%	22,103	17%
Assistant Accountant	24,697	13,154	88%	13,154	88%
Accounts Clerk	14,934	7,700	94%	9,182	63%
Registry Clerk	20,319	14,584	39%	17,527	16%
Registry Assistant	10,006	6,025	66%	7,683	30%
Conference Assistant	18,153	17,486	4%	17,486	4%
Receptionist	9,075	6,055	50%	7,245	25%
Driver-Messenger	9,075	4,776	90%	6,921	31%
Teaperson-Cleaner	7,261	4,679	55%	4,686	55%
Handyman	9,075	7,400	23%	7,400	23%
Gardener	5,689	4,927	15%	4,870	17%
Nightwatchman	6,916	5,825	19%	6,622	4.4%
Cleaner	5,689	5,150	10%	5,150	10%
	<b>248,482</b>	<b>182,924</b>	<b>36%</b>	<b>192,944</b>	<b>29%</b>

The results shown in the table indicate that generally, SPREP salaries have moved ahead of those currently being paid by other employer organisations in Apia. An analysis of the salary scales in Schedule 2B of the SPREP Staff Regulations effective from the 1<sup>st</sup> January 1998 indicates that salary levels have increased on average by 22% from those which were established with effect from 1<sup>st</sup> January 1996. Against this, there has been no increase in the minimum wage since 1995 and, accordingly, salary levels generally within Government (except in a few isolated instances involving reclassification of key top management positions) and paid to employees of statutory corporations have not moved during that period. It is also a fact that for many organisations in the private sector, taking account of the economic conditions which have prevailed during the past two years in which there have been some difficult operating periods for business, salaries and wages have not been subject to regular adjustment.

It is inevitable, therefore, that, where salaries have been fully adjusted in accordance with the Consumer Price Index, there is the risk that salary levels will progressively advance at a rate greater than that of the market. This situation has been exacerbated by the fact that the

Consumer Price Index was affected during the two year period in question by a distortion in the food index component due to the failure of the taro crop. Taro historically has a substantial weighting in the food index which continued irrespective of the fact that taro consumption had fallen to insignificant levels from 1994. An adjustment to the index has now been implemented by Department of Statistics and a reduction (of between 2 and 3 percent per annum) in the inflation rate recorded is the result.

As was the case in the previous survey, the difference between SPREP and market average including International Agencies and Diplomatic Corps tend to be less because some of these organisations also utilise a "premium-on-market" approach to salary determination.

Positions the salaries for which have not maintained market parity are Administration Officer, Conference Officer, Gardener and Cleaner. To restore the 20% premium in line with current policy, adjustments would be required as follows:

- Administration Officer to Gr 5, 2 - 6
- Conference Officer to Gr 4, 2 - 6
- Gardener to Gr 1, 2 - 6
- Cleaner to Gr 1, 3 - 7

These changes would not constitute a reclassification of the positions, but would be only an adjustment to reflect assessed changes in the marketplace.

### **3.4 Harmonization Of Conditions of Service In SPOCC Agencies**

In Attachment 6 is provided a comprehensive summary of comparisons of terms and conditions of service in various SPOCC agencies. These comparisons were confirmed and where necessary updated during the May 1998 consultations in Suva.

There is a current initiative, being coordinated by Forum Secretariat, to seek to harmonize the terms and conditions being offered by the various SPOCC agencies. The objective is to develop a common and consistent set of principles on the basis of which the conditions of service of SPOCC agencies' personnel can be determined. The Forum Secretariat has commissioned a review by a consulting organisation, the objectives of which (among others) are to:

- Recommend a transparent methodology for determining remuneration and conditions of service for regional organisations working in the South Pacific such as the Forum Secretariat.
- Provide advice on remuneration and conditions of service for Forum Secretariat employees based on the proposed methodology.
- Provide advice on the applicability of the new system to other SPOCC agencies.

The benefits of harmonization of terms and conditions across the SPOCC agencies are perceived to be as follows:

- Greater transparency and objectivity in the setting of salaries and conditions.
- A reduction in the need for referral to governing committees in each organisation.
- Greater confidence on the part of stakeholders in the control of costs by agency administrations.
- Greater ease of administration and reference.
- Less scope for competition between agencies for like resources.

In considering the role of harmonisation, the review has endeavoured to recognise harmonisation as an important but not the sole factor in determining conditions of service. The objective has been to reflect the principle of harmonisation in relation to the interests of the stakeholders of SPREP.

In considering harmonisation, the issue of 'hardship', as it affects location allowance and leave allowance, may need to become the subject of regular review with changing conditions throughout the region. Vast improvements have occurred in some locations, but this is not to say that deterioration has not occurred (or will occur) in others.

It is accepted that the benefits listed above would accrue to SPREP as a result of harmonization of terms and conditions, particularly in areas where SPREP is operating under conditions significantly different from those in the remaining SPOCC agencies. From the Comparison Table in Attachment 6 showing terms and conditions of SPOCC organisations, the following are areas where SPREP is significantly different from other SPOCC agencies.

#### **Annual Leave – Support Staff**

SPREP : 15 days

Others : 18 days, 20 days or 22 days

#### **Annual Leave – Contract Staff**

SPREP, SPC (Noumea) and FFA : six weeks per annum

All in Fiji : five weeks per annum

#### **Removal Expenses (CM = Cubic Metres)**

SPREP (and SOPAC) : Staff 12 CM, Spouse 4 CM, Children 2 CM

Most Others : Staff 5 or 6 CM, Spouse 2 CM, Children 1 CM

### **Repatriation or Relocation Grant (or Gratuity)**

SPREP and FFA : 21% for three years, 33% of salary for six years

All Others and FFA : 2 weeks salary

### **Superannuation – Support Staff**

SPREP : 5% of salary

All Others : 7% except SPC staff in New Caledonia 6%, and FFA staff 7.5%

### **Long Service Leave – Support Staff**

SPREP & FFA : Nil

Others : 20 days after 12 years; 10 days after 15 and 20 years; 20 days after 25 and 30 years

Consultations were held with Forum Secretariat, SOPAC, SPC and USP to obtain the benefit of SPOCC agency views on the merits of harmonization. There was general agreement on the benefits which would accrue from harmonization which are those listed earlier.

The major concern expressed by agency representatives is that harmonization should not fetter the ability of management in each agency to recruit at market levels, particularly where skills required are in short supply or available at higher prices. To accommodate this concern there may be a need to increase the number of levels in each broadband range to provide additional flexibility or alternatively to have a transparent procedure which would allow a skills premium to be set to cover specified needs for each organisation.

From discussions with USP it is clear that the Charter of the University and the structure under which it operates are in its view quite different from the other SPOCC agencies. USP considers therefore that there is no scope for benefits from harmonization of its salaries and conditions with those of other agencies.

### **3.5 Review Of Other Terms And Conditions**

- The terms of reference for the consultancy nominated aspects of the regulations where specific review is required. These included:
- The Education Allowance (Regulation 23c - Expatriate Allowances)
- The possible existence of discrimination in the regulations (particularly in Regulation 23 – Expatriate Allowances)
- The possibility of providing an allowance for Senior Staff in lieu of overtime
- The introduction of a performance bonus (in lieu of an increment) for outstanding performance

At the same time, the survey conducted (See Attachment 5) of staff attitudes and views and submissions from two staff groups (local Programme Officers and Administrative Support Staff) have highlighted concerns about the following aspects of Employment Terms and Conditions:

- The gratuity to which expatriate contract staff are entitled at the conclusion of contract should be available to all staff on an equal basis.
- The COLDA (Cost of Living Differential Allowance) should be applied to local contract staff as well as expatriate contract staff to whom it applies at present.
- The salaries of locally appointed staff should be tax free as are the salaries paid to expatriate contract staff.
- Annual Leave and Sick Leave should be the same for all staff.

In response to the question asking whether terms and conditions of service should be in line with other SPOCC agencies, 94% of employees who responded indicated they agreed that SPREP terms and conditions should be in line with those of other SPOCC agencies.

In the review of terms and conditions of service, the issue of harmonization with other SPOCC agencies, as it affects SPREP, is also to be considered.

### **Expatriate Allowances – Regulation 23**

#### **Location Allowance**

If the rationale for this payment (5% of salary) relates to the classification of Apia as a hardship post, then continuation would be difficult to sustain.

#### **Cost of Living Differential Allowance**

This allowance recognises the difference in the cost of living at locations outside Suva and the cost of living in Suva. In terms of SPOCC harmonization, COLDA applies only to staff at SPREP (Apia) and FFA (Honiara). Currently, as the regulations are drawn, COLDA does not apply to local contract staff. In the submission and survey results, local contract staff have argued that to be consistent COLDA should apply also to them. There would appear to be justification for this view because local contract staff must compete internationally for positions offered.

#### **Education Allowance**

The present Education Allowance is a maximum of SAT\$10,788 per child per annum for a maximum of three dependent children. The regulations are silent on the basis on which the allowance is to be calculated. In other SPOCC agencies, the Education Allowance varies considerably. At the current exchange rate for the Fiji Dollar, Forum Secretariat is SAT\$11,805 per child with a maximum of SAT\$35,415; SOPAC is SAT\$8,960 per child up to a maximum of SAT\$26,880; SPC is SAT\$5,376 per child with no limit on the number of children and this allowance applies to all professional staff irrespective of citizenship; in FFA (Honiara) the allowance is SAT\$20,312 per child for up to three children.



It is noted that the calculation of the allowance for Forum Secretariat staff is based on tuition costs at the International School, Suva.

Based on an assessment of education costs in Samoa the allowance would appear to be adequate, but in terms of harmonisation, the maximum allowance could be expressed as three times the allowance per child, rather than by reference to the number of children.

### **Rental Allowance**

This allowance is in fact a subsidy on the cost of housing. Given that expatriate and local contract officers have competed on the same basis, it appears reasonable that the allowance should apply to both.

### **Gratuity**

SPREP expatriate contract staff are entitled to a "Gratuity" equivalent to 14% of final year basic salary after a two year contract, 21% on completion after a three year contract and 33% after a six year contract, provided in all cases that the contract is not renewed. For Forum Secretariat, SOPAC and SPC expatriate contract staff, the Repatriation Grant is the equivalent of 2 weeks salary on completion of contract. FFA (Honiara) has a Repatriation Grant of 2 weeks' salary plus a gratuity of 14% of base salary for a two year contract and 21% for a three year contract not renewed.

The gratuity is not available to local contract staff or administrative support staff, and this has been the subject of submissions and from both groups claiming that the treatment is discriminatory. In the submission from administrative support staff, introduction of a long service leave scheme is proposed for locally recruited staff as a compensating alternative to the payment of the gratuity.

It is noted that the regulations in force prior to the beginning of 1996 provided for a relocation allowance on completion of contract payable to expatriate contract staff at the equivalent of three weeks salary. The gratuity, it would appear, has been introduced to replace this allowance and is bracketed with it in documentation concerning SPOCC agency harmonization. It seems therefore, that the gratuity is in the nature of a repatriation allowance or relocation allowance recognising the difficulty which expatriate staff relocating can expect to encounter with relocation and in confirming new employment.

The relocation/repatriation allowance equivalent to two weeks salary paid to members of SPOCC agencies other than SPREP and FFA may well be considered in terms of the rationale for the allowance to be inadequate. On the other hand, the payment (as a gratuity) the equivalent of 10 weeks salary after three years or 16 weeks salary after six years may be considered excessive. An equitable arrangement would result if SPOCC agencies, in pursuing harmonisation, could agree upon a Contract Completion Allowance which would apply in all agencies and to all contract staff, local and expatriate.

### **Annual Leave (Regulation 25)**

The leave entitlement for contract staff is currently 30 working days per annum. Other SPOCC agencies provide 5 weeks (25 working days) except FFA which is 30 days and SPC which provides 30 days for Noumea based personnel.

It is understood that, at the outset, the additional week's leave provided outside Fiji reflected the "hardship" nature of the post locations and transportation difficulties. Significant progress has occurred, however, in all locations in the standard of living, level of amenities and transportation. It may be considered doubtful therefore, that the gap still exists, particularly for Noumea and Apia.

For administrative support staff the Annual Leave allowance is 15 days per year. This compares with other SPOCC agencies which allow 18 days per year (Forum Secretariat and SPC) for the first five years and 21 days per annum from year six onwards. SPC allows 20 working days per annum for Fiji based personnel and 30 days per annum for New Caledonia based personnel. Forum Fisheries Agency allows 22 working days per annum.

### **Sick Leave**

The Sick Leave allowance is 36 days per year and this is consistent both for contract staff and administrative support staff in all SPOCC agencies.

The Maternity Leave allowance is 60 working days per confinement after 1 years continuous service. This is consistent with the allowance for all staff in all SPOCC agencies other than SPC which allows 72 days per confinement.

Paternity Leave is not provided by any SPOCC agency but is part of harmonisation proposals currently under discussion.

### **Superannuation (Regulation 32)**

The current superannuation arrangements provide for an allowance of 7% of salary for expatriate contract staff. For locally recruited staff (both local contract staff and administrative support staff) SPREP pays 5% of salary to the Samoa National Provident Fund, which is the minimum legal requirement. The principle underlying the superannuation arrangements is consistent with that applied throughout the SPOCC agencies, in terms of the allowance to expatriate contract personnel and the minimum legal commitment to the National Provident Fund of the country concerned for locally recruited staff.

The allowance for expatriate contract staff varies slightly from 6% for New Caledonia based SPC staff through 7% for Forum Secretariat, SOPAC, SPREP staff to 7.5% in the case of FFA. The difference is that the legal requirement in Fiji is for a minimum of 7% of salary from employer and employee. The basis for determination in summary is consistent with SPOCC agency practice but the amounts paid vary because the minimum legal commitment required varies from country to country. Legal advice is that if SPREP were to determine to lift the NPF payment for all staff to 7% in line with other agencies, an alteration would be required to Regulation 32(h) to provide the necessary authority.

## **Long Service Leave**

Currently there is no Long Service Leave provision for SPREP staff. This is consistent for contract staff with SPOCC agencies all of whom have a maximum contract term of six years (being two three year contracts). In the case of administrative support staff, Forum Secretariat, SPC and SOPAC all provide a Long Service scheme. There is no Long Service Leave scheme at FFA (Honiara).

In their submission, the Administrative Support Staff have recommended introduction of a long service leave scheme as a compensating alternative to the gratuity/relocation allowance paid to contract staff.

## **Comparison with Apia Employment Market**

The results of the survey of other terms and conditions of service for administrative personnel in the Apia Employment Market (See Attachment 4) indicate that in general terms, other terms and conditions of service at SPREP are comparable. The exceptions are in:

- Annual Leave where SPREP employees with 15 days per year are on a par with or worse off than similar workers in most sectors, other than Government, where most workers receive 10 days.
- Sick Leave in which are SPREP employees with 36 days per year are substantially better than all others
- Medical Insurance in which are SPREP employees enjoy a far more comprehensive cover than other employees

## **Payment for Overtime**

The terms of reference require comment on the provision of an allowance in lieu of overtime for senior administrative personnel. The results of survey of staff indicate that the vast majority prefer continuation of the present system of overtime payment, and there would not appear to be justification for changing the present arrangement.

In the case of senior staff, there would be a level above which the payment or recognition of overtime would be considered by management to be inappropriate. The expectation of senior people is that they have the ability to manage their own time as well as that of the staff they supervise. Overtime entitlement, therefore, could be limited to a level below that point, say, for example, Grade 4.

For less senior positions, the issue becomes one of managing the utilisation of overtime. Management could, for example, set a budget limit on the total value of overtime provided as a percentage of the total salaries of the positions involved. If this limit is exceeded, a review process is automatically triggered whereby there is a reassessment of the utilisation of resources. The objective would be to improve utilisation or determine whether additional resources are needed to reduce dependence on overtime. Excessive overtime is not only expensive in terms of output, but there is a limit to the capacity of individuals to maintain efficiency over long hours.



## **3.6 Other Issues**

### **Performance Bonus versus Increment**

The Terms of Reference require the review to consider whether payment of a Performance Bonus for outstanding performance would be more appropriate than payment of an Increment, in the case of administrative support staff. The issue does not arise with contract staff, as, under the present arrangements, firm fixed price contracts are entered into based on the position requirements and the skills and experience of the recruit.

Earlier proposals recommended adoption of a revised Performance Evaluation system, incorporating a performance bonus for those whose performance was outstanding for the period concerned. The evaluation proposed covered the measurement of skills and output levels achieved and an assessment rating of personnel attributes. Outstanding performance (say the top 25% of staff) would receive a large bonus (say 10% of salary); the next, say, 35% would receive a modest bonus; the remaining staff receive no bonus for that period. It was recommended that increments be used only where there was a permanent and formal improvement in the capacity of the individual to accept additional responsibility or carry out higher level duties. These arrangements assumed the continuance of the present CPI adjustment procedure.

In response to the question, staff were evenly divided in their preference for annual increments and a performance bonus, with one staff member electing to seek both.

### **Employment Arrangements for Administrative Support Staff**

Some stakeholders have expressed the view that the notion of "permanent staff" reflected in the present definitions in the regulations is inappropriate in view of the fact that SPREP Core funding is currently committed on a year to year basis. It has been suggested that administrative support staff should also be recruited on the basis of a contract – in strict legal terms would be limited to 1 year and renewable subject to funding being available. In essence, such a contract would be open-ended in the sense that renewal is ongoing subject to funding and performance. There would be no six year or other term limit as exists for programme contract officers. Also it has been suggested that the Consumer Price Index link adjustment of salaries be discontinued as, in the view of some stakeholders, this can lead to divergence of salaries levels from market rates.

### **Contract Renewal (Regulation 13(e))**

Concern has been expressed by some stakeholders about the basis for contract renewal once the six year maximum term has been completed, and there is some inconsistency among SPOCC agencies in this area. The Chief Executive and Deputy Chief Executive in all cases are limited to the six year maximum term with no consideration of renewal. For contract staff at levels below Deputy Chief Executive, some agencies maintain a firm six year maximum term, while others are permitting extension of the six year term under exceptional circumstances. At SPC, the practice is most different from others, where renewal of the contract after six years is permitted provided that at each three year

anniversary the position is readvertised openly in the market place and the incumbent competes with other applicants for renewal.

The clear intention is to signal to incoming officers that SPOCC positions are not to be considered as career positions. Also, recruitment of the best available skills is a paramount aim for all SPOCC agencies. On the other hand, outstanding professionals might usefully be given the opportunity of continuing if theirs are the best skills available even after the six year term is completed. It is noted that SPREP has also commenced using this approach. However, confirmation of appointments without the need to refer to a SPREP Meeting for approval would require modification of Regulation 13(e).

### **Appointment Policy (Regulation 12(c))**

Current policy requires that when a vacancy occurs SPREP *'will first give consideration to employees at the same level being rotated into the position'*. Representatives of other agencies and some stakeholders have expressed the view that this policy should be amended to require that positions be advertised so that transparency is maintained and SPREP has access to the best resources available. It is noted that SOPAC has already adopted the approach requiring all positions to be advertised.

### **Study Leave**

The issue of providing study leave for Administrative Support Staff has been raised by both management and staff members. There is no specific provision in the Regulations, but the Director has authority under Regulation 32(k) to provide training relevant to their duties and advancement.

### **Regulations**

In responses to the staff survey, many staff particularly at the Administrative Support Level indicated difficulties in understanding the regulations. In some cases the regulations are considered unclear.

## **3.7 Recommendations**

### **Contract Salaries**

1. It is recommended that the current system which links contract salaries to the SDR and the current mechanism for adjustment which uses a moving average be continued.
2. It is further recommended that consideration to be given to the use of an official IMF published SDR/Tala value for the purpose of adjustment.

3. It is recommended that the regulations be changed so that the Cost of Living Differential Allowance applies to all contract officers (including local contract staff).
4. It is recommended that the current arrangements for housing allowance be continued.

#### **Administration & Support Staff Salaries**

5. It is recommended that no general adjustment of administrative support staff salaries be implemented.
6. It is recommended that an adjustment be made in the case of the Administration Officer, the Conference Officer, the Gardener and the Cleaner; the Administration Officer to Grade 5 Level 2-6; the Conference Officer to Grade 4 Level 2-6; the Gardener to Grade 1 Level 2-6; the Cleaner to Grade 1 Level 3-7.
7. It is recommended that the procedure of indexation in line with Consumer Price Index for Samoa be discontinued and replaced with a procedure for adjustment of administrative support salaries in line with general salary and wage adjustments in the Samoa Public Service, supplemented by a biennial review using an agreed standard database established within the Apia business community (public sector and private sector) with the 20% premium currently in place being maintained.
8. It is recommended that a performance payment or bonus system be introduced, along the lines envisaged as part of earlier proposals concerning performance management, and further that the use of increments be restricted to recognition of permanent increases in formal skills levels or increases in capacity to accept responsibility.

#### **Other Terms and Conditions**

9. It is recommended that in general, subject to legal requirements and the interests of SPREP stakeholders, terms and conditions be harmonized with other SPOCC agencies in consultation with those agencies in order to resolve difficulties brought about by different circumstances between countries.
10. It is recommended that the regulations be altered to convert the basis for determining the maximum educational allowance from the number of children (3) to a multiple of the allowance per child (times 3).
11. It is recommended that Annual Leave provisions be harmonized with other agencies. For contract staff this would mean a reduction from six weeks per year to five weeks per year and in the case of administrative support staff an increase to a level of 18 to 22 days per year depending on the outcome of consultations with other SPOCC agencies.
12. It is recommended that the Gratuity currently paid to contract staff on completion of contracts which are not renewed, be discontinued progressively as new contracts are written and a Contract Completion Allowance for contract staff be introduced, in line with arrangements for other SPOCC agencies. The equivalent of 4 weeks' salary would appear adequate and should apply to all contract staff.

13. It is recommended that a Long Service Leave scheme be considered for administrative support staff in line with arrangements in place for these staff members in other SPOCC agencies which provide 20 days after 12 years service, 10 days after 15 and 20 years and 20 days after 25 and 30 years.
14. It is recommended that the present arrangements for superannuation be altered to provide for a superannuation contribution at the level of 7% for all staff locally recruited. This will require a change to Regulation 32(h) for the appropriate authority.
15. It is recommended that Regulation 12(c) be amended so that when administrative support vacancies occur, open market advertising of all such positions is required.
16. It is recommended that Regulation 13(e) be amended to provide for renewal of contracts for three year periods after the completion of six years without prior approval of SPREP Meeting provided that the positions are advertised in the open market place and the incumbents are invited to apply.
17. In relation to staff training needs, it is recommended that the provision of training by SPREP be restricted to administrative support staff, as contract staff when recruited are required to fully meet the position terms of reference as far as qualifications, skills and experience standards are concerned. For administrative support staff, if necessary, it is recommended that Regulation 32(k) be amended to specifically provide authority for study leave limited for attendance at examinations where the course being taken is deemed to be directly related to the job description of the individual concerned and where the Director is satisfied that completion of the study is in the interest of SPREP.
18. It is recommended that administrative support staff be appointed on a fixed term contract (between one and three years).

# 4

## REVIEWS OF ORGANISATIONAL STRUCTURE

### 4.1 Background

Following the appointment in 1973 of an Ecologist to the staff of South Pacific Commission (SPC), consultations took place amongst regional and multilateral agencies which reached agreement in 1978 on the need for a comprehensive environmental management programme for the region.

Subsequent negotiations and developments led to the decision in the Cook Islands in 1982 to set up SPREP as a separate entity within SPC. In 1986 the "SPREP Convention" was adopted at a meeting in Noumea and it entered into force in 1990. In 1990, SPREP members first considered the possibility of according SPREP the full and formal legal status necessary for it to operate as an autonomous body. In 1992 the organisation moved its headquarters from Noumea to Apia following acceptance of an offer from the Government of Samoa. SPREP has developed in terms of the 1991/94 Action Plan, the 1994/96 Corporate Plan and the present Action Plan from these beginnings to the organisation it is today. When SPREP moved to Apia in 1992 it had a total staff of 31 people. This has grown as its programmes have developed to the level today - 62 people.

In the Corporate Plan published in 1994 the mission of SPREP is stated to be:

*"To promote cooperation in the South Pacific region and to provide assistance in order to protect and improve its environment and to ensure sustainable development for present and future generations"*

The current organisation structure reflects the key programme areas which are those outlined in the 1997/2000 Action Plan to reflect the mission of SPREP. The programmes which have been implemented and coordinated are in the following areas:-

1. Biodiversity and Natural Resource Conservation
2. Climate Change and Integrated Coastal Management
3. Waste Management, Pollution Prevention and Emergencies
4. Environmental Management, Planning and Institutional Strengthening
5. Environmental Education, Information and Training

To fulfill these functions and the requirement that SPREP promotes regional cooperation and performs the Secretariat functions for relevant regional conventions, SPREP is organised into four functional divisions under the guidance of a small management team.

The present organisation chart, given in Attachment 7, shows the make up and structure of the four divisions which are:

- Conservation of Natural Resources
- Environmental Education Information and Coordination
- Environmental Management and Planning
- Finance and Administration

The management currently consists of the **Director**, the **Deputy Director** and the **Head of Division** for each division.

The position of Deputy Director is currently vacant and management has developed a revised organisation structure which proposes the suspension of this position for a period of three years and a substitute appointment of an Executive Officer Management, to provide support to the Director and Heads of Division.

On the other hand, one stakeholder has expressed a strong view that the position of Deputy Director should be retained and filled.

Review of the organisation chart indicates that, within the Finance and Administration Division, there is some vertical structure, although on the administration side of that division, most administrative and technical support personnel report direct to the Administration Officer. In the operating divisions, a total of 36 people report directly to the three division heads. This no doubt reflects the growth of SPREP's project activities over the last eight or ten years. It also reflects the diversity of the projects being undertaken in line with the functional areas outlined earlier. Clearly, if SPREP were to continue to grow



(and the likelihood is that it will, as environmental concerns and needs become better known and better focused), the recruitment of additional specialists in the operating divisions will create a progressively more unmanageable task for Heads of Divisions. Indeed, it may well be that this position has already been reached, at least in two of the operating divisions (Environmental Management and Planning, and Environmental Educational, Information and Capacity Building), in each of which 13 or 14 professional and Support Staff appear to report direct to the Head of Division.

## **Relativity**

The issue of relativity has been raised both in the terms of reference (2a, 2b, 2d) and in the responses received from staff during the survey.

It is considered that the issue of relativity should be reviewed in the light of SPREP's charter and in terms of the procedures which are in place for the resourcing of SPREP's requirements, both in the operating divisions and in the administrative support function.

In the operating divisions, the resource requirements for each project undertaken are assessed, it is understood, in consultation with the aid donor for the project. Preliminary work will have been carried out by SPREP management, but the identification of the resources most appropriate for the project needs and the cost of these resources will, with such donor and third party consultation as is necessary, have been determined before the project commitment is finalised. Recruitment of personnel is made having regard to the project specifications and the procedures in the markets from which SPREP recruits. Given this systematic approach to resourcing, which appears both transparent and sound, it is difficult to see a role for subsequent reassessment by reference to other positions in SPREP.

Similarly, administrative support staff are recruited, in terms of the structure recommended to and approved by SPREP members, from the Samoan business market place. Current management policy provides for the establishment of salary levels to be at a premium of approximately 20% above surveyed market prices for each position or equivalent thereof. It is assumed that, in line with this process, the position specifications are determined and applications invited from the market place at established salary levels. Each resource acquired therefore is presumed to have been acquired at "market prices plus 20%". Current practice is that salary levels are reviewed periodically to ensure that any movement in the market place is reflected in SPREP salary levels. Once again, against the application of what appears to be a sound and transparent process, it is difficult to see a case for the examination of comparative relativities within SPREP whereby the level of responsibility or complexity of one position as against another might override the practice currently followed.

### **Primary Function Positions currently Donor Project Funded**

There are a number of positions within SPREP whose roles are regarded as essentially "primary function" but whose funding is currently provided from donor funded projects. This practice has evolved firstly because the positions were originally part of a donor funded project or secondly because there is insufficient funding in the core budget to support the positions concerned.

In terms of the logic of the SPREP structure, there are strong grounds to consider shifting the following positions, which are currently donor funded, to the core budget, as they are essentially of a primary function nature.

- Accountant
- Assistant Accountant
- Accounts Clerk
- Driver
- Divisional Assistant
- Librarian
- Library Assistant
- Assistant Computer Technology Officer

This would involve an increase to the Core Budget funding of approximately US\$145,000 per annum. An effective way of achieving the transfers may be to programme the changes, in consultation with donors and members, over a four or five year period.

### **The Organisational Challenge**

The fact that a review of the organisation structure has been included in the terms of reference for this assignment would indicate that, in the view of management, the time has already arrived for an examination of the structure and a review of alternatives which might be available where the need for improvements is identified.

It is noted that management has in train separate initiatives to update the Corporate Plan and to introduce output budgeting linked to the programmes. Clarification through review of the Corporate Plan will help to guide SPREP in determining its long term strategic direction. Output budgeting will provide a sound basis on which to assess programmes and individual performance. However, the organisation will need to be structured to provide adequate opportunity to utilise these tools.



Prospects are that, in terms of the five outputs identified in the 1997/2000 Action Plan, the new Corporate Plan and implementation of output budgeting will lead to change in the nature of the operating division structure.

The options which are available to SPREP for the structuring of its organisation to meet its functions as they continue to emerge and evolve in the future will be more easily determined once this process is complete, but could include the following:

### **1. Change of Strategic Course**

An alternative which has been proposed by some stakeholders is that SPREP might reduce its operational role and become a small strategic facilitating unit through which the operational functions are decentralised and outsourced within the countries in which they are being activated. In essence, under this strategy, SPREP would become a strategic coordinator and contract manager. A much smaller strategic resource unit would be required (perhaps as little as 10 or 15 staff in total) but with heavy emphasis on project management and coordination skills as well as specialised environment technology. Realistically, this is more likely to be a longer term (say 15-20 year) goal, rather than an immediate option.

### **2. Continuation of the Present Strategic Path**

If SPREP's members determine that it should follow the present strategic path, where it maintains a direct operational role in the regional and environmental programmes, as well as the coordinating and managing role, SPREP will want to ensure that its organisation structure develops in line with its operations so that its outputs are achieved at minimum total cost to members and donors. Under this scenario the options available to SPREP are:

- (a) Continue with the present organisation structure, adding additional environmental professionals as required to meet new programme projects.
- (b) Increase the number of Heads of Division, so as to reduce the number of environmental professionals for whom each Head of Division is directly responsible.
- (c) Eliminate the position of Deputy Director, and replace this position with a Programme Management Executive who can provide assistance to the Director and Heads of Division in programme project management; this alternative has recently been proposed.
- (d) Eliminate the position of Deputy Director and one Head of Division and substitute 4 to 6 Assistant Heads of Division who might between them provide day to day supervision of the programmes and project professionals in the operation.

The alternative to be selected will need to respond to the requirements of the organisation and the limitations which the nature of the work being undertaken and the geographical area being covered impose on the individual executives involved. For example, the Director has a limited capacity to be involved in the direct management of SPREP projects because his primary role must be also to:

- Maintain an excellent working relationships with SPREP members.
- Develop and maintain SPREP's relationships with existing and prospective donor agencies.
- Keep in focus the strategic targets and their achievement in line with SPREP's mission and principal functions.

The "do nothing" option (option (a)) is considered unlikely to be the one which produces a cost and output effective organisation.

The second option, the addition of Heads of Division to reduce the number of environmental professionals reporting to each Head of Division has appeal in terms of the outputs identified in the 1997/2000 Action Plan, and would make the management task at Head of Division level easier. At the same time, however it would have the effect of increasing the direct management and supervision workload of the Director.

The benefits of adopting a slightly more vertical structure by the substitution of Assistant Heads of Division for the Deputy Director and one Head of Division are as follows:

- The need for the Director to be involved in direct supervision is reduced.
- The adverse impact on project supervision of the frequent absence of Heads of Division and the Director on duty travel is substantially reduced.
- The level of management control and supervision over the achievement of agreed outputs in particular projects is substantially increased.

The elimination of the Deputy Director position and one Head of Division position would produce a saving of US\$180,000 per annum while the creation of four to six Assistant Heads of Division could be achieved by the redesignation (with the agreement of the donors concerned) of two or three of the existing contract team together with the addition of no more than three individuals as Assistant Heads of Division at a cost of around US\$65,000 per person. With the reduction in the number of Heads of Division in the operating divisions from three to two, the Head of Divisions positions could be redesignated as "Assistant Director".

Adoption of a structure whereby the Deputy Director is replaced by two Assistant Directors and a slightly more vertical structure would require appropriate amendments to the Regulations and authorities under which SPREP operates to provide for delegation to the Assistant Directors of the authority currently delegated to the Deputy Director in circumstances in which require such delegation.

The implementation of formal changes in the organisation structure could await adoption of the new Corporate Plan and completion of the output budgeting project. In the meantime, management is already addressing the structural issues by pursuing the development of task oriented "operating teams" under team leaders within the divisions where the nature of project work being undertaken permits.

## **Finance and Administration**

The accounting function appears clearly organised with reporting lines from the more junior positions through the Assistant Accountant, the Accountant to the Head of Division. The Administration Officer, as the organisation chart has been drawn, has a large number of administrative and technical support staff reporting direct to that position. The Secretary and Divisional Assistants in the operating divisions have functional responsibility within those divisions but are part of the administrative staff structure. The same can be said for the Personal Assistants to Senior Management.

A partial restructuring of the support staff for operating divisions could be worthy of consideration. This would involve leaving one Secretary in each division (currently there is one Secretary and six Divisional Assistants) and moving the remaining four Divisional Assistants into a stenographic and administrative assistance pool which then becomes available to the three operating divisions and finance and administration for this support facility. The appointment of a division Administrative Supervisor to control the secretarial support pool and supervise the activities of technical support staff (teaperson, drivers, receptionist, handyman, gardeners, cleaners and nightwatchman) could then be considered.

On the other hand, the nature of support required in the operating divisions may mean that pooling of stenographic and administrative support resources is not output-effective. Under this scenario the appointment of an Administrative Supervisor could not be justified.

## **Position Classifications**

A review has been made of a current proposal for reclassification or adjustment of certain positions and amendment of the classification structure by reduction of the number of increments available for each position from five to three and in some cases from five to two and in one case from five to one.

The present classification system was proposed so as to provide management with sufficient flexibility when recruiting applicants for each vacant position. In principle, it was recommended that an appointment could be made on the first level in the range or at a higher level if in the opinion of management the skills and experience being offered by the successful applicant so warranted. Removal of the automatic increment process does mean that increments should occur far less frequently and that all of the increments in a given range need not (and it could be said should not) be used. The objective is providing five steps in the range for each position was to allow management flexibility in making appointments, rather than to create the opportunity for additional or more frequent increments. For example to regrade the Senior Accounts Clerk position from Grade 3, steps 2-6 to Grade 3, step 6 only would make it mandatory that an appointment made subsequently for this position would of necessity be at Grade 3, level 6, leaving management with no flexibility to make an appointment if the qualifications and experience available did not justify remuneration at the Grade 3 step 6 level. The same observation could be made in every other case, although some flexibility is provided in the 2 step and 3 step gradings proposed. In summary it is difficult to define any benefit for SPREP from reducing the grading spread and at the same time there is the obvious disadvantage of reducing flexibility available at present to management in making appointments to vacancies.

## 4.2 Recommendations

1. It is recommended, for the reasons given above, that consideration be given to developing and adopting an organisation structure incorporating a more vertical component as suggested in alternative 2(d) above, on the assumption that SPREP elects to pursue the current strategic operational path, once the new corporate plan and output budgeting projects are completed and implemented.
2. It is recommended that staff classifications (other than for the four positions which are the subject of recommendations in section 3), be retained as at present.
3. It is recommended that the present position/salary classification structure contained in Schedule 2b of the SPREP Staff Regulations whereby each position spans five salary steps be retained, for the reasons given above.
4. It is recommended that transfer of funding of the following primary function positions currently donor funded:
  - Accountant
  - Assistant Accountant
  - Accounts Clerk
  - Driver
  - Divisional Assistant
  - Librarian
  - Library Assistant
  - Assistant Computer Technology Officer

be implemented in accordance with a programme to be agreed with members and donors.

Terms of Reference

The Consultant will be responsible to the Director of SPREP for the completion of the following tasks:

**1. Review of salaries and conditions of service**

- a) review all the conditions of service for SPREP staff, as contained in SPREP Staff Regulations, in accordance with the general requirements of Regulation 32 (m) and the specific requirements of other Regulations, including Regulations 19 (d) and 23 (c);
- b) review all administrative and programme salaries and allowance levels, giving regard to the basis upon which such salaries were originally established and the desire to ensure such salaries remain fair and competitive to enable SPREP to retain and attract appropriately qualified staff;
- c) in the review of the salaries for administrative staff, conduct a survey of local employment conditions for comparable positions in other organisations in Samoa, including the Public Service, statutory authorities, international and regional agencies. Such survey should include relevant job evaluation studies where appropriate;
- d) in the review of the salaries for programme staff, give consideration to the specific requirements of Regulation 19(d);
- e) in the review of conditions of service and allowances, give consideration to any provision in the Regulations (including Regulation 23) which may possibly be regarded as discriminatory between various groups of staff;
- f) in the review of the salaries, allowances and conditions of service, give consideration to the desire for harmonisation of conditions of service between all SPOCC agencies;
- g) in the review of salaries for administrative staff, give consideration to the possibility of having a provision for allowance for senior administrative staff, in lieu of overtime, and for a possible performance bonus (in lieu of an increment) for high performers;
- h) in the review of the Regulations, give consideration to the need for further definitions, or clearer guidelines, to clarify the intention of a number of provisions and the desire to have a set of Regulations that can be simply understood and easily administered;
- i) provide a Report to SPREP on the outcome of such reviews, to include specific recommendations as to the appropriate salary scales for each position in the SPREP organisation and specific recommendations as to any changes required to the Regulations; and
- j) assess and report on the cost of those recommendations

## **2. Review of SPREP staff organisational structure**

- a) *review the present staff organisational structure of SPREP, giving consideration to the growth that has occurred in SPREP since the present structure was endorsed by a SPREP Meeting and to relative salaries, duties and responsibilities for positions within SPREP;*
- b) *in this review, give consideration to the relative salaries, duties, qualifications and experience requirements, and responsibilities for each position within SPREP, relative to other positions;*
- c) *in this review, give consideration to the issue that some existing positions within SPREP, with a primary function role, are not presently in the formal approved structure because they have been donor project funded;*
- d) *in this review, give consideration to the internal structural requirements of each position, in an organisation of a similar size and with similar functions and workloads as SPREP;*
- e) *provide a Report on the outcome of such review, to include specific recommendations as to the appropriate staffing structure and salary scale of each position in SPREP, in those cases where there is a recommended variation in the grading of any position to any recommendation arising in the review of staff salaries and conditions of service; and*
- f) *assess and report on the cost of these recommendations.*



**COMPARATIVE TABLE  
CONTRACT STAFF SPECIAL DRAWING RIGHTS  
SALARY SCALE FROM 1 JANUARY 1998**

	<b>Forum Secretariat</b>	<b>SPREP</b>
P1 or Grade 1 Secretary General	54,911	49,332
	49,912	44,841
P2 or Grade 2 Deputy Secretary General	47,991	43,115
	43,665	39,229
P3 or Grade 3 Director	40,164	36,084
	36,512	32,802
	37,304	33,514
	33,910	30,465
	36,215	32,536
	32,916	29,571
P4 or Grade 4 Adviser	32,586	29,275
	29,624	26,614
	29,825	26,794
	27,429	24,642
	27,701	24,886
	25,176	22,618
P5 or Grade 5 Project Officer	25,903	23,271
	23,548	21,156
	23,827	21,407
	21,660	19,459
	21,754	19,544
	19,776	17,767
	19,981	17,951
	18,162	16,316

## COMPARISON OF SALARY RANGES ACROSS EMPLOYER GROUPS

SPREP POSITION DESIGNATION	SALARY	ALTERNATIVE POSITION DESCRIPTIONS	COMPARATIVE SALARY LEVELS - AVERAGE AND RANGE				
			Govt.	Statutory Bodies	Private Sector	International Agencies	Diplomatic Corps
PERSONAL ASSISTANT TO THE DIRECTOR	High \$25,932 Low \$21,335 Midpoint \$23,522	Personal Assistant to the MD Exec Asst to Head of Govt. Dept. Exec Asst to CEO Senior Secretary Personal Assistant to H.Comm	High \$18,263 Low \$16,814 Midpoint \$17,539	High \$21,600 Low \$13,940 Midpoint \$17,770	High \$19,738 Low \$14,200 Midpoint \$16,969	\$20,227	High \$17,436 Low \$12,912 Midpoint \$15,174
PERSONAL ASSISTANT TO THE DEPUTY DIRECTOR	High \$25,932 Low \$21,335 Midpoint \$23,522	Secretary to Head of PSC Secretary to Deputy CEO PA to High Commissioner Senior Secretary	High \$16,331 Low \$15,085 Midpoint \$15,708	High \$21,600 Low \$13,940 Midpoint \$17,770	NONE	\$20,227	High \$17,436 Low \$12,912 Midpoint \$15,174
SECRETARY TO DIVISION HEAD	High \$20,014 Low \$16,464 Midpoint \$18,153	Departmental Secretary Stenographer in Charge	High \$16,331 Low \$12,015 Midpoint \$14,173	High \$19,160 Low \$12,000 Midpoint \$15,580	NONE	NONE	NONE
DIVISIONAL ASSISTANT	High \$18,153 Low \$14,934 Midpoint \$16,464	Senior Stenographer	High \$11,671 Low \$10,295 Midpoint \$10,983	High \$19,160 Low \$12,000 Midpoint \$15,580	NONE	NO EQUIVALENT	NO EQUIVALENT
ADMINISTRATION OFFICER	High \$28,590 Low \$23,522 Midpoint \$25,932	Senior Administrative Officer Chief Administration Officer Office Manager	High \$20,681 Low \$22,536 Midpoint \$21,609	High \$26,180 Low \$16,840 Midpoint \$21,510	High \$27,706 Low \$23,089 Midpoint \$25,398	P2	High \$22,860 Low \$16,932 Midpoint \$19,896
ASSISTANT ACCOUNTANT	High \$27,229 Low \$22,402 Midpoint \$24,697	Supervisor General Books Assistant Accountant Administration Officer/Accounts	High \$11,671 Low \$10,295 Midpoint \$10,983	High \$19,160 Low \$12,000 Midpoint \$15,580	High \$15,100 Low \$10,700 Midpoint \$12,900	NO EQUIVALENT	NONE
ACCOUNTS CLERK	High \$16,464 Low \$13,545 Midpoint \$14,934	General Books Support Officer Senior Accounts Clerk	High \$9,951 Low \$6,248 Midpoint \$8,100	High \$10,400 Low \$5,100 Midpoint \$7,750	High \$8,500 Low \$6,000 Midpoint \$7,250	\$13,628	NONE
REGISTRY CLERK	High \$22,402 Low \$18,429 Midpoint \$20,319	Senior Registration Clerk Records Management Officer	High \$20,197 Low \$18,747 Midpoint \$19,472	High \$13,390 Low \$6,000 Midpoint \$9,695	NONE	High \$33,200 Low \$13,628 Midpoint \$23,414	NONE
REGISTRY ASSISTANT	High \$11,032 Low \$9,075 Midpoint \$10,006	Records Officer Registration Clerk Correspondence Clerk	High \$13,048 Low \$8,756 Midpoint \$10,903	High \$9,050 Low \$5,810 Midpoint \$7,430	High \$6,200 Low \$5,510 Midpoint \$5,856	\$11,000	NONE
CONFERENCE ASSISTANT	High \$20,014 Low \$16,464 Midpoint \$18,153	Board Secretary Administrative Officer	High \$21,970 Low \$16,814 Midpoint \$19,392	High \$19,160 Low \$12,000 Midpoint \$15,580	NONE	NONE	NONE
RECEPTIONIST	High \$10,006 Low \$8,232 Midpoint \$9,075	Receptionist Receptionist/Typist Shorthand Typist/Receptionist	High \$5,977 Low \$5,143 Midpoint \$5,560	High \$7,710 Low \$3,000 Midpoint \$5,355	High \$8,500 Low \$6,000 Midpoint \$7,250	High \$8,183 Low \$7,300 Midpoint \$7,742	High \$11,856 Low \$8,784 Midpoint \$10,320
DRIVER-MESSENGER	High \$10,006 Low \$8,232 Midpoint \$9,075	Driver Driver/Messenger (Wage Worker Rates) Casual Worker - Driver	\$3,957	High \$7,800 Low \$3,000 Midpoint \$5,400	High \$5,420 Low \$4,520 Midpoint \$4,970	High \$15,100 Low \$11,138 Midpoint \$13,119	High \$8,220 Low \$6,096 Midpoint \$7,158
TEAPERSON-CLEANER	High \$8,006 Low \$6,587 Midpoint \$7,261	Tea Lady (Wage Worker Rates) Casual Worker - Tea Lady	\$3,957	High \$7,800 Low \$3,000 Midpoint \$5,400	NONE	\$4,700	NONE
HANDYMAN	High \$10,006 Low \$8,232 Midpoint \$9,075	Maintenance Contractor	High 7,129 Low \$4,010 Midpoint \$5,570	High \$10,850 Low \$7,610 Midpoint \$9,230	NONE	NONE	Contract : \$30 per hour
GARDENER	High \$6,273 Low \$5,160 Midpoint \$5,689	Groundsman (Wage Worker Rates) Residential Gardener Groundsman	High 7,129 Low \$4,010 Midpoint \$5,570	High \$7,800 Low \$3,000 Midpoint \$5,400	High \$4,620 Low \$3,000 Midpoint \$3,810	\$4,700	\$120 per week
NIGHTWATCHMAN	High \$7,625 Low \$6,273 Midpoint \$6,916	Nightwatchman Guard Service	Casual	High \$7,710 Low \$3,940 Midpoint \$5,825	NONE	\$7,800	\$6,240
CLEANER	High \$6,273 Low \$5,160 Midpoint \$5,689	Cleaner (Wage Worker Rates) Groundsman	Casual	High \$7,800 Low \$3,000 Midpoint \$5,400	High \$6,070 Low \$3,730 Midpoint \$4,900	Contract : \$700 per month	Contract : \$100 per week



## COMPARISON OF OTHER CONDITIONS AND BENEFITS ACROSS EMPLOYER GROUPS

CONDITION OR BENEFIT	SPREP	Govt.	STATUTORY BODIES	PRIVATE SECTOR	INTERNATIONAL AGENCIES	DIPLOMATIC CORPS	
ANNUAL LEAVE	15 working days	Years of Service 1 - 9 10 - 19 20 +	Days/ Years 10 15 20	15 working days per year - Eligible after one (1) year of service credited on a pro-rata basis	Executives - 4 wks/ pa. Graded Staff - 3 wks/pa.	2½ days per month 30 days per annum	Four weeks per annum
SICK LEAVE	36 days/year - If not taken accumulates to 90 days max	Years of Service 1 - 9 10 - 19 20 - 29 30 +	Days/ Years 10 11 13 14	10 working days per annum - Payment of sick leave of more than 3 consecutive days can only be allowed on production of Medical Certificate	All Staff - 10 days pa.	7 days certified per annum - over 7 days medical certificate to be produced	Three weeks per annum
MATERNITY LEAVE	60 days total must have one year's service before confinement	8 weeks	Six (6) weeks on full pay - Medical Certificate required on completion of leave period	3 months LWOP unless holiday leave is available	3 months	12 weeks	
COMPASSIONATE LEAVE	5 days per event maximum 10 days per year	Bereavement Leave - 3 consecutive days (plus travelling time if overseas)	Two (2) working days per occasion Restricted to immediate family members (parents, brothers, sisters, wife, husband, children, father- & mother-in-law)	Bereavement Leave - 3 days - immediate family (e.g. children, spouse, parents) 1 day other family members	2 days	Three days per year	
PERSONAL ACCIDENT INSURANCE	Cover during working hours and travel to and from home	NONE	Six (6) times the officer's salary (accident occurred in Samoa only) - Maximum for Directors & Management - ST\$400,000, Maximum - Other Staff ST\$200,000	NONE	Pension - 7.9% of net salary - contribution	NONE	
MEDICAL INSURANCE	All reasonable medical, dental, optical for employees and dependents	NONE	NONE	In general, no medical insurance, however, one organisation has a Medical Benefit Scheme in place to assist qualifying personnel who have to meet large and unusual medical expenses, - \$3,500 max. claim payable to any officer in any 1 year	5% of net salary - contribution	Up to ST\$500 per year	
LIFE INSURANCE	Term Life Cover equivalent to twice the basic salary	NONE	Five (5) times the officer's salary. Payable on death of officer while in the service of the employer. Cover for 24 hrs/day	WSLAC Scheme for Grade 5 & Executives only. 5% of fortnightly salary met by the employer	NONE	NONE	
UNIFORMS	Boots and overalls issued to staff engaged in labouring work - \$8/set	NONE	\$150 per annum - Officer must purchase 2 new sets of uniform before buying other clothing	1 <sup>st</sup> issue - (3 sets) provided by employer 2 <sup>nd</sup> issue - 50/50	Drivers only	NONE	
SPORTING LEAVE	NONE	NONE	10 days per annum. Only granted when representing the country as national representative (non-accumulative)	Sports Leave/Special Leave. International Rep. 5 days paid special leave. Provincial Rep. 5 days unpaid special leave after all holiday leave has been taken.	NONE	NONE	

Summary of SPREP Staff Comments on Organisational, Remuneration and Related Issues

	Question 1 <i>Do you understand the current job classifications within SPREP</i>	Question 2 <i>Do you understand the SPREP Staff Regulations?</i>	Question 3a <i>Do you think your present salary package is fair to the work you undertake and as prescribed?</i>	Question 3b <i>If answered unfair in 3a, what are some of the reasons or factors contributing to this?</i>	Question 4 <i>In respect of any extra work you do outside of normal working hours, which would you prefer?</i>
Management Level	<ul style="list-style-type: none"> <li>Fully Aware</li> </ul>	<ul style="list-style-type: none"> <li>Good Understanding</li> </ul>	<ul style="list-style-type: none"> <li>Some say its fair and some unfair</li> </ul>	<ul style="list-style-type: none"> <li>Unfair if compared to other positions in International Organisations (UNDP, ADB, EU) who perform similar tasks</li> </ul>	<ul style="list-style-type: none"> <li>Payment as currently provided</li> <li>Not applicable to current terms</li> </ul>
Program Officers Level	<ul style="list-style-type: none"> <li>Fully Aware</li> <li>Partially Aware</li> <li>Very Little</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> <li>Partly</li> <li>Very Little</li> </ul>	<ul style="list-style-type: none"> <li>Don't know</li> <li>Fair</li> <li>Fair and Unfair</li> <li>Unfair</li> </ul>	<ul style="list-style-type: none"> <li>All financial responsibilities are carried out by the Accountant</li> <li>Transition period of 6 months to follow on 2.5 years may cause difficulties</li> <li>Contract ambiguity</li> <li>Secretive with post Advise</li> <li>Salary Information</li> <li>Need to compare with POC &amp; Advisors</li> </ul>	<ul style="list-style-type: none"> <li>No response</li> <li>Not relevant to PO's</li> <li>Payment currently provided</li> <li>Fixed Annual Allowance in lieu of overtime</li> </ul>
Administrative Staff Level	<ul style="list-style-type: none"> <li>Fully aware</li> <li>Very little</li> <li>Partly aware</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> <li>Very little</li> </ul>	<ul style="list-style-type: none"> <li>Unfair</li> <li>Fair</li> <li>No response</li> </ul>	<ul style="list-style-type: none"> <li>Increased task and duties but no salary adjustments</li> <li>Late shifts at nights need meal and bonus</li> <li>Organisational needs and staff have grown</li> <li>Low pay - cannot meet</li> <li>Underpaid</li> <li>Imbalance of workload between Division Assistant</li> <li>As compared to other Organisations</li> <li>HOD not supportive</li> <li>Lack of recognition given to length of service</li> </ul>	<ul style="list-style-type: none"> <li>Payment as currently provided</li> <li>No response</li> </ul>

**Summary of SPREP Staff Comments on Organisational, Remuneration and Related Issues**

	<p><b>Question 5a</b> Do you consider high performer should be rewarded with either an annual increment or lump sum performance allowance?</p>	<p><b>Question 5b</b> Matters relating to salary scale in line with other positions in SPREP</p>	<p><b>Question 6a</b> Do you consider that SPREP salaries, allowances and conditions of services should be in line with other SPOCC Agencies</p>	<p><b>Question 6b</b> If no to 6a - State reasons why</p>	<p><b>Question 7a</b> Do you see any element of discrimination between various groups of staff which may be caused by any provision in the regulations?</p>
<p>Management Level</p>	<ul style="list-style-type: none"> <li>• Most preferred a lump sum bonus, with some who felt that movement should be provided to valuable permanent staff</li> </ul>	<ul style="list-style-type: none"> <li>• All HODs should be on the same level</li> <li>• Overlap of max of lower step higher than min of upper step</li> <li>• HODs as Assistant Directors with DD post waived and replace with Executive/Management position</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> <li>• With some variances to reflect 'outpost' status of SPREP as well as local conditions</li> <li>• Use of SPOCC as guidance but to be aware of the peculiarities of host country</li> </ul>	<ul style="list-style-type: none"> <li>• Unsure of details on a comparison of base salaries and total package</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> </ul>
<p>Program Officers Level</p>	<ul style="list-style-type: none"> <li>• Annual increment</li> <li>• Lump Sum Performance Bonus</li> <li>• Neither</li> </ul>	<ul style="list-style-type: none"> <li>• Review Accountants duties/responsibilities</li> <li>• Review structure of F&amp;A</li> <li>• Review of salaries after 6 months</li> </ul>	<ul style="list-style-type: none"> <li>• Yes per diem rates to be confirmed</li> <li>• No response</li> <li>• COLDA to be consistent throughout SPOCC</li> <li>• Take into account living conditions in host country</li> </ul>	<ul style="list-style-type: none"> <li>• Not relating to local staff</li> <li>• Needs a "one equation" for all SPOCC with calculations based on Host country conditions</li> <li>• COLDA to be consistent throughout SPOCC</li> <li>• Take into account living conditions in host country</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> <li>• No</li> </ul>
<p>Administrative Staff Level</p>	<ul style="list-style-type: none"> <li>• Annual increment</li> <li>• Both</li> <li>• Performance bonus</li> </ul>	<ul style="list-style-type: none"> <li>• Duties undertaken are clerical therefore should be paid at Accounts level</li> <li>• Bonus when working late and early morning hours</li> <li>• Upgrade AO to SAO level</li> <li>• Inconsistencies in salary versus duty statement and performance</li> <li>• Long service leave</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> </ul>		<ul style="list-style-type: none"> <li>• Yes</li> <li>• No</li> <li>• No response</li> </ul>

Summary of SPREP Staff Comments on Organisational, Remuneration and Related Issues

	<p><b>Question 7b</b> If Yes to 7a, please list reasons</p>	<p><b>Question 8</b> Do you find the Regulations difficult to understand</p>	<p><b>Question 9</b> Do you think CPI/COLDA should be paid?</p>	<p><b>Question 10a</b> Does your current duty statement adequately reflect the duties that you actually perform?</p>	<p><b>Question 10b</b> If no, please clarify</p>
<p>Management Level</p>	<ul style="list-style-type: none"> <li>Different treatment for locally recruited staff</li> <li>General differences between "Prog. Staff" and "Admin Staff"</li> </ul>	<ul style="list-style-type: none"> <li>Simple but to be laid out in a more user friendly format</li> <li>Absence of clear guidance/definitions in many areas</li> <li>Very difficult</li> </ul>	<ul style="list-style-type: none"> <li>Yes - but to all contract staff</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> <li>No</li> </ul>	<ul style="list-style-type: none"> <li>Carefully examine project related duties and increase emphasis in coordination, management and delegation</li> </ul>
<p>Program Officers Level</p>	<ul style="list-style-type: none"> <li>Definitions of Regulation 2, Regulation 21 - 23, 25, 32</li> <li>Locals are taxed and lower classifications</li> <li>Regulations 23 (f) gratuities</li> <li>Education and medical local POS excluded from CPI/COLDA</li> <li>Allowance at end of contract should not be different from relocation allowances</li> </ul>	<ul style="list-style-type: none"> <li>Very difficult</li> <li>No response</li> <li>Sometimes unclear - short term contracts conditions to be classified</li> <li>Simple</li> <li>Simple but not precise</li> </ul>	<ul style="list-style-type: none"> <li>Yes - to include local PO</li> <li>Not sure</li> <li>Why the difference through CPI - Admin</li> <li>COLDA - only (expats)</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> <li>No</li> </ul>	<ul style="list-style-type: none"> <li>Hardly reads it</li> <li>Perform duties outside present duty statement</li> </ul>
<p>Administrative Staff Level</p>	<ul style="list-style-type: none"> <li>Regulations (20(f), 23 (c), (f), 25 (a), 26 (a), 32</li> <li>Inconsistency in superannuation for local Prog. Staff and other locals</li> <li>Favourable to expats on leave and gratuity</li> <li>Annual/Sick leave</li> <li>Education Allowance for all staff</li> <li>Medical scheme and gratuity</li> <li>Definitions</li> <li>Meal allowance when working late</li> </ul>	<ul style="list-style-type: none"> <li>Simple</li> <li>Very difficult</li> <li>Both</li> <li>No response</li> </ul>	<ul style="list-style-type: none"> <li>Yes</li> <li>No response</li> </ul>	<ul style="list-style-type: none"> <li>No</li> <li>Yes but often more</li> <li>Yes</li> <li>No response</li> </ul>	<ul style="list-style-type: none"> <li>Additional duties on banking, facilitate staff housing, passports etc.</li> <li>Other personnel duties affect main responsibilities</li> <li>Duty statements for new appointments not made available on time</li> <li>Duties regularly performed which are outside the duty statement</li> </ul>

Summary of SPREP Staff Comments on Organisational, Remuneration and Related Issues

	Question 11a <i>Are you satisfied with your present salary and conditions of service, in relation to your present duties and responsibilities?</i>	Question 11b <i>If no, what are you not satisfied with?</i>	Question 12 <i>Do you understand the organisational structure of SPREP?</i>	Question 13a <i>Do you think the present organisation structure is appropriate?</i>	Question 13b <i>If answer no what changes should be made and funded?</i>
Management Level	<ul style="list-style-type: none"> <li>• Yes</li> <li>• No need for a shadow position</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> <li>• Yes but a flatter structure</li> </ul>	<ul style="list-style-type: none"> <li>• No</li> <li>• Yes</li> <li>• Structure to reflect intensity in international responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>• HODs to be designated "Assistant Directors"</li> <li>• F/A Structure needs to reflect duties and responsibilities in comparison to other SPREP positions</li> <li>• Overlap in some program areas affecting two HODs – needs clear mandate</li> <li>• Structure to reflect Action Plan two more HODs</li> <li>• F/A to split</li> <li>• Team Leader concept</li> <li>• Virtual Team Concept</li> <li>• Technical Person to Assist Director</li> </ul>
Program Officers Level	<ul style="list-style-type: none"> <li>• Yes</li> <li>• No response</li> <li>• No</li> </ul>	<ul style="list-style-type: none"> <li>• Carrying out duties in addition to and above present duty statement</li> <li>• Comparative data not available</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> <li>• No</li> <li>• Could be improved</li> </ul>	<ul style="list-style-type: none"> <li>• Finance &amp; Admin to split with Finance HOD and Admin under SAO</li> <li>• Changes being proposed</li> <li>• Organisational structure does not outline status of all positions within division</li> <li>• Too many staff under one personnel in Admin Section</li> </ul>
Administrative Staff Level	<ul style="list-style-type: none"> <li>• No</li> <li>• Yes</li> <li>• No response</li> </ul>	<ul style="list-style-type: none"> <li>• Clerical vs drivers duties</li> <li>• Too much work compared to salary and conditions offered</li> <li>• Disparity of work load between PAs &amp; Div Assistants as compared to Accounts Clerks</li> <li>• Extra hours to meet deadlines</li> </ul>	<ul style="list-style-type: none"> <li>• Yes</li> <li>• Not much</li> </ul>	<ul style="list-style-type: none"> <li>• No</li> <li>• Yes</li> <li>• No response</li> </ul>	

**Summary of SPREP Staff Comments on Organisational, Remuneration and Related Issues**

	<p><b>Question 14</b> <i>Do you consider the present channels of communication are satisfactory</i></p>	<p><b>Question 15</b> <i>Primary function role and should it be integrated to formal structure</i></p>
<p>Management Level</p>	<ul style="list-style-type: none"> <li>• YES - more meetings of provisions and links to HOD's</li> <li>• No - Admin Office supervising 12 staff proves difficult to handle on day to day basis</li> </ul>	<ul style="list-style-type: none"> <li>• Not applicable</li> </ul>
<p>Program Officers Level</p>	<ul style="list-style-type: none"> <li>• Yes</li> <li>• E-mail will flatten hierarchy</li> <li>• No - absolutely hopeless (1)</li> <li>• Correspondence with minimal authorisation</li> <li>• Open up phone lines etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Accountant (core fund)</li> <li>• If approved by IGM, then should be core funded with permanent status</li> <li>• No - uncertainty in tasks and priorities and owner requirements</li> <li>• GIS - permanent</li> <li>• Primary roles be left to Education, EIA, Legal and Admin with no HODs</li> </ul>
<p>Administrative Staff Level</p>	<ul style="list-style-type: none"> <li>• Yes</li> <li>• No response</li> </ul>	<ul style="list-style-type: none"> <li>• No response</li> <li>• Yes</li> <li>• Not applicable</li> </ul>



A. COMPARISON OF TERMS AND CONDITIONS OF SPOCC ORGANISATIONS

	FORSEC	SPC	SOPAC	SPREP	FFA	TCSP
1.	<p>1.1 Salary (specify if expressed in SDR or in which currency).</p> <p>1.2 Salary on commencement</p> <p>1.3 Salary on renewal</p> <p>1.4 Salary adjustments</p> <p>1.5 COLA</p> <p>1.6 Annual Increment</p>	<p>Adopt SDR system. Salaries are expressed in currencies of base station.</p> <p>At starting level No exception.</p> <p>At renewal level (higher than at 1<sup>st</sup> appointment)</p> <p>3 yearly</p> <p>No longer applicable</p> <p>None</p>	<p>Denominated in SDR (Special Drawing Rights) and paid in Fiji dollars according to the average SDR/FJD exchange rate for preceding month.</p> <p>At starting level of salary range or at higher or lower level in exceptional circumstances.</p> <p>Higher salary scale on renewal. Level corresponds with starting salary</p> <p>3 yearly</p> <p>No Adjustment</p> <p>Nil</p>	<p>Denominated in SDR and paid in W. Samoa Tala Adjusted every 6 months on moving average SDR/WST over preceding 6 months.</p> <p>At whatever step within the range as is considered appropriate by the Director.</p> <p>No automatic increase in salary. Depends on merit, performance and funding</p> <p>See 1.1 in relation to SDR, otherwise 3 yearly.</p> <p>COLDA is based on COL difference between Suva and Apia. Does not apply to Samoan citizens or residents. Adjusted annually only if variations of + or - 5% in index.</p> <p>Not automatic. Director has discretion to award an increment where the performance in prior year is highly satisfactory</p>	<p>Denominated in USD and paid in SBD according to the exchange rate on the day of processing payroll (every fortnight)</p> <p>Now follow ForSec practice.</p> <p>Now follow ForSec practice.</p> <p>When negotiating new contract. Comprehensive triennial review.</p> <p>No COLA but COLDA (Cost of Living Differential Adjustment) which is based on comparison between Suva and Honiara.</p> <p>No</p>	<p>Salary paid in Fijian Dollars (Scale P1 to P4) There is a provision of a 10% adjustment of salary for tax adjustment for Fiji Nationals.</p> <p>Starting salary is determined by reference to qualifications and experience relevant to the post, salary in current or most recent post and other relevant circumstances of each case.</p> <p>Higher salary scale on renewal.</p> <p>Annually at the discretion of Chief Executive subject to satisfactory performance. In the case of the Chief Executive, at the discretion of the Mgt. Board.</p> <p>Adjustment to be done annually.</p> <p>Refer 1.4.</p>

	FORSEC	SPC	SOPAC	SPREP	FFA	TCSP
1.7 Job Sizing	Positions sized against market 3 yearly basis by external consultant	Same as for Forsec	Positions sized against market 3 yearly basis by external consultant	As adopted for the previous harmonisation exercise	No	No Applicable
2. Superannuation	7% of salary (paid as a cash supplement to salary or to nominated superannuation fund, Fiji citizens - FNPF)	7% for Fiji-based staff, 6% for New Caledonia-based staff	7% of salary (paid as a cash supplement to salary or to nominated superannuation fund, Fiji citizens - FNPF)	7% of base salary paid as allowance or to nominated fund. Rate for Samoan residents or citizens is as provided under W. Samoan NPF Act (currently 5%)	SI citizens - 7.5% of all income paid to the SINPF. Non-SI citizens - 7.5% of basic salary plus location allowance, paid as a cash supplement or to nominated superannuation fund.	7% paid to a superannuation or FNPF.
3. Housing	Rental assistance of 17% base salary with minimum assistance of \$1100 a month or \$13200 p.a. to be reviewed annually based on housing component of Fiji CPI.	Same for Forsec for Fiji-based staff. NC-staff contribute % of rent depending on size of accom i.e. 15% for 4b/rms, 12.5% for 3b/rms & 11.5% for 2.	Rental assistance of 17% base salary with minimum assistance of \$1000 a month.	Rental assistance of 18% of base salary. Reviewed annually and adjusted on relative movement (between Suva/Apia) in rent index.	No Housing Allowance or Assistance. Housing for expat staff only who pay rent equivalent to 12.5% of base salary.	Chief Executive - F\$1,500 per month (P1) Managers (non Fiji nationals only) - F\$500 per month (P2)
4. Annual Leave	Five weeks p.a. (25 days)	Same as for Forsec for Fiji-based staff, 30 working days for Nourmea-based	Five weeks p.a. (25 days)	6 weeks per annum (30 working days)	30 working days	20 working days per annum
5. Sick Leave 5.1 Paid Sick Leave 5.2 Maximum Accrual	36 Days p.a. 108 days	30 working days 90 working days	36 days p.a. 108 days	36 days per annum 108 days	Now follow ForSec Now follow ForSec	20 working days per annum
6. Other Leave	<ul style="list-style-type: none"> <li>Compassionate Leave - 5 days per event (immediate family members only)</li> <li>Maternity Leave - 60 days after 1 year service.</li> <li>Special Leave or Leave without pay on discretion of Secretary General.</li> </ul>	<ul style="list-style-type: none"> <li>Compassionate Leave - same as for Forsec</li> <li>Maternity Leave - 14 weeks after 1 years service</li> <li>Special Leave or Leave without pay at discretion of Director General.</li> </ul>	<ul style="list-style-type: none"> <li>Compassionate Leave - 5 days per event (immediate family members only)</li> <li>Maternity Leave - 60 days after 1 yr service</li> <li>Special Leave or Leave without pay on discretion of Director.</li> </ul>	<ul style="list-style-type: none"> <li>Compassionate leave - 5 days per event, with a max. of 10 days p.a. (immediate family only)</li> <li>Maternity leave - 60 days after 1 year service.</li> <li>Special Leave without Pay - at the discretion of the Director.</li> </ul>	Now follow ForSec	<ul style="list-style-type: none"> <li>Compassionate Leave - 5 days per annum (immediate family members only) 10 days per annum for non Fiji Nationals if travel is required.</li> <li>Maternity leave - 60 consecutive days on full pay.</li> <li>Special Leave or Leave without pay on discretion of the Chief Executive.</li> </ul>

	FORSEC	SPC	SOPAC	SPREP	FFA	ICSP
7.	Working Hours	<p>Suva based staff Monday-Thursday 8am to 4.30pm Friday - 8am to 4.00pm Noumea : Monday - Friday : 7.30am to 4.00pm</p> <p>Same as for Forsec.</p>	<p>Mon-Thurs : 8.00 am- 4.30pm Fri: 8.00-4.00pm Lunch - 1hr : 12-2pm</p>	<p>8.00am to 12 noon and 1.00pm to 4.35pm Monday to Friday. Contract staff are also on call at any time</p>	<p>Mon-Fri : 8.00am- 4.30pm Lunch - 1hr btw 12-1pm</p>	<p>Mon-Fri: 8.00am-4.30pm Lunch - 1hr btw 1-2pm</p>
10.	Travel on recruitment and repatriation.		<p>Transport for staff member, spouse and accompanying dependants between point of recruitment and Suva by most economical route.</p>	<p>Economy air travel for staff member, spouse and accompanying dependants (business class for Director), between point of recruitment and Apia by most economical route.</p>	<p>Travel between Honiara and hometown by the most direct and most economical route for staff and dependants. (non-SI citizens only)</p>	<p>Transport for staff member, spouse and accompanying dependants between point of recruitment and Suva by most economical route.</p>
11.	Accommodation on arrival and repatriation	<p>For Suva-based staff, on appointment, whilst suitable accommodation is being sought per diem will be paid for up to 2 wks.</p> <p>On termination, staff from their rental accommodation if still available. If not, per diems will be paid for the period in question.</p> <p>For Noumea based staff, hotel accommodation is provided if there is no suitable accommodation available. Rental deductions commence on the date of arrival.</p> <p>Staff depart from their rented accommodation, if still available. If not, hotel accommodation will be provided and staff rental deduction ceases on departure date.</p>	<p>6 working days hotel accommodation only on arrival and repatriation.</p>	<p>5 working days hotel accommodation only on arrival and repatriation. Housing subsidy not paid during this period.</p>	<p>Now same as ForSec. For non-SI citizens only.</p>	<p>Up to 6 weeks accommodation (excl. Meals)</p>

	FORSEC	SPC	SOPAC	SPREP	FFA	TCSF
12.	Establishment grant	Same as ForSec for Fiji-based staff. For Noumea staff: CFP162,502 francs	Only for staff recruited from outside Fiji-FID1125.	Only for staff recruited from outside Samoa. WST\$2,060.	For non-SI citizens - USD834. Director is USD1,111. For non-SI citizens only.	F\$500 for Fiji Nationals and F\$1250 for expats.
13.	Removal expenses	Removal expenses from place of recruitment as follows: up to 5 cu metres for staff up to 2 cu metres for spouse up to 1 cu metres for dependant child. On termination, as above but to designated home.	Reasonable removal expenses (packing, insuring, shipping and unpacking) from place of recruitment and on end of contract Staff: 12 cubic metres Spouse: 4 cubic metres Children: 2 cubic met/child.	Reasonable expenses (packing, insuring, shipping and unpacking) from place of recruitment and on end of contract. Limited to 12 cu m for staff, 4 cu m for spouse and 2 cu m per dependant child.	Reasonable removal expenses from hometown to Honiara including packing, insurance, freight, and port charges etc. Allowance is 6 cu. m for staff member, 2 cu. m for spouse, and 1 cu. m per dependant child. For non-SI citizens only.	No provision
14.	Repatriation Grant (or gratuity if specified)	Same as for ForSec.	Equivalent to 2 week's (basic) salary at repatriation.	For non-Samoan citizens, gratuity at end of non-renewed contracts of 14% basic salary for 2-year contracts, 21% for 3-year contracts, or 33% for 6 year.	Rep grant same as ForSec plus gratuity 14% base salary for 2 year contract, 21% for 3 year contract.	Covered under 11 for non Fiji Nationals.
15.	Home Leave Travel	Same as for ForSec for Fiji-based staff. After 18 months service for staff based in New Caledonia. Once every year for staff based in Solomon Islands and FSM.	At end of first contract for staff who are renewing contract. Return economy class airfares between Suva and point of recruitment for staff member, spouse and dependants.	Annual return economy class airfares, between Apia and normal home, by most economical route, for staff member, spouse and dependent children.	Return economy airfares between Honiara and home town by the most direct and most economical route or staff and dependants for each completed year of service except for the final year of employment.	At end of first contract for staff who are renewing contract. Return economy class airfares between Suva and point of recruitment for staff member, spouse and dependants.
16.	Education Allowance	Applies for all professional staff irrespective of citizenship. FJD3,600 per child with no limit on no. of children.	Up to FJD6000 per child up to a maximum of FJD18000 per family per annum claimable against receipts (non Fiji citizens only).	Up to WST\$10,788 per child, for up to a maximum of 3 dependent children, for actual education costs, claimable against receipts. Does not apply to Samoan residents or citizens.	USD6,500 per child per year up to 3 children. For non-SI citizens only.	Up to FJD6000 per child for boarding fees, tuition and compulsory extra curriculum. (non Fiji citizens only)

	FORSEC	SPC	SOPAC	SPREP	FFA	TCSP
17.	School Holiday Travel	One economy class return airfare per annum for staff member or spouse to visit dependant child studying overseas or for child to visit Suva (non Fiji citizens only).	Same as for Forsec. Fare limited to fare between base station and designated home.	One economy class return airfare per annum for staff member or spouse to visit dependant child studying overseas, or for child to visit Apia. Does not apply to Samoan residents or citizens.	Return airfare per year for each child between school town and Honiara, or one return airfare for staff or spouse to visit children in school. For non-SI citizens only.	Not applicable.
18.	Tax Status	Tax free for non Fiji citizens.	Tax free for non Fiji citizens	Tax free for non-Samoan residents or citizens. NZ officers liable for NZ tax.	Tax free in SI for non-SI citizens.	Tax free for non Fiji Nationals.
19.	Duration of Contract	3 years renewable, maximum of 6 years. Provision for extension beyond 6 years but only in very exceptional circumstances at discretion of SG.	3 years renewable.	3 years renewable.	3 years renewable, readvertise after 6 years - incumbent may apply.	3 years renewable.
20.	Termination of Contract	One month's notice.	One month's notice.	One month's notice.	One month's notice.	P1 - 6 month's notice P2 - 3 month's notice P3-P4 - 1 month's notice

**B. SUPPORT STAFF COMPARISONS FOR SPOCC ORGANISATIONS**

	FORSEC	SFC	SOPAC	SPREP	FFA	TCSP
1. Salary (state currency)		Same as for Forsec.	Broadband 1-4 Appendix 1 - salary scale (Annual increments on satisfactory performance)	Salary scale Grades 1-5, (Schedule IVA attached) are in Samoan currency. No automatic annual increments, but can be paid at the discretion of Director on the basis of exceptional performance.	All contract staff. 1-4 levels expresses and paid in SBD. Annual increments on highly satisfactory performance.	Salary range: S1 - S4
2. Superannuation	7% of salary paid to the Fiji National Provident Fund.	Same as for Forsec for Fiji-based staff. 6% for those based in New Caledonia. Prevailing Public Service Conditions for those based in other locations.	7% of salary paid to the Fiji National Provident Fund.	Payable to Samoan national Provident Fund at the statutory rate (at present 5%).	7.5% of all income paid to the SI National Provident Fund.	7% of salary paid to the Fiji National Provident Fund.
3. Housing	Nil	None for those based in Fiji and New Caledonia.	Nil	Nil	Housing allowance of 20% for levels 1-3 and 15% for level 4. This is based on SI Public Service rates.	Nil
4. Annual Leave	18 days p.a. for first 5 years service and 21 days p.a. from Yr. 6 onwards.	20 working days per annum for those based in Fiji. 30 working days per annum for those based in New Caledonia.	18 days p.a. for first 5 years service and 21 days p.a. from Yr. 6 onwards.	15 working days per annum. No carryover without the Director's approval. Maximum carryover is 50 days.	22 working days for each year service.	20 working days.



	FORSEC	SPC	SOPAC	SPREP	FFA	TCSF
5.	Sick Leave 5.1 Paid Sick Leave 5.2 Maximum Accrual	30 working days p.a.  108 days	36 days per annum  108 days	36 days per annum  108 days	Now follow ForSec	20 working days.
6.	Other Leave (eg. Long service, compassionate)	<ul style="list-style-type: none"> <li>Long Service Leave: 40 working days after 10 yrs service. Thereafter, one working day for additional three-month period of service.</li> <li>Compassionate Leave: Same as for ForSec but not exceeding 10 days in any year. However, local law and practice to be applied.</li> <li>Maternity Leave: 14 weeks after 1 yr of continuous service.</li> <li>Special Leave: Same as for ForSec.</li> </ul>	<ul style="list-style-type: none"> <li>Long Service Leave - 20 days after 12 yrs service, 10 days after 15 yrs and 20 yrs, 20 days after 25 yrs and 30 yrs.</li> <li>Compassionate Leave - 5 days per event (immediate family members)</li> <li>Maternity Leave - 60 days after 1 yr service.</li> <li>Special Leave or Leave Without pay on discretion of Secretary General.</li> </ul>	<ul style="list-style-type: none"> <li>No Long Service Leave</li> <li>Compassionate Leave - 5 days per event, with a max. of 10 days p.a. (immediate family only).</li> <li>Maternity Leave - 60 days after 1 year service.</li> <li>Special Leave Without Pay - at the discretion of the Director.</li> </ul>	No Long Service Leave.	<ul style="list-style-type: none"> <li>Compassionate Leave - 5 days per annum (immediate family members only).</li> <li>Maternity Leave - 60 consecutive days on full pay.</li> <li>Special Leave or Leave without pay on discretion of the Chief Executive.</li> </ul>
7.	Working Hours	<ul style="list-style-type: none"> <li>Suva Based Staff</li> <li>Maintenance Staff</li> <li>Mon-Thurs: 7:30am to 4:30pm</li> <li>Friday 7:30am to 3:30pm</li> <li>Other support Staff: Mon-Thurs 8:00am to 4:30pm</li> <li>Friday 8:00am to 4:00pm</li> <li>For New Caledonia Maintenance Staff 7:00am to 3:30pm</li> <li>Other Support Staff: 7:30am to 4:00pm</li> <li>Other locations: Observe local practice</li> </ul>	<ul style="list-style-type: none"> <li>Maintenance Staff</li> <li>Mon-Thurs 7:30-5pm</li> <li>Friday 7:30am-4:30pm</li> <li>Other support Staff</li> <li>Mon-Thurs 8am-4:30pm</li> <li>Friday 8:00am-4:00pm</li> <li>Lunch - 1hr : 1pm to 2pm.</li> </ul>	<ul style="list-style-type: none"> <li>8.00am to 12 noon and 1.00pm to 4.35 pm</li> <li>Monday to Friday</li> <li>Maintenance Staff</li> <li>Mon - Fri 8.00 am to 12 noon and 1.00 pm - 5.00 pm</li> </ul>	<ul style="list-style-type: none"> <li>Same as professional staff. Mon-Fri 8.00am - 4.30pm</li> <li>Lunch - 1 hr btw 12-1pm.</li> </ul>	<ul style="list-style-type: none"> <li>Mon-Fri 8.00am - 4.30pm</li> <li>Lunch - 1 hr btw 1-2pm</li> </ul>

	FORSEC	SPC	SOPAC	SPREP	FFA	TCSP
8.	Health Free health insurance covering local medical consultation, pharmaceutical benefits and overseas medical treatment for staff member, spouse and dependant children.	Staff contribute 1.5% of salary towards medical insurance scheme. Otherwise, similar conditions as for ForSec.	Free health insurance covering local medical consultation, pharmaceutical benefits and overseas medical treatment (subject to certain conditions) for staff member, spouse and dependant children. Includes optical and dental schemes.	"Reasonable" medical dental, optical and pharmaceutical costs, for staff member, spouse and dependant children met by SPREP. Insurance cover (Medivac) for urgent overseas treatment (but is subject to conditions).	Now available for support staff same as professional medical, dental, and optical expenses.	Free health insurance cover for local hospitalisation and overseas evacuation for staff member, spouse and dependant children.
9.	Life Insurance Term life insurance twice base salary for staff member.	Accident Compensation - 3 yr's salary in the event of death, with proportional liability in the event of non-fatal injuries or illness.	Term life insurance equivalent to twice base salary for staff member. Also Total Permanent Disability covers.	Annual life insurance twice base salary for staff member.	Now available for support staff same as professional staff - 3 times salary for staff member.	Term life insurance in accordance to staff scale.
10.	Other Benefits <ul style="list-style-type: none"> <li>Use of ForSec vehicle and selected equipment on user pays basis</li> <li>Provision for advance pay in extenuating circumstances.</li> </ul>	<ul style="list-style-type: none"> <li>Same for ForSec.</li> <li>Advance pay granted only when on leave</li> </ul>	<ul style="list-style-type: none"> <li>None (Director's discretion)</li> <li>None (Director's discretion)</li> </ul>	<ul style="list-style-type: none"> <li>No rights to use SPREP vehicles or equipment.</li> <li>No advances of salary, whatsoever.</li> </ul>	<ul style="list-style-type: none"> <li>None. Encouraged establishment of Staff Credit Union so staff can obtain loans from the Credit Union.</li> </ul>	<ul style="list-style-type: none"> <li>Nil.</li> </ul>



## KEY TO THE ORGANISATIONAL CHART

Finance and Administration		Environmental Education, Information & Capacity Building		Environmental Management & Planning		Conservation of Natural Resources	
	Head of Department	HOD	Head of Department	HOD	Head of Department	HOD	Head of Department
HOD	Head of Department	HOD	Head of Department	HOD	Head of Department	HOD	Head of Department
ACC	Accountant	LO	Legal Officer	MPO	Marine Pollution Officer	BO	Biodiversity Officer
Asst/ACC	Assistant Accountant	EO	Editorial Officer	WEAO	Waste Education & Awareness Officer	CMO	Coastal Management Officer
Snr/ACC/C	Senior Accounts Clerk	CBPM	Capacity Building Project Manager	CCO	Climate Change Officer	PO-SE	Project Officer - Socio Economics
AC	Accounts Clerk	EEO	Environmental Education Officer	E.ARO	Environmental Assessment & Reporting Officer	PO-C	Project Officer - Conservation
AO	Administrative Officer	TO	Training Officer	WPPO	Waste & Pollution Prevention Officer	OA	Office Assistant
RC	Registry Clerk	ELO	Environmental Legal Officer	AGISO	Assistant GIS Officer	ISO	Invasive Species Officer
R. Asst.	Registry Assistant	LIB	Librarian	PM-PICCAP	Programme Manager - PICCAP	Wet.MO	Wetlands Management Officer
CO	Conference Officer	LIB Asst.	Librarian Assistant	SA-PICCAP	Scientific Adviser PICCAP	Exe. PO	Executive Project Officer
OA	Office Assistant	ITO	Information Technology Officer	OA	Office Assistant		
		AITO	Assistant Information Technology Officer	CM	Climatologist/Meteorologist		
		EECO	Environmental Education Conference Coordinator	INO	International Negotiations Officer		
		OA	Office Assistant				
		IPO	Information & Publication Officer				

Bibliography

1. *SPREP Staff Regulations 1995 and 1996*
2. *SPREP Report on the Arrangements for Adjustment of Salaries and Allowances*
3. *Review of Salaries and Terms of Condition & Employment for Administrative Staff*
4. *Action Plan for Managing the Environment of the South Pacific Region, 1977 – 2000*
5. *Eighth SPREP Meeting : Agenda Item 6.2 – Review of Terms and Conditions of Employment of SPOCC Organisations*
6. *Eighth SPREP Meeting – Agreed Record*
7. *Record of Harmonisation Meeting of SPOCC – Forum Secretariat – Related Papers*
8. *Ruhen Report on Salaries, Terms and Conditions*
9. *IMF – International Financial Statistics*
10. *SPOCC Salary & Conditions of Service Harmonisation Meeting : Forum Secretariat 1 – 2 October 1977*
11. *Corporate Plan 1994 – 96*
12. *Job Descriptions and duty Statements*
13. *Report : SPREP Work Programme & Budget Sub Committee Meeting*
14. *Paper on Proposed New Post : Executive Officer, Management*
15. *Member Countries responses to Budget & Proposal (EOM)*
16. *Final Report : 1998 Retreat*
17. *Seventh SPREP Meeting – Tarawa Kiribati, 11 – 13 October 1994 SPREP Agenda Item 68 Working Paper 11*
18. *Schedule of Staff Annual Salaries and Ancillary costs – 1998*
19. *SPREP Admin Staff – Present Structure (ORG. Chart(1).xls)*
20. *Submission by Permanent Staff*
21. *Submission by Local POs*

List of Persons Consulted

SPREP STAFF

1. *Tamarii P Tutangata* - *Director*
2. *Neva Wendt* - *HOD/EE/C*
3. *Muliagatele i Reti* - *HOD/CNR*
4. *Gerald Miles* - *HOD/EMP*
5. *Ray Wright* - *HOD/FA*
6. *Sam Sesega* - *PO/Conservation*
7. *Bismark Crawley* - *GIS/Database Analyst*
8. *Petelo Ioane* - *Assistant GIS Officer*
9. *Herve Dropsy* - *Information Technology Officer (CITO)*
10. *Quandovita Reid* - *Office Assistant*
11. *Asofa Fereti* - *Senior Accounts Clerk*
12. *Sarona Stanley* - *Office Assistant*
13. *Malama Hadley* - *Senior Administration Officer*
14. *Seema Deo* - *Environmental Education Officer*
15. *Dorothy Kamu* - *Personal Assistant to Director*
16. *Apiseta Eti* - *Personal Assistant to Deputy Director*



Local Survey – Administration Positions

1. Australian High Commission (Samoa)

Doug Trappett - Deputy High Commission

Chris Wheeler - First Secretary (Development Cooperation)

2. Ministry of Foreign Affairs (Samoa)

Aiono Mose Sua - Secretary

Vito Lui - Deputy Secretary

Tapusalaia Terry Toomata - Head of Political Division

3. New Zealand High Commission (Samoa)

Peter Hamilton - High Commissioner

4. Food & Agriculture Organisation

Lillian Faaiuasoo - Assistant Administrative Officer

5. ANZ (Samoa) Ltd

Sulami Asi - Manager Personnel & Training

6. Central Bank of Samoa

Ray Ah Liki - Deputy Chief Executive - Administration

7. Samoa National Provident Fund

Papalii P T Moala - General Manager

8. Public Service Commission

Dr. Matagi alofi Luaiufi-Moli - Secretary

9. Japan International Co-operation Agency

Hidetoshi Takama - Resident Representative

Overseas Survey

1. Forum Secretariat (Suva, Fiji)

*Alex Nicholson - Director Corporate Services*

*Filipe Tuisawau - Office Services Manager*

2. SOPAC (Suva, Fiji)

*Russel Howarth - Programme Manager*

*Mohinish Kumar - Finance & Administration Controller*

*Nazmeen Whippy - Administrative Assistant*

3. SPC (Suva, Fiji)

*Dr Jimmie Rodgers - Deputy Director General*

4. USP (Suva, Fiji)

*Esekia Solofa - Vice Chancellor*

**REVIEW OF STAFF SALARIES AND CONDITIONS OF SERVICE**  
**SUMMARY AND ANALYSIS OF CONSULTANT'S RECOMMENDATIONS**

Recommendation	Proposed Action/Comment
<b>(a) Administration Staff</b>	
1. No general adjustment to salary levels.	Accepted. Report indicates that most salary levels exceed the intended 20% margin over the public service and private sector in Samoa. No further action is required.
2. Four positions which are lower than the 20% margin, to be reclassified up slightly to maintain the 20% margin. (Administration Officer, Conference Officer, Cleaner and Gardener)	Accepted. Requires a revision of the salary scales, in the Staff Regulations for the four positions.
3. CPI increases be discontinued. To be replaced with a procedure for adjustments in line with adjustments in the Public Service with biennial reviews linked to the Apia market (public and private sector).	Accepted. Requires an amendment to Regulation 19(f).
4. Increments to be restricted to recognition of permanent increases in formal skill levels or increases in capacity to accept responsibility.	Accepted, only if Recommendation 5 is also agreed to. Requires an amendment to Regulation 20(f).
5. Introduction of a performance payment or bonus system.	Accepted, only if Recommendation 4 is also agreed to. Requires an additional paragraph to be added to Regulation 20.
6. Conditions should, where appropriate, be harmonised with SPOCC agencies.	Accepted, with same emphasis on the phrase "where appropriate". No action required at this stage.
7. Annual leave to be harmonised, after consultation with other SPOCC agencies. Report suggests an increase in annual leave of between 3-7 days per annum.	Accepted. As report reflects that SPREP administrative staff are below all other agencies, it is recommended that annual leave be increased to 22 days per annum to be consistent with FFA. Amendment to Regulation 25(a) is required.
8. Long service leave to be considered - 20 days after 12 years of service.	Accepted. Applies in other SPOCC agencies. Decision is required on whether service must be continuous and whether it should apply to service prior to 1 January 1999. Requires a further paragraph added in Regulation 27.
9. Superannuation contributions (NPF) to be at the rate of 7% for all staff.	Accepted. Is consistent with most SPOCC agency rates. Is an area where the present Regulations clearly discriminate between groups of staff. Amendment to Regulation 32(h) is required.
10. All administrative vacancies to be advertised in the open market. Proposed amendment to Regulation 12 (c).	Regulation 12 (c) only provides that first consideration should be given to transferring employees at the same level. There is no consistent policy in SPOCC agencies on this issue. The proposal could require the Secretariat to incur costs when existing staff have already been recruited in an open market competition. If the proposal were to be restricted to higher classified positions, the proposal may warrant consideration.

11. Leave credits be granted for time taken off to sit for examinations for approved courses of study that are directly relevant to present duties in SPREP.	Accepted, with the rider that the leave credit only be granted after successful completion of the relevant examination/s. Requires a further paragraph to be added in Regulation 27.
12. All administrative staff be placed on fixed term contracts (one to three years) that can be extended subject to satisfactory service and available funding.	Accepted. Requires amendments through the Regulations to delete all references to "permanent" but also needs to distinguish between administrative staff under open ended contracts and all other contract and programme staff.
13. Present five step salary bands to be continued.	Accepted. No further action required.
14. Overtime provisions be reviewed to have a ceiling level for payment - ceiling may be no overtime above such level, or for rates of pay to be no higher.	Accepted. Decision is required on ceiling rate for overtime. Suggested the same as for the Public Service. Requires amendments to Regulations 18(a) & (b).
<b>(b) Programme Staff</b>	
15. Current system of linking salaries to SDR be continued.	Accepted. No action required.
16. Use of official IMF rate of exchange for SDR to tala.	Accepted. Administrative policy only.
17. COLDA be paid to all Programme staff.	Accepted. Will eliminate discrimination between programme staff locally engaged and those engaged as expatriates. Will require restructuring Regulation 23, to remove this from "expatriate allowances".
18. Conditions should, where appropriate, be harmonised with SPOCC agencies.	Accepted, with same emphasis on the phrase "where appropriate". No action required at this stage.
19. Education allowance be limited to same existing maximum totals, but not restricted to 3 children.	Accepted. The same as for other SPOC agencies. Requires amendment to Regulation 23(c).
20. Annual leave be harmonised, after consultation with other SPOCC agencies.	Annual leave is already harmonised, with all agencies outside of Fiji receiving one week more annual leave. Matter can be raised at next harmonisation review.
21. Gratuity to cease on completion of current contracts.	Accepted in principle, but subject to acceptance of Recommendation 8. Not all SPOCC agencies have a gratuity but FFA still does, so harmonisation would be inconsistent. Requires amendment to Regulation 23 (f).
22. Contract completion allowance to be paid to all Programme staff on completion of all new contracts.	Accepted. Will eliminate discrimination between locally engaged programme staff and expatriate programme staff. New provision required under restructured Regulation 23 (see above).
23. Superannuation contributions to be at the rate of 7% for all staff.	Accepted. Is consistent with most SPOCC agency rates. Is an area where the present Regulations clearly discriminate between groups of staff. Amendment to Regulation 32(h) is required.
24. Regulation 13(e) be amended to extend the six year maximum employment period rule, to allow for further contracts of 3 year periods for incumbent staff, provided positions are advertised in the open market.	Maintain current practice. There is no consistent policy or practice within SPOCC. Current practice is that after six years in the same position, the position is made vacant. The Secretariat advertises positions in the open market, and the incumbent is eligible to apply.
25. Present housing/rental allowance to continue for all Programme staff.	Accepted. No further action required.

## Programme Staff Salary Review

### The Consultant's Report

1. The Consultant's report (10SM/WP.7.2/Att.1) does not provide any detailed analysis or review of contract (programme) staff salary levels. Clause 1(d) of the TOR specifically required the Consultant to "review the salaries for programme staff to the specific requirements of Regulation 19(c)". Such Regulation requires a review of both the effectiveness of recruiting and the procedures in the market from which SPREP recruits.
2. The report advises that "no significant evidence has emerged from enquiries and surveys undertaken to suggest the existence of ongoing difficulties with recruitment", but provides no survey data to substantiate such statement. Nor does it advise if a survey or studies were done in relation to the requirement to review the market procedures, or to ascertain comparative salaries in the relevant market, as was done for administrative staff.
3. With regards to the comment that there was no significant evidence of difficulties with recruitment, the Secretariat provided the Consultant with a number of specific examples to demonstrate that it has encountered difficulties in recruitment. In a number of cases, vacancies had to be readvertised, as the only applicants were considered unsuitable. In other cases, selected applicants had withdrawn their application after the salary levels subsequently offered were unacceptable. In other cases, actual recruitment was only achieved by having to offer salary levels much higher than the base level for such position. If more suitable potential applicants do not apply for vacancies (e.g. if the salary package is too low), this could never be identified unless or until a market survey was conducted. The issue of "effectiveness of recruiting", cannot therefore be a stand alone requirement and the "procedures in the relevant market" must also be considered.
4. The report also includes a comment that the "system used by SPREP ... provides an ongoing reference to market prices ... and obviates the need for regular review and adjustment". Such a review of market prices was expected to form part of the report although the Regulation only refers to "procedures in the relevant market". This aspect of the TOR may have posed some difficulties for the Consultant, in view of the simultaneous "transparent remuneration" exercise being conducted by Forum Secretariat (ForSec), as well as the SPOCC move for harmonisation of salaries and conditions of service between all agencies. These two exercises each have the clear intention for SPOCC agencies to maintain comparable salaries for comparable positions, with possible variations (within relevant salary ranges where possible) for specialist positions that do not have comparables in other organisations. This is designed to ensure there is fair competition between SPOCC agencies for comparable positions. SPOCC agencies are clearly competing in the same "market", so that the same market procedures should have been considered.

5. The consultant's report comments on the increase in SDR salary rates at ForSec, which were made effective from 1 January 1998. Attachment 2 to the report reflects that ForSec contract staff salaries are actually 11.31% higher than SPREP at all levels. However, the report makes no reference to that Attachment, or the extent of the present gap between ForSec and SPREP contract staff salaries. The Report only refers to a widening gap between SPREP and ForSec and suggests that "if in the immediate future SPREP begins to encounter difficulties ... a review to determine the adjustment should be undertaken".

6. The Report also suggests that SPREP could seek a "discretionary authority" from the SPREP Meeting to enable such course of action to be implemented. However, the TOR clearly provided sufficient guidelines to expect such review to be done now. The Secretariat considers it inappropriate to seek a "discretionary authority" from the SPREP Meeting, to increase contract staff salaries. The Secretariat's view is that, in accordance with SPOCC harmonisation, the SPREP salaries be aligned with ForSec from 1 January 1999.

#### **Special Drawing Rights (SDRs)**

7. The current salary scales in SDRs were set at the 1995 SPREP meeting, based on information available up to June 1995. The SDR is a basket of currencies, now used as the basis for salaries by most SPOCC agencies. As a basket of currencies, the SDR does not operate to counter inflation, rather it only reflects the relative value of a currency against the SDR. There is no other provision in the Regulations to allow for salary increases to accommodate inflation, so that the triennial review specifically provided for in the Regulations is the only opportunity for SDR salary levels to be considered.

#### **ForSec Review and SPOCC Harmonisation**

8. The Secretariat endorses prior concerns expressed by SPOCC agencies against having automatic salary adjustments for consumer price increases (CPI). It is noted that the increase in SDR salaries awarded to ForSec, from 1 January 1998, was based entirely on the Fiji CPI increase of 9% over the three year period. However, it is also noted that such increase was only an interim measure. It is assumed that such interim increase will be revised, following the "transparent remuneration" review being carried out for ForSec.

9. It is possible that a further increase may be granted in ForSec if a job sizing exercise produces salary levels higher than those currently being paid by it. A job sizing exercise done for ForSec in 1997, which was presented as one option for the 1997 FOC Meeting to consider, reflected that the ForSec salary levels warranted a higher increase than the 9% interim increase that was actually awarded from 1 January 1998.



### **Consumer Price Index (CPI)**

10. ForSec therefore obtained its interim increase from 1 January 1998 based entirely on the Fiji CPI increase. It should be noted that the CPI increases in Samoa for the period from January 1996 to December 1997 exceeded 20%, as reflected in that part of the report relating to administrative staff salaries. The CPI used up until December 1997 has since been revised.

11. The new CPI, which has been adjusted back from 1995 for subsequent comparisons, clearly reflects that an increase of 16.34% occurred in the CPI between June 1995 (when the present SDR salaries were calculated) and June 1998.

12. The Secretariat notes that the 16.34% CPI increase in Samoa in this period is much higher than the 9% which occurred in Fiji over a three year period. CPI was used as the basis for the interim increase paid by ForSec to its contract staff. Such 16.34% CPI increase is also higher than the present margin of 11.31% between the ForSec salaries and those currently paid by SPREP. The higher CPI in Samoa is also reflected in the substantial reduction in the value of the Samoan Tala to the Australia and New Zealand (the main source of programme staff recruitment) currencies over the same three year period.

### **Harmonisation of SPOCC Salaries**

13. The Secretariat endorses the SPOCC goal for all Contract staff salary scales to be harmonised, with variations as necessary to reflect job sizing variations relevant to specialised positions in each agency and giving due consideration to the relevant market. In this regard, the market for SPREP programme staff is substantially the same as ForSec. If the salary scales of the two organisations were consistent, the incremental salary levels (within such existing scales) should provide sufficient flexibility to accommodate the salary levels needed for all specialist positions in SPREP.

### **Financial Implications**

14. The following proposal would require a 11.31% increase in all programme staff salaries to bring all programme staff onto the same salary scale as ForSec. As indicated in the report, this would cost approximately US\$100,000. The bulk of such costs would be met from donor funded projects. The Secretariat is satisfied that it could meet the small primary function component of such an increase within the proposed 1999 Budget estimates.

### **Proposals**

15. It is proposed that the salary levels for programme staff be revised, from 1 January 1999, to adopt the same SDR salary levels introduced from 1 January 1998 (as shown in Attachment 2 to the Consultant's report) by ForSec. For those positions in SPREP at Assistant Programme Officer level, for which ForSec does not have a salary scale, the SDR salary levels should be set by allowing for an increase at the same percentage rate that applies to all other programme staff.

16. Further, if the FOC Meeting revises the ForSec salary scales later this year, based on actual job sizing following the "transparent remuneration" review, ForSec salaries could be further increased or decreased. Such decisions are expected to be applied to all SPOCC agencies as part of the harmonisation exercise. The implications of FOC decisions for the revision of SPREP's salary scales proposed in paragraph 15 along with the results of SPREP's job sizing exercise will be put to the Work Programme and Budget Sub-committee in mid 1999.