



The Fijian Government Civil Service Reform Management Unit 2017-2018 Budget Highlights

The Civil Service Reform Management Unit (CSRMU) works independently across all Government ministries and departments, and with development partners, to strengthen Fiji's civil service to better meet international standards and improve the quality of the services that are delivered to the Fijian people.

The Civil Service Reforms are building the capacities of every ministry to become more customer-service oriented, within the developed authority of Permanent Secretaries under the Constitution. The majority of the programmes cover internal operations, and aim to improve planning, accountability and efficiency to, ultimately, improve the delivery of services by Government that raise the standard of living in Fiji.

The CSRMU develops international best practice guidelines, with assistance from World Bank consultancy reviews, to guide ministries in implementing key policies.

The full reform programme is managed by CSRMU, with guidelines released by the Public Service Commission in accordance with the Civil Service Act. The guidelines cover open merit recruitment and selection, discipline, job evaluation, remuneration setting, performance management and training and staff development.

In addition to these core Human Resource Management guidelines, the CSRMU works with ministries to improve the planning and reporting frameworks within ministries. Reviews of all ministries have either been completed or are planned, with support for the implementation of recommendations being coordinated through CSRMU.

The total budget for the Unit in 2017-2018 is **\$2.1 million**.

New Initiatives

- \$347,225.00 is allocated to develop the Performance Management Framework for Civil Servants. As a follow-up to the Job Evaluation and restructured civil service pay, the framework will seek to objectively link and measure each Civil Servant's work to ministry outcomes, to maximise service delivery to the public. Approval for the framework is anticipated in Quarter 2 of this financial year and implementation in Quarter 3 (Q3).
- \$28,650.00 is allocated to support the development and implementation of the Training and Staff Development Guideline. This guideline will aim to deepen the existing focus on training and staff development, with a particular emphasis on ensuring returns on ministry investments and general improvements within the work of the Ministry. Approval for the guideline is anticipated in Q3 of this financial year and implementation from Quarter 4 (Q4).
- \$41,850.00 is allocated to support general improvements in ministry planning. With support from the Ministry of Economy, the CSRMU will amend the planning cycle and all planning documentation for ministries to strengthen the link between planning and budgeting. This will provide more accountable, robust reporting frameworks for Ministries to implement the recommendations of the World Bank report on the Review of the Planning Cycle. Implementation is set to begin in Quarter 1 of this financial year, and will establish ministry outcomes that are linked to individual performances envisaged through the staff performance management framework.
- \$80,000.00 is allocated to carry out full consultations for a chapter by chapter review of General Orders throughout this financial year. Initial planning for the review of General Orders began in June 2017. The aim is to streamline and ensure consistency with other policies and guidelines already released.

- \$59,060.00 is allocated to improve business processes by training staff in technologies and techniques that will streamline work and improve services delivery to the public. The management of people and finances will also be examined to ensure greater accountability and transparency. Under this area, the CSRMU will also begin the pilot of an eventual government wide Human Resource Management Information System to automate many processes and provide efficiencies and accountability for government with regard to staff salaries, allowances and overall contract management.

Ongoing Initiatives

- Open Merit Recruitment and Selection Guideline: this guideline was approved in January 2016 and is implemented throughout the year. It ensures that entry to the Civil Service is open at all levels, and that applicants are assessed only on their ability to supply the genuinely specified knowledge, experience, skills and abilities required for the position as advertised. The Procedure Review Process (appeals) was introduced in January 2017 (\$157,425).
- Discipline Guideline: this guideline was approved in January 2017. The guideline promotes modern approaches in positive management, and ensures that natural justice is the underpinning principle of all staff management, particularly with regard to Discipline. Funds in this allocation will continue the training of managers across the civil service in the new approaches to discipline and staff management (\$163,425).
- Job Evaluation and Civil Service Remuneration Guideline: this guideline was approved in January 2017, and is the underpinning policy document behind the development of the new salary bands and the transition arrangements for staff to the new salary bands. The key principles of the changes are:

- Position based pay;
- job evaluation of the position;
- benchmark pay to the private sector and set up in preparation for the introduction of performance management; and
- transition of staff to the new salary bands, across three months in 2017.

Funding through this allocation will continue the training required to fully implement ongoing job evaluation and robust management of remuneration in the civil service (\$94,050.00)¹.

- Awareness Campaign: funds a comprehensive information campaign to give civil servants the information they need to understand the reforms and how changes will affect them. Funding through this allocation will continue with information sessions for civil servants and expand sessions to the general public to give the Fijian people greater understanding of what they should expect from civil servants and how service delivery will improve (\$147,650).
- Ministry Reviews: with support from the World Bank, ministry reviews have been completed for all but two ministries. Ongoing work will support the implementation of the approved recommendations from these reviews. Recommendations range from structural reforms, service delivery improvements and suggestions for process improvements to increase efficiency.

¹ Funding has been separately allocated across all ministries to cover the increase in salaries through the transition to the new salary bands.

FIJIAN CIVIL SERVICE SALARY BANDS – SNAPSHOT

Supplement to the Civil Service Reform Management Unit

Budget Highlights

- Salary ranges are provided for each Band. Each band has seven steps. Full details are available from Ministries.
- Staff in transition move to the highest step in the band designated for their position, which provides up to a 15 per cent salary increase.
- Sample jobs are provided – the full list of Tranche One jobs and their allocated bands is available from Ministries.

| Band | Salary Range | Description | Sample Jobs |
|-------------|--|---|---|
| A | \$8,849 to \$13,840 per annum \$4.60 to 7.19 per hour | Task focussed support roles where work is limited to clearly defined tasks. Includes manual roles where simple rules govern the tasks. | Labourer, Fieldman, Cleaner, Gateman, Gardener, Messenger, Watchman, Chainman |
| B | \$10,339 to \$16,132 per annum \$5.37 to \$8.41 per hour | Clerical or semi-skilled positions in support roles where accountability is limited to tasks set and monitored by others. May also include customer facing roles. | Typist, Receptionist, Telephone Attendant, Switchboard Operator, Handyman, Driver, Assistant Stores, Assistant Printer, Plumber Assistant |
| C | \$12,081 to 18,879 per annum \$6.28 to \$9.82 per hour | Process focussed administrative or support roles with accountability for day to day tasks. Requires knowledge of procedures and processes within a work area. May include customer facing roles with varied transactions, explaining and resolving queries. Requires a broader understanding of processes, procedures and work routines. | Current positions in the Occupational Scales SS05, SK05, IR05, IN05, SP05 Driver to PS and Minister, Clerical Assistant, Clerk, Diver, Field Assistant, Saw Doctor, Storeman |
| D | \$14,428 to \$22,567 per annum \$7.50 to \$11.73 per hour | Technical administrative roles with accountability for results of and processes within portions of work or projects. Responds to varied problems. Qualified trades which require completion of an apprenticeship or technical roles with accountability for results. Moderately complex tasks requiring judgement and interpretation. Typical positions include those who supervise others who perform similar tasks. | Current positions in the Occupational Scales AC05, IM05 All qualified trades positions requiring full trade certification |
| E | \$17,518 to \$30,515 per annum | More self-directed, accountable for a specialist area. Varied problems with moderate complexity, requiring judgment. Advanced trades, or those supervising trades such as Leading Hands, with impact on the wider organisation. May require interpretation, analysis and research. | Current positions in the Occupational Scales SS04, SK04, IR04, IN04, SP04, AC04, AU04, IM04. Leading Hand, all trades |
| F | \$20,163 to \$36,103 per | Senior specialised business support. May involve conflicting and diverse activities, requires individual judgement. Supervisors responsible for staff in task focused roles, | Current positions in the Occupational |

| Band | Salary Range | Description | Sample Jobs |
|-------------|--------------------------------|--|---|
| | annum | budget responsibility, performance reviews and staff training. | Scales SS03, SK03, IR03, IN03 |
| G | \$23,942 TO \$47,675 per annum | Mid-level specialist – provide independent specialised technical services requiring general application or practices, techniques, concepts and theoretical principles from a relevant discipline. Supervisors responsible for staff in process focussed or technical support roles. | Current positions in the Occupational Scales SS02, SK02, IR02, IN02 |
| H | \$28,155 to \$56,596 per annum | Team leaders, either technical specialists with responsibility for small teams of technical staff or lower level specialists with a team of business or tech support staff. Analytical and creative reasoning required to provide alternative options and formulate solutions. | Current positions in the Occupational Scales SS01, 2K01, IR01, IN01, SP01, AU02, AC02, IM02 |
| I | \$43,296 TO \$70,495 | Advanced specialist – provide specialised technical service at expert level, developing solutions to highly complex problems requiring complete understanding of practices, techniques, concepts and theoretical principles. Team manager – manages staff assigned to specific areas of work. Ensures decisions of management are articulated and implemented. | Current positions in the Occupational Scales AC01, AU01, IM01, |
| J | \$51,132 to \$83,254 per annum | Section leader – managing a section or part of a division / department, where effective utilisation of staff is important and impact on stakeholders is significant. Includes technical specialists, project managers. | Previous US positions from across US03 and US04. |
| K | \$59,945 to \$97,603 per annum | Function Manager – leadership of a single function or aspect of a larger function where the impact on overall organisation end results is significant. Typically manage managers or team leaders with staff in technical or specialist roles. | Previous US positions from across US03 and US04. |
| L | \$67,830 to \$110,441 | Senior Manager - Leadership of a single function or aspect of a larger function, where the impact on overall organisation results is major and direct. | Previous positions from across US02, US03 and US04 |
| M, N, O | \$74,710 to \$139,478 | Senior Manager - Leadership of a single function or aspect of a larger function, where the impact on overall organisation results is major and direct. Larger or more complex organisations than L | Previous positions from across US02 and US03 |

- This document only list Tranche One jobs. Tranche two jobs will be released in July and Tranche three jobs will be released in August. The list will be updated accordingly.
- Salaries are inclusive of all allowances, unless specifically stated on the official full list distributed to Ministries.