



RMI PUBLIC SERVICE COMMISSION

January – December 2015 -- A Summary Report

By December, 2015, the total number of the members of the RMI Public Service (RMIPS) was about 1,076 with a total cost of around \$16.5 million with an annual average cost \$15,348 per employee. The CY2014 total was 2,212 with the cost of \$28.5 million and an average cost of \$12,893 per employee. The Public Service employee data for CY2014 & CY2015 in the table categorized by Ministries and Agencies, numbers, costs, and gender show that the Ministry of Health was increased by 15 with additional cost of \$1,298,264, Public Works by 12 with the additional cost of \$140,135, and the Ministry of Foreign Affairs had remain the same, Ministry of R&D less by 1 with a cost saving of \$25,834, and to an extent Nitijela less by 1 with an additional cost saving of \$26,205. The total cost went from \$28,519,857 to \$16,514,543 in personnel costs, a decrease of -\$12,005,314 or about -42%. The significant drop in number of employees and costs was due primarily to the transfer out of Education employees to Public School System (PSS), (1,147 employees with the personnel costs of \$12,324,852). Higher doctor/nurse/health assistant classifications at MOH raised personnel costs for MOH, and more specialized skilled labor and technical recruitments for services with higher cost at Public Works.

PSC Mandate:

RMI Constitution, Article VII, Section 1 & 9 and the Public Service Act of 1979 charge the Public Service Commission (PSC) to be the employing authority for the RMI Public Service and has general oversight over the efficiency and effectiveness of the Public Service. The Act extends the PSC responsibility to include training and government leased housing. An optional group life insurance now managed by PSC.

Profile of the RMI Public Service for 2015					
Category	Number	Percentage	Cost in Millions	Percentage	Ave. Cost Per
All Employees	1076	100%	\$16,514,543	100%	\$15,348
Female	459	43%	\$7,243,830	44%	\$15,782
Male	617	57%	\$9,270,713	56%	\$15,025
Retirees	93	9%	\$1,728,010	10%	\$18,581
Marshallese	959	89%	\$13,606,193	82%	\$14,188
Expatriates	117	11%	\$2,908,350	18%	\$24,858

The PS Profile is represented of 43% female, a costing of \$7,243,830, averaging about \$15,782 or about 4.8% increase over their male counterparts mostly in the management occupational categories. Males represent about 57% with an average cost of \$15,025. The expatriate employees continues to hold the highest average cost at \$24,858, with the retired eligible public service employees come in second at \$18,581. Both groups have held the highest representation of average cost over the course of the last few years, with highest employment retention due mainly to performance capacity and longer job employment duration. The same trend on group representations, for the same factors, may continue.

National Government Employees under the Purview of Public Service Commission of RMI by Nationality: 2014-2015

Ministry/Agency	2014						2015					
	Marshallese		Expatriates		Ttl Emps	Ttl Amount	Marshallese		Expatriates		Ttl Emps	Ttl Amount
	# of Emps	Ttl Amount	# of Emps	Ttl Amount			# of Emps	Ttl Amount	# of Emps	Ttl Amount		
Auditor General	12	276,845	-	-	12	276,845	16	359,695	-	-	16	359,695
Cabinet	14	278,485	-	-	14	278,485	14	291,485	-	-	14	291,485
Land Registration Office	1	14,230	-	-	1	14,230	1	14,230	-	-	1	14,230
Customary Law Commission	-	-	-	-	-	-	-	-	-	-	-	-
Office of Chief Secretary	17	273,805	-	-	17	273,805	18	312,780	-	-	18	312,780
EPPSO	8	147,875	-	-	8	147,875	8	147,875	-	-	8	147,875
OEPPC	9	199,095	-	-	9	199,095	7	163,070	-	-	7	163,070
WEATHER	12	290,220	-	-	12	290,220	12	292,720	-	-	12	292,720
Council of Iroij	4	68,230	-	-	4	68,230	4	68,230	-	-	4	68,230
Education	1,061	11,433,015	109	1,970,210	1,170	13,403,225	-	-	-	-	-	-
Finance	81	1,331,384	2	75,000	83	1,406,384	82	1,307,530	3	115,000	85	1,422,530
Banking Commission	2	48,000	-	-	2	48,000	3	81,000	-	-	3	81,000
Foreign Affairs	35	769,375	-	-	35	769,375	35	745,420	-	-	35	745,420
Health Services	490	5,428,276	94	2,026,780	584	7,455,056	500	6,369,870	99	2,383,450	599	8,753,320
Internal Affairs	57	822,135	2	59,000	59	881,135	63	881,255	1	19,000	64	900,255
Justice	-	-	-	-	-	-	-	-	-	-	-	-
Justice - Attorney General	27	499,670	1	55,000	28	554,670	24	388,710	-	-	24	388,710
Justice - Public Defender	4	75,960	2	71,000	6	146,960	3	44,960	2	71,000	5	115,960
Nitijela	26	361,505	1	42,500	27	404,005	25	335,300	1	42,500	26	377,800
Public Service Commission	11	234,320	-	-	11	234,320	14	291,320	-	-	14	291,320
Public Works	78	891,747	7	168,720	85	1,060,467	86	923,202	11	277,400	97	1,200,602
Resources & Development	33	439,895	-	-	33	439,895	32	414,061	-	-	32	414,061
Transportation & Comm.	12	167,580	-	-	12	167,580	12	173,480	-	-	12	173,480
Total	1,994	24,051,647	218	4,468,210	2,212	28,519,857	959	13,606,193	117	2,908,350	1,076	16,514,543

CY2015 Accomplishments:

Strategic Goals, Objectives and Progress:

Through partnership, technical assistance and training funds provided by Australia Public Service Commission (APSC), Pacific Islands' Centre for Public Administration (PICPA), & the RMI Government. Workshops and training activities conducted during the reporting period are: a PICPA Procurement workshop, a PICPA Public Policy Analysis, an APSC Workforce Plan Development workshop, and an RMI-Queen Victoria University Transformative Leadership workshop. Ongoing HR related USP courses are the MBA degree program and the Human Resource/Public Administration Certificate Program. Mini-planning workshops relating to the implementation of the RMI National Strategic Plan (NSP), in view of the establishment of the Performance-Based Budgeting monitoring matrices were conducted through RMI EPPSO. Also ongoing activities are: Induction Program, job descriptions updating, functional job descriptions reviews, hosting of other training workshops, Job Descriptions, Professional Development opportunities that are envisioned to complement and support of the GRMI's National Strategic Plan and the National Human Resource Development Plan draft).

Personnel Activities of the Public Service 2015

Activities	2015
Appointment	86
Change of Status	16
Change of Post/Title	7
Contract	16
Conversion	15
Correction	1
Increments	233
Promotion	19
Reclassification	3
Contract, Extension	176
Resignation	35
Relocation/Reassignment	7
Retirement	7
Reinstated/Rehired	1
Salary Adjustment	3
Termination	33
Transfer	13
Total	671

Personnel activities; Contract extension, Appointment and Increment held the highest number of transactions, with Increment jumped to 35% during the reported period, factors: position reclassifications and remunerations, physicians and nurses, at MOH.

Between the 2014 and 2015 years, are the following age differences:

Age Analysis 2015

Age	# of Emp	% of Ttl	Ttl Salary
25-34	302	28%	\$4,060,086
35-44	294	27%	\$4,447,063
45-54	263	24%	\$4,190,036
55plus	217	20%	\$3,817,358
Total	1,076	100%	16,514,543

-Ages 25-34: went from 633 to 302, a decrease of 331, with cost from \$7,040,064 to \$4,060,086

-Ages 35-44: went from 638 to 294, a decrease of 344, with cost from \$8,162,891 to \$4,447,063

-Ages 45-54: went from 524 to 263, a decrease of 261, with cost from \$6,925,954 to \$4,190,036

-Ages 55+: went from 417 to 217, a decrease of 200, with cost from \$6,390,948 to \$3,817,358

The reduction in size and costs reflects the transfer out of Education employees to PSS. However, the youngest group is significant as it reflects academic achievement of higher learning, more recent hires into the public service do hold mid and higher management posts, less institutional knowledge but costs more, an increasingly the largest (33%) of the workforce, a dilemma needing attention as it may post institutional challenges, including risks.

General Fund and Compact Fund have absorbed the most during the year, 2015, with General Fund carrying 52% and rising while Compact Fund 32%, a gradual decline leaving the General Fund increasingly carrying the load, a dilemma with perpetual effect .

National Government Employees by Fund: 2014 - 2015

Fund	2014			2015		
	# of Emps	Ttl Cost	% of Total	# of Emps	Ttl Cost	% of Total
Compact Fund	1,179	\$14,130,981	49.5%	350	\$5,251,505	31.8%
General Fund	713	\$10,409,571	36.5%	541	\$8,531,013	51.7%
Federal Fund	253	\$2,928,190	10.3%	118	\$1,682,950	10.2%
Local Fund	41	\$663,280	2.3%	40	\$648,990	3.9%
ROC Fund	14	\$202,145	0.7%	17	\$228,640	1.4%
Other Fund(UN)	12	\$185,690	0.7%	10	\$171,445	1.0%
Total	2,212	\$28,519,857	100.0%	1,076	\$16,514,543	100.0%

Group Life Insurance program The values of claim paid out by the Individual Assurance Company (IAC) (\$692,779) against the coverage/contribution of the Public Service enrollees (\$1.0 million) with an average claim of \$7,216 per claimant. There is an annual enrollment of about 1,072, including PSS, public servants or over 98% of the workforce, about 3.0% increase from last year. Bi-lateral collaboration continues with much desirable outcomes.

BENEFIT CLAIMS PROCESSED AND RECEIVED 2015

Type of Claim	No. of Claims	Total Submitted	Total Received	2015 CLAIMS		
				Total Pending/Denied	% of Claims Received	% of Claims Pending/Denied
Basic Benefit	10	\$382,944	381,867	\$0	100%	0%
Spouse Benefit	10	\$92,000	91,912	\$0	100%	0%
Child Benefit	3	\$18,000	12,000	\$6,000	67%	33%
Parent Benefit	42	\$126,000	120,000	\$6,000	95%	5%
Parent-in-Law	31	\$93,000	87,000	\$6,000	94%	6%
Total	96	711,944	692,779	18,000	97%	3%

Government-Leased Housing. A total of 97 leased housing units this year, less of 79 now managed under PSS system costing about \$711,000. An annual total expenditures of \$873,000, with repatriation as primary factor. Total annual housing budget was \$1.2 million, with MOH accounts for 75% (\$657,000) while 25% (\$216,000) for the others. Total annual budget was \$1.2 million, there was a saving of a little over \$316,000 dollars.

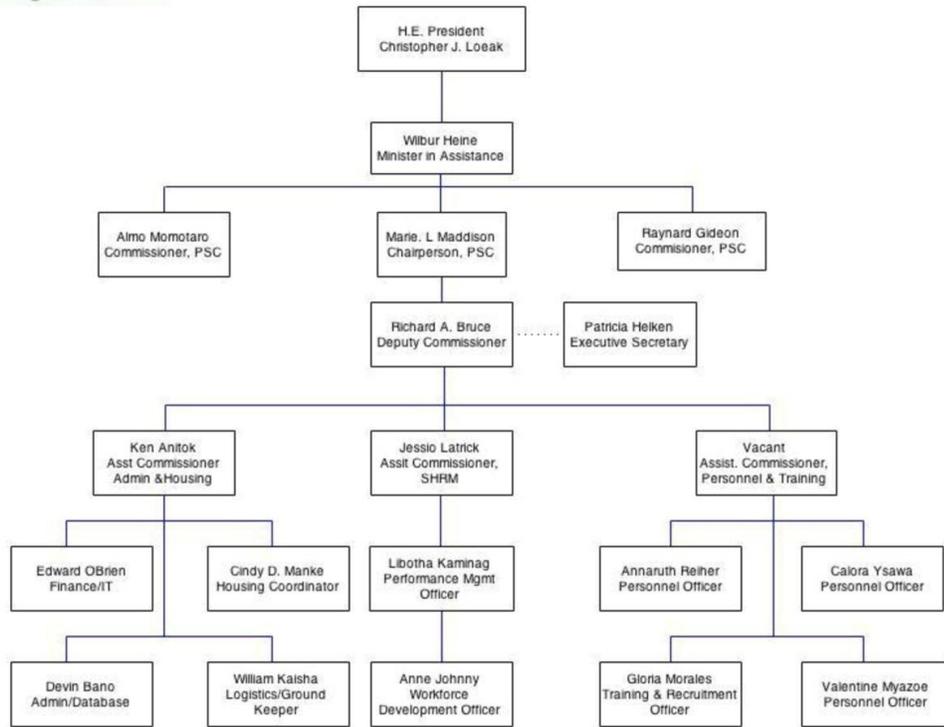


Strategies & Thematic Goals	Objectives & Outputs	Achievements & Progresses	Challenges & the Proposed Solutions
1. Adding value to the RMI Public Service	1.A. Develop RMI Strategic Public Service Workforce plan;	-PSC Workforce Plan completed and updated, with trained personal for implementation; Workforce training and developmental and preparatory works continue; -Workforce Planning Workbook developed; -Rolling out of Workforce plan to other piloted ministries; -Continue collecting data of Demand Analysis; -Lack of updated Corporate Plans at most ministries, agencies remain a major challenge.	Challenges faced earlier during the year, 2015 1. Protecting Government Assets: -Increasing disappearance of public properties; -Misuse of public funds; Proposed Solutions: -Robust prosecution methodologies; -A need for a Task Force to investigate illegal actions; -Periodic ministerial visits; -Campaign strategies at school level to instill desirable mindsets to safeguard moral values; 2. Streamlining Government Services -To outsourcing government services, including local gov'ts; -Reform of SOEs; -Comprehensive review of government programs; -Proper organizational placement structure of programs and the need for program monitoring system; Proposed Solutions: -Elimination of unnecessary governmental units; -Review/restructuring of government Pay Scaly system across, including SOEs; -Harmonization among ministries/agencies; 3. Enforcement of government laws/policies A number of laws need to be reviewed/dissolved. Proposed solution: -a Review Taskforce; -Revive Ethical Gov't Act; -Amend Health Fund Act; -Others
	1. B. Review of PS Job Classification & Remuneration system	- Scheduled TA for PICPA/APSC-2016, with TOR at early 2016; -Review and revision of PSC Regulations scheduled for TA-March, 2016; -Continue to develop SOP, Job roles and Organizational structures throughout the PS;	
	1. C. Development of Human Resource Development Plan	-Incorporation of NHRDP in the NSP; -NSP linkages established securing HRD Policy formulization with stakeholder on strategic deliverables. -Continue HR academic training at USP for HR performance & capacity building. -Continue to engage in formulating the required consultation and expertise to draft National Employment Policy, targeting early 2016.	
2. Adding Value to the Role of PSC	2. A. Assist ministries and agencies in all areas of human resource management and development	-Recruitment and training for PSC capacity development conducted; -PSC organizational structure has changed to best accommodate HRM functions with new personnel recruited. -HRMIS Updates: Company 2Interact was selected as the vendor to provide the HRMIS/Human Resources system for the RMI. Given the need to find a robust and integrated system to consolidate all HR works in the Public Service. Some of the recent activities taken late last year until now are as follows: -Collection of data from PSC database and the MOF's system to consolidate and reconcile all personnel records into one merged system (HRMIS). -Initial payment of \$65k for the purchasing of the software license on November 2015. -Loading of organization structure, key employee demographic, and leave policies -2 nd & 3 rd installment -\$10k for the 2 nd & 3 rd milestone as agreed. -Purchasing of the system hardware (servers, cables, etc) pending quotation -The targeted date for the system online integration is March 2016, given that all data needed are collected. -Training will be conducted right after the system launching date.	4.Improving Delivery of Government Services -Lack of ministerial strategic plans; -No HRM/HRDP; Proposed solution: -Implementation of HRM/HRD and Workforce Plans;-Strengthening of Office of the Chief Secretary to be incorporated with Personnel Management core functions;
	2.B. Establishment of Human Resource Information System (HRMIS)		
3. Adding Value to PSC Program and Process	3. A. Improve current personnel administration process to provide efficient, effective and accurate services.	-Merging of posts into one position for performance effectiveness. -Established SOPs for PS core functions, including SOP for the government Leased Housing Program. -Working Team established with TOR, -Workforce planning officers identified with reviewing tasks; Australia Public Service Commission (APSC) continues with expertise and TA.	Challenges faced later during the year, 2015 1. The RMI needs a new fiscal discipline to ensure we live within our means. 2. Crisis of Competence ...it's no longer who does the work but do we have the right talent at the right time doing the right job with the right level of accountability; high technical and service-centered roles are increasingly contracted out...a costing recipe. 3. A high level and more strategic role for HR to be pushed towards center-stage: Advice and leadership on culture change, professional development, employee engagement, incentives, efforts to retain younger future leaders, and performance management. HR remains undervalued and understated.
	3. B. A Strategic Public Service Workforce Plan		



PUBLIC SERVICE COMMISSION

Organizational Chart



Christopher J. Loeak
President
Republic of the Marshall Islands

Raynard Gideon
Commissioner, PSC

Marie Maddison
Chairperson, PSC

Almo Momotaro
Commissioner, PSC

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I.GENERAL OVERVIEW

1.**The RMI Public Service.**In accordance with Article VII, Section 1(1), of the RMI Constitution, “The Public Service of the Marshall Islands shall comprise all such employees as may be necessary to assist the Cabinet in exercising the executive authority of the Marshall islands and to perform such other duties in the service of the Marshall Islands as may be required.” Section 2 of the same Article designates the Chief Secretary as the head of the Public Service and the chief administrative and advisory officer of the Government of the Republic of the Marshall Islands.

2.**The Public Service Commission.**In accordance with the Constitution of the Republic of the Marshall Islands, Article VII, Sections 1 and 9, and the Public Service Commission (PSC) Act of 1979, the PSC is responsible to the Cabinet for the effectiveness and the efficiency of the Public Service, and is charged as the Public Service employing authority of the government charged to develop, coordinate, regulate and administer all personnel matters relating to and affecting the Public Service. In this regard and in collaboration with the Auditor General, the PSC is required to conduct efficiency and effectiveness reviews of all the ministries, agencies, and offices of the government. The PSC has autonomous power and responsibility in all matters relating to individual employees

2.1 The three Commissioners make joint decisions in dispensing its mandated functions, as stipulated above. Aside from its consultations with the Cabinet, the PSC works consultatively with the heads of the Public Service (PS) departments and agencies in collaboration with the Chief Secretary. To address individual Public Service personnel actions, the PSC follows established policies, regulations and procedures that promote the principles of Good Governance including proper ethical practices.

2.2**Public Service Reforming Strategies.** In its 2014 State of the Service Annual Report to Cabinet and Nitijela, the Public Service Commission strongly reflected on the difficulties and challenges the PSC faced in maintaining and promoting the efficiency and effectiveness of the RMI Public Service. In doing so, the Commission had strongly inferences on its Strategic Plan which reflects the commitment of the Commissioners and Staff of the PSC to the identification and resolution of strategic issues that threaten the successful performance of its mandate. The reforming Strategic Plan represents a more proactive approach to linking planning and implementation and to manage the PSC in a more strategic way on an ongoing basis.

The PSC identified the fundamental challenges it faces concerning its mandates, services, stakeholders, organization and management. The PSC management team agreed on a strategic issue agenda arranged in three themes:

2.2.1 Adding value to the RMI public service:The Mandate of the PSC requires it to support all public sector agencies operating efficiently and effectively to achieve their objectives. This requires that PSC to act collaboratively with public sector agencies and understand individual agency priorities and challenges. It also means that the PSC has a responsibility to contribute to national initiatives to improve services to the RMI public

2.2.2 Adding value to the role of the Public Service Commission:The mandate of the PSC nominates it as the employing authority of the government charged with the responsibility for developing, coordinating, regulating and administering all personnel matters relating to and affecting the Public Service. The PSC aims to play a leadership role in ensuring the RMI has a capable high performing workforce to meet the challenges facing the public service. This role should include assisting public sector agencies with the management and development of their workforce.

2.2.3 Adding value to the Public Service Commission programs and processes.In the past and presently the PSC has focused on personnel administration processes. The ability to perform this function in a transparent, efficient, and effective way remains a core function of its mandate. The PSC aims to improve the administration processes and programs it uses to provide individuals and agencies with a high standard of personnel administration service.

2.3 The PSC Strategic Development Plan is a ground-breaking in many ways. It is the first Public Service Reforming strategic plan with bottom-up engagement exercises and strategies in the history of RMI. Learning from previous efforts, it has set a new benchmark in terms of how Public Service renewal must be structured and managed to ensure a transparent, effective and legitimate process.

3. In 2000, the Public Sector Reform Program aimed to reduce the Civil Service (Public Service included) employment number down to 1,500. While a very large majority of the program participants did compensate as per program compensation scheme, about the same number had re-entered the civil and the public service workforce during the subsequent three years followed. Between the years 2004 to 2014, the size of the public service grew from 1,552 to 2,122, a growth rate at about 45% in a ten (10) year period, employing up to a little over 600 more public service employees.

3.1 With the transferred-out of about 53% (PSS) of the last year's entire public service workforce, 2,212, and in view of the fact that the Public Service system had already lost two of its twenty three (23) agencies, MOE and the Land Registry Commission, the impact placed on the new landscape of the public service is bound to be faced with yet more challenges. This calls for a total commitment in reforming Public Service Human Resource Management (HRM) all the more. That is why in the Public Service Workforce Development Plan the following are the workforce re-structuring goals and objectives aim at responding to the future workforce demand:

- Placing citizenry service at the core of everything we do here on out;
- Maximizing new and innovative services-delivery channels;
- Radically reducing our costs to drive better value for limited resources;
- Leading, organizing and working in new ways; and
- A strong focus on implementation, delivery and program review.

II. THE PUBLIC SERVICE in CY 2015

4. Profile of The Public Service. By December, 2015, the total number of the members of the RMI Public Service (RMIPS) was about 1,076 with a total cost of around \$17.0 million with an annual average cost \$15,348 per employee. The CY2014 total was 2,212 with the cost of \$28.5 million and an average cost of \$12,893 per employee. The Public Service employee data for CY2014 & CY2015 in the table categorized by Ministries and Agencies, numbers, costs, and gender show that the Ministry of Health was increased by 15 with additional cost of \$1,298,264, Public Works by 9 with the additional cost of \$96,210, and the Ministry of Foreign Affairs had remain the same, Ministry of R&D less by 1 with a cost saving of \$25,834, and to an extent Nitijela less by 1 with an additional cost saving of \$26,205. The total cost went from \$28,519,857 to \$16,514,543 in personnel costs, a decrease of - \$12,005,314 or about -42%. The significant drop in number of employees and costs was due primarily to the transfer out of Education employees to Public School System (PSS), (1,147 employees with the personnel costs of \$12,324,852). Higher doctor/nurse/health assistant classifications at MOH raised personnel costs for MOH, and more specialized skilled labor and technical recruitments for services with higher cost at Public Works.

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Marshallese	959	89%	\$13,606,193	82%	\$14,188
Expatriates	117	11%	\$2,908,350	18%	\$24,858

4.1 Gender. This table shows the average cost for the employees was at \$15,348. The female employees made up 43% of the total in number and cost with an average wage of \$15,782, about \$3,000 more from last year, with an hourly rate of \$7.58 hourly rate. The male total made up 57% of both number and total cost, and the average cost was \$15,025 at \$7.22 hourly rate. Steadily over the years, the trend showed an increase in female wage earnings and more females are stepping upholding a number of top level posts, as in the case of one Deputy Chief Secretary, rise in the ministerial and agency heads and 3 Clerks, pushing the gender equity in the workplace. The average earnings for female employees in the last four years had hit upper \$12,000, and this year it went up again to upper \$15,000. As for their male counterparts, their average went up as well, however, still remains less than (<\$757.00) their female counterparts.

4.2 Expatriates & Retiree Employees. The expatriates and the retiree employees made up 19.5% (210) of total employees, about 28% of total Public Service employment payroll (\$4,636,360). The retiree employees, made up a 9% of total number of employees, costed an annual average of \$18,581 or \$8.93 hourly rate. Last year, 2014, the Government dished out over \$3 million to finance the salaries of the retired employees or 11% of total annual personnel cost. In the same year, Expatriate employees made up 10% (218) of total employees and 16% of total cost, with an average cost per

employee of \$20,352 per annum (\$9.78 hourly rate), the highest average earning with an overall cost of \$4,468,210, an additional \$235,050 or an increase of 6% over the FY 2013 total. While still holding the highest average earnings, the number of Expatriates this year, 2015, has dropped to 117, comprising 11% of the workforce. Their average earnings however has increased to \$24,858, or \$11.95 hourly rate. (Excluding the repatriation and housing costs)

4.3 Marshallese Employees. The Marshallese Public Service employees made up 89% of the total workforce, their total payroll cost was 82% of total personnel cost of \$16,514,543. The average wage cost per annum was \$14,188 or an hourly rate of \$6.82. The continued increase of average wage per annum for the Marshallese citizens went from \$11,247 in 2012 to \$11,940 in 2013, and in 2014 went up to \$12,062, and this year, 2015, had jumped yet again to \$14,188, an increase of a little over \$2,000.00 dollars. It should be noted however, that the majority of the earnings increases are representative of the mid and upper level management posts, a direct influence of the rise in the B.A./B.S. degree holders.

4.4 Age of Employees. The median age of 2015 is represented a bit differently from last as now showing 43 for men for men 42 for women. This is further reflected in the age bracket of 35-44 where the majority of the public service employees are grouped as showing 28% of the workforce. The age range was from twenty-one (21-male/ 22-female) years old to seventy-six (76-male/ 72-female), relatively the same as was last year. **Table 2** shows the following breakdown by age groups: 28% between 21-34; 27% between 35-44; 24% between 45-54; and 21% between 55 and older. The most gain in number since 2014 was in the age group of 55 and up by 2%. Last year it was reported that those within the retirement age of sixty and over comprised 8% of the workforce total, that same group has a slight gain this year to 9%.

TABLE 2 AGE ANALYSIS 2015

Age	# of Emp	% of Ttl	Ttl Salary
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- **Ages 55+:** down from 417 to 226, a decrease of 191, with cost from \$6,390,948 to \$3,878,454

4.4.1 The reduction in size and costs reflects the transfer out of employees to PSS. However, the youngest group is significant as it reflects academic achievement of higher learning, more recent hires into the public service do hold mid and higher management posts, less institutional knowledge but costs more, an increasingly the largest (33%) of the workforce, a dilemma needing attention as it may pose institutional challenges, including risks.

TABLE 4 GRMI WORKFORCE EMPLOYMENT STATUS CY2014-2015

Employment Status	2014		2015	
	# of Emps	Ttl Amount	# of Emps	Ttl Amount
Permanent	1,044	\$14,311,430	554	\$8,264,262
Local Contract	583	\$6,344,070	243	\$3,341,163
Probation	372	\$3,785,225	170	\$2,242,196
Prime Contract	185	\$3,882,432	102	\$2,614,457
Casual Worker	19	\$133,005	7	\$52,465
Temporary	9	\$58,695	-	\$0
Total	2,212	\$28,514,857	1,076	\$16,514,543

4.5 Employment Status Categories.

The employment status of all Public Service employees falls under the categories as follows: Permanent,

Local Contract, Prime Contract, Probation, Casual, and Temporary employees.

4.5.1 The total number of permanent employees this year has dramatically dropped to 554 from the last year's 1,044, due primarily to the transfer out of employees to PSS system, with an annual cost of \$8.3 million dollars. The average wage per this group was \$15,348, an increase of a little over \$1,600 from last year, with an hourly rate of \$7.93 per employee. In spite of the fact, the increase rate of the permanent employees has shown a rise at 51% as was 47% last year. Likewise, the Prime Contract¹ employees headcounts have decreased, however, at a steadily increasing rate of 9.5%, with an annual cost of \$2.6 million dollars. The chief responsible contributing factor was the apparent rise in the number of secured (Local Contracts [special/short term]) employment contracts, posting the second largest group, Table 4.

4.5.2 A concern raised two years ago on the high percentage of employees in the Probationary Status category continues yet again this year showing around 16% of total employees. This emerging trend should indicate lack of adherence to the procedural requirements necessary to get employees off the probationary status where individual performance evaluation and self-appraisals are submitted the PSC to make recommendation for status change. With the HRMIS soon to be launched a prompt identification of such employees needing employment status change would need to be addressed on a much more timely fashion.

4.6 **Agency Components.** Until November 2014, the components making up the Public Service total were 21. With the implementation of the Public School System, and the transferring of the Land Registration office to CMI, the component units has since trimmed down to only 20, with a total annual cost of about \$16.5 million dollars with the MOH held the highest personnel wage of \$8.7 million dollars which is about 53% of the annual personnel cost of the public service. This rise of personnel cost at MOH was a direct outcome of an upward salary re-classification scheme implemented during the earlier part of the year for all doctors (specialists and general practitioners), and nurses (those with and/or without license).

TABLE 5 GRMI EMPLOYEES RANKING BY COST CY2014-2015

Ministry/Agency	2014		2015		Diff (+/-) 2015 over 2014		Average Wage Per Ministry/Agency		
	Emps	Ttl Cost	Emps	Ttl Cost	Emps(+/-)	Cost(+/-)	2014	2015	Diff (+/-)
Auditor General	12	\$276,845	16	\$359,695	4.00	82,850	\$23,070	\$22,481	(\$589)
Cabinet	14	\$278,485	14	\$291,485	0.00	13,000	\$19,892	\$20,820	\$929
Chief Secretary	17	\$273,805	18	\$312,780	1.00	38,975	\$16,106	\$17,377	\$1,270
Chief Secretary-EPPSO	8	\$147,875	8	\$147,875	0.00	-	\$18,484	\$18,484	\$0
Chief Secretary-OEPPC	9	\$199,095	7	\$163,070	-2.00	(36,025)	\$22,122	\$23,296	\$1,174
Chief Secretary-WEATHER	12	\$290,220	12	\$292,720	0.00	2,500	\$24,185	\$24,393	\$208
Council of Iroij	4	\$68,230	4	\$68,230	0.00	-	\$17,058	\$17,058	\$0
Customary Law & Language Comm.					0.00	-			\$0
Education	1,170	\$13,403,225	-	\$0	-1170.00	(13,403,225)			\$0
Finance	83	\$1,406,384	85	\$1,422,530	2.00	16,146	\$16,944	\$16,736	(\$209)
Finance-Banking Commission	2	\$48,000	3	\$81,000	1.00	33,000	\$24,000	\$27,000	\$3,000
Foreign Affairs	35	\$769,375	35	\$745,420	0.00	(23,955)	\$21,982	\$21,298	(\$684)
Health Services	584	\$7,455,056	599	\$8,753,320	15.00	1,298,264	\$12,766	\$14,613	\$1,848
Internal Affairs	59	\$881,135	64	\$900,255	5.00	19,120	\$14,934	\$14,066	(\$868)
Justice - Attorney General	28	\$554,670	24	\$388,710	-4.00	(165,960)	\$19,810	\$16,196	(\$3,613)
Justice - Public Defender	6	\$146,960	5	\$115,960	-1.00	(31,000)	\$24,493	\$23,192	(\$1,301)
Land Registration Office	1	\$14,230	1	\$14,230	0.00	-	\$14,230	\$14,230	\$0
Nitijela	27	\$404,005	26	\$377,800	-1.00	(26,205)	\$14,963	\$14,531	(\$432)
Public Service Commission	11	\$234,320	14	\$291,320	3.00	57,000	\$21,302	\$20,809	(\$493)
Public Works	85	\$1,060,467	97	\$1,200,602	12.00	140,135	\$12,476	\$12,377	(\$99)
Resources & Development	33	\$439,895	32	\$414,061	-1.00	(25,834)	\$13,330	\$12,939	(\$391)
Transportation & Comm.	12	\$167,580	12	\$173,480	0.00	5,900	\$13,965	\$14,457	\$492
Total	2,212	28,519,857	1,076	16,514,543	-1136.00	(12,005,314)	-	15,348	15,348

¹Prime contract status applies to those employees hired from outside the Republic to render specialized/technical services.

The agencies/ministries gained more staff with additional personnel costs this year were: Health (+15=\$1.3 mil.), Public Works (+12=\$140k), IA (+5=\$19k), Auditor General (+4=\$83k), PSC (+3=\$57k), Chief Secretary (+1=\$38k), Finance (+2=\$16k) and Banking Commission (+1=33k).

The agencies/ministries with a lost of staff but with saving of personnel costs were: OEPPC (-2=\$36k), Attorney General (-4=\$166k), Public Defender (-1=\$31k), Nitijela (-1=\$26k), and R&D (-1=\$26k). There was a saving of about \$285 thousand dollars this year, excluding the personnel cost of the Public school system which shows a little over \$13.4 million dollars.

4.6.1 Except for the Ministry of R&D, Nitijela, Attorney General, Public Defender, and OEPPC, all other average wages were on the rise. The most losses in annual total averages were in the Attorney General (-\$3,613), Public Defender (-\$1,301), Internal Affairs (-\$868), Foreign Affairs (-\$684), Auditor General (-\$589) and Nitijela (-\$432). The highest reduction of workforce was in the Attorney General (loss of 4) but a saving of a little over \$166,000 dollars for the year, and OEPPC (loss of 2) may not be significant in number but worth about \$36,000 dollars, another saving for the government.

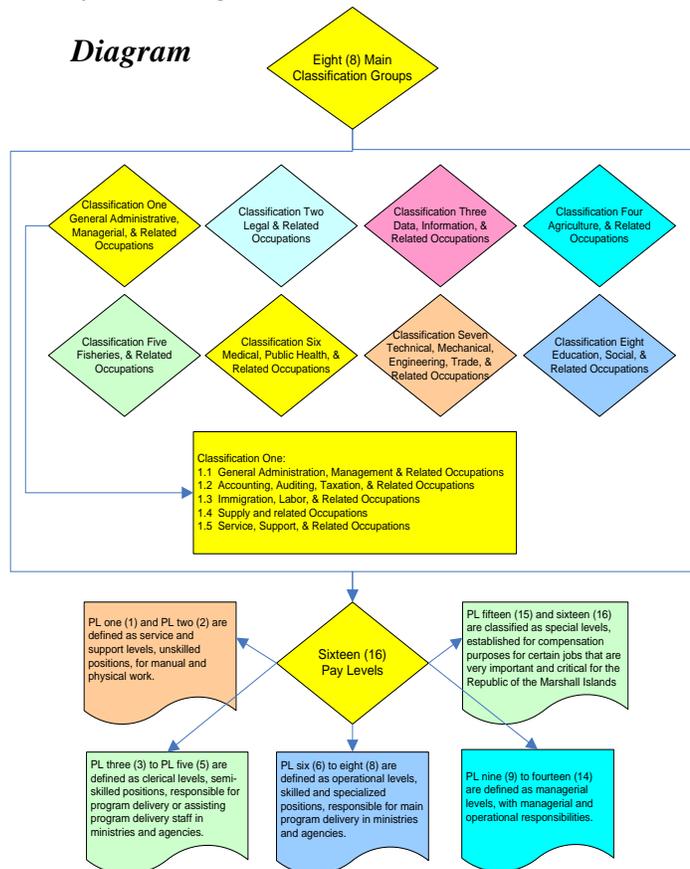
III. OCCUPATIONAL CLASSIFICATIONS

5. *The Job Classification System.* As outlined and prescribed in the PSC Regulations, 2008, as amended, under Schedule One, the job classification structure of the Public Service. The **Diagram** Acharts the Occupational Classification system of the RMIPS with eight (8) main classification groups, the first grouping having five (5) divisions. All groupings are classified into sixteen (16) pay levels set according to complexity of work and qualifications, level of authority and responsibility.

5.1 *Job Pay Level Changes.* The required formal application of this Occupational System rests solely on merit basis with the availability of fund, work performance satisfaction compliance, both of which play an important role in setting the full extent of job offering.

5.2 *Job Classifications in 2015.* The RMIPS Personnel Audit conducted by ADB pointed out that upward reclassification of jobs occurred mostly at the supervisory and higher paid posts, as opposed to those earning lower wages. In response, the Public Service first looked into the reclassification of the health assistant job classification, considering the level of responsibility of the health assistants in the maintenance of health throughout the Marshall Islands. A subsequent review was also conducted, 2012, with the aim at compensating medical doctors between a general practitioner (family doctor, medical officer) and a specialist with approved remunerations thereafter.

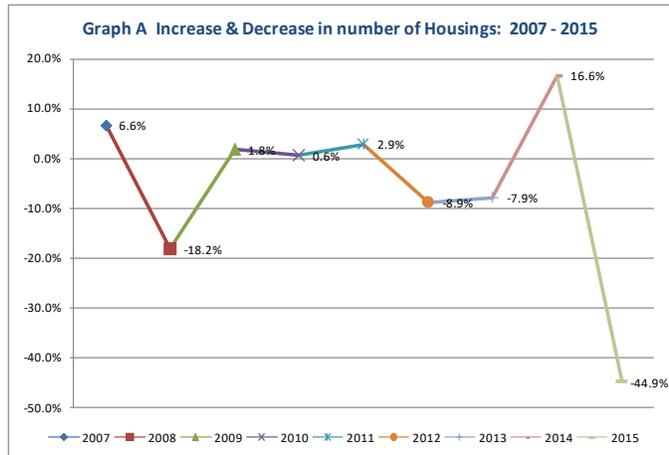
5.2.1 *Regional Classification System Comparison.* The PSC Remuneration System is being scheduled to be reviewed earlier next year, 2016, therefore, occupations in the field of architect, engineering, and agriculture will be targeted for review as well. The review outcomes will enable the Commission to pursue a regional Remuneration System comparison for further replication where necessary and to carry out a newly revised Classification System of RMI Public Service.



IV. SPECIAL EMPLOYMENT BENEFITS

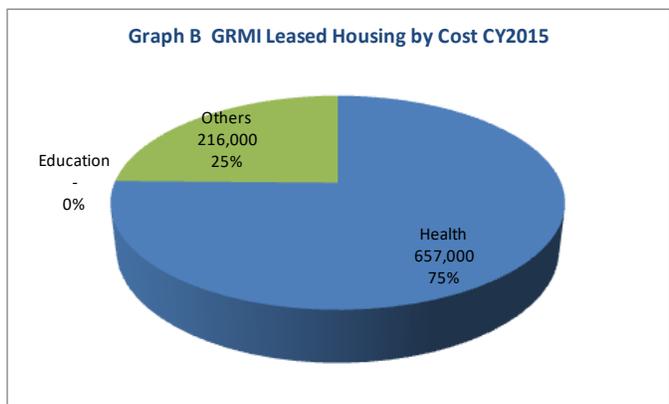
6. Leased Housing in 2015. The Public Service Act charges the PSC to administer the leased housing program for urgently needed employees recruited from outside the Republic and/or their designated sites of employment. Under the preview of PSC, there was a total of 97 housing units were leased in 2015. The overall costs of these units were \$873,000, excluding repatriation and utility costs, and those other units administered under the PSS system. The majority of the leased housing units are in Major (63) and Ebeye (34).

This year's breakdown on total housing cost was: MOH total housing cost \$657,000 dollars (54 units) or 56% of total cost; and a total of \$216,000 dollars (43 units) or a 16% combined total sum by others ministries and agencies of the government (*Graph B*).



6.1 Controlling Housing Costs. Continued efforts to control the cost of leased housing by maintaining the Government rate of \$9,000 per unit per annum, and the reduction on the number of contracted employees needing housing have continued with outcome depicted in the last three years (*Graph A*). Other reduction contributing factors have been the implementation of the newly endorsed housing policy, options on personal choice of domiciles, direct rental payment arrangement by the tenants, and a host of other affordable and user-friendly housing schemes established between the government and the landlords aiming at better serve mutual interests.

6.1.1 The cited factors responsible for the increase in the numbers of units in 2014 are again blamed of the same this year, 2015, as follows: more expatriate professionals and (health) specialists, with families; the implementation and engagement of the government on a number of special technical assistances and public programs initiatives have prompted the direct participation of a number of international field specialists requiring housing as well.



7. Group Life Insurance in 2014. The Group Life Insurance (GLI) Program is a voluntary program that the Government matches the contribution of the employees 59% to 41% respectively. The International Assurance Company (IAC) has carried the present Group Life Insurance (GLI) Policy for every five years since the eighties.

7.1 Enrolled Public Service Employees. There are 1,072 (PSS included) or over 99% of Public Service workforce enrolled in this program (PSS not included). This is a slight increase of enrollment from last year by 42 more members. Aside from the Public Service enrollees, and the PSS employees

other government employees enrolled are from such statutory agencies as EPA, Lomor Patrol, Public Safety, Weather Bureau, National Training Council, the 177 Health Care Program, NTA, MEC, MIMRA, MALgov't, KALgov't and a few others.

Basic Life Insurance Benefits				
The basic life plan provides insurance benefits for Active employees.				
The amount of coverage is 3 times your base annual salary rounded up to next \$1,000 of coverage.				
The biweekly premium rate is \$0.52 per \$1,000 coverage.				
Example: base annual salary of \$25,500 x 3 = \$76,500 or \$77,000				
Dependent Coverage				
	Option 1	Option 2	Option 3	Option 4
Biweekly Rate:	\$3.30	\$5.45	\$8.55	\$24.50
Spouse Coverage	\$6,000	\$10,000	\$10,000	\$10,000
Children Coverage	\$2,000	\$3,000	\$6,000	\$6,000
Parent/Parent In-Law Coverage	None	None	None	\$3,000

7.2 Coverage Plans. The following are the Options with Coverage of Supplemental Benefits for **Dependent's Term Life Insurance** – for active individuals (full-time employees) only:

7.3 Insurance Claims. There was total of 96 benefits insurance claims submitted, 24 more from last year with a combined sum of \$692,779 dollars, a substantial rate of 97%

received as opposed to only 19% received last year. This year the pending of submitted claims worth only 3% versus 58% from last year, mostly on Child Benefits valued at about \$6,000. It should be noted that the dramatic drop in the number of pending claims this year is a direct result of the

improvement gained in the bi-lateral collaboration between the IAC and PSC in the effort to achieve a more fruitful working relationship. The following was the breakdown of information on details about the existing group life insurance program with insurance transactions thereof:

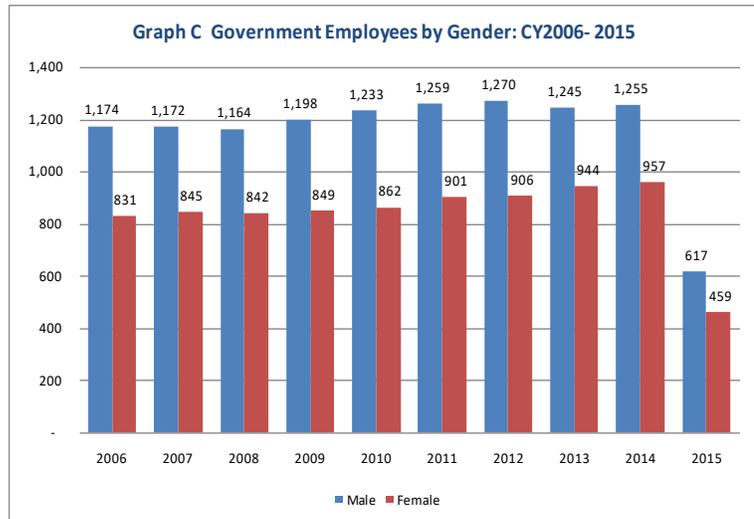
TABLE 6 BENEFIT CLAIMS PROCESSED AND RECEIVED 2015

Type of Claim	2015 CLAIMS					
	No. of Claims	Total Submitted	Total Received	Total Pending/Denied	% of Claims Received	% of Claims Pending/Denied
Basic Benefit	10	\$382,944	381,867	\$0	100%	0%
Spouse Benefit	10	\$92,000	91,912	\$0	100%	0%
Child Benefit	3	\$18,000	12,000	\$6,000	67%	33%
Parent Benefit	42	\$126,000	120,000	\$6,000	95%	5%
Parent-in-Law	31	\$93,000	87,000	\$6,000	94%	6%
Total	96	711,944	692,779	18,000	97%	3%

V. DIVERSITY IN THE PUBLIC SERVICE

8. Gender. Increase in female employment at a much higher number to positions of better paying jobs, as tracked for the last ten (10) years, has been a continued emerging trend as showing yet again this year, 2015, as hiring of female employees outnumbered their male counterparts by 3:1 ratio. This is despite the sharp drop of the workforce total, which was a direct result of the Public School System, which held no significant bearing on this gender employment development.

In 2006, the difference was 343 while in 2014 the difference was 298, a marginal growth rate of about 87% in 9 years period. In fact, as was the case last year, the current hiring rate continues to show that for every 13 women hired, 10 men were hired. Moreover, the annual average salary for women has surpassed that of their male counterparts by \$757.00, when it was about \$28.00 last year. It should be noted that this sharp quantitative divination was a direct result of the current size of the workforce as opposed to that of last year prior to the enforcement of the Public School System. The difference in salary this year, at the MOH, for example, shows that female employees have gained about \$55,450 dollars more over their male counterparts despite the fact that there were more male public servants (302) as opposed to the female workforce (297), Table 7, which further confirms the emerging trend of gender recruitment for employment.



8.1 Gender Data: In 2014 & 2015 Table 7 presents the employment compositions and characteristics by gender in the RMIPS. As shown, in 2015, females comprised of 44% of total PS employment, costing about \$7.2 million dollars with an average of about \$15,781 per female employee. By comparison, male public servants comprised of 57% of the total workforce, however with an average of about \$15,025. Areas of dominance for women are in the Ministry of Foreign Affairs, Nitijela, Auditor General and EPPSO, For the first time in RMI history, four of the line ministreis were being headed by females, and the posts of the Clerk of Nitijela, the Clerk of the Council of Irooj, and for a long while the Clerk of Cabinet, and the RMI-EPA, were all held by women.

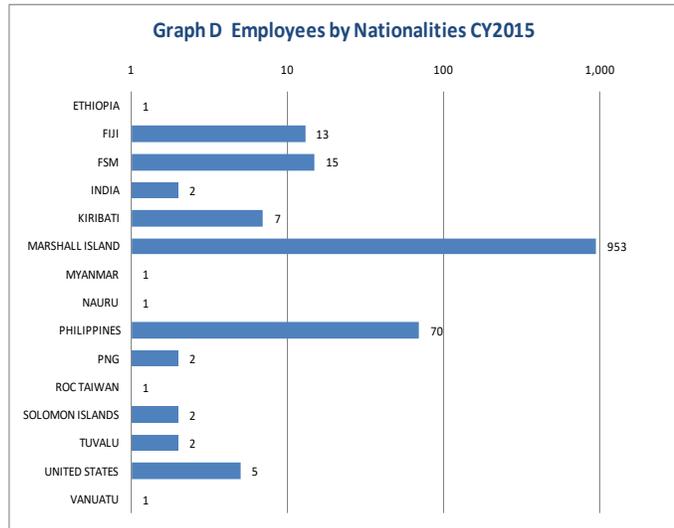
8.2 The rise in the nubemr of female employees joining the workforce was also triggered by the increase in the nubmer of male public servants entered retiemnt, an emerging trend observed last year and is likely to continue as more male public servants are retirement eligibled, and are increasingly joining the Local Contract status group mostly at MOH, Public Works, EPPSO, and Finance, including the Supply and Procurement.

9. Expatriates. As shown in the Public Service profile, the number of expatriates in the public service have decreased by 101 as compared to last year, showing a total of 117, with an annual total cost of a little over \$2.9 million dollars, or about 18% of the annual total personnel cost. Again, this dramatic drop was a direct result of the moving out of the Public School System for under the purview of the Public Service Commisison. Currently the areas of high representation were at the at the Ministry of Health (99), with a gain of 5 more, costing a little over \$356 thousand dollars; the Ministry of Public

Works (11), a gain of 7 more, costing a little over \$108 thousand dollars, and a small goup at the legal and related capacities with no significant cost diviations.

9.1 Nationalities in Workforce.A

demographic analysis on the nationalities of the RMIPS employees showed that the Filipino employees continued to have the highest number as this year showing 70, about 39 less of the last year’s total. The FSM held the 2nd largest with 15, and the Fijians 13; with the Kiribati (7); US (5); with both India, PNG, Solomon Islands and Tuvalu showing only two (2), while both Ethiopia, Maynamar, Nauru, ROC Tawiwan, and Vanuatu are represented by one (1) each.



Though less expatriates this year as compared to last year, 2014, they continue to hold the highest wage average, and continue to occupying the posts of most highest salaries-based. A vicious reoccurring dilemma needing closer attention.

10. Employing Persons With Disabilities.The PSC State of the Services Report in 2013 began to entertain the inclusion of this particular group as a national initiative for development inclusivity. In 2014, the National Disability Policy was formulated through the Ministry of Internal Affairs, as a post was secured for the purpose of coordinating developmental efforts for persons with disabilities.

10.1 The types of disabilities of these employees are mostly grouped as follows: pervasive

TABLE 7 National Government Employees under the Purview of PSC by Gender CY2014-2015

Ministry/Agency	2014				2015				Ttl Emps	Ttl Amount		
	Male		Female		Male		Female					
	# of Emps	Ttl Amt	# of Emps	Ttl Amt	# of Emps	Ttl Amt	# of Emps	Ttl Amt				
Auditor General	5	115,875	7	160,970	12	276,845	8	171,725	16	359,695		
Cabinet	7	149,765	7	128,720	14	278,485	8	183,765	14	291,485		
Land Registration Office	-	-	1	14,230	1	14,230	-	-	1	14,230		
Customary Law Commission	-	-	-	-	-	-	-	-	-	-		
Office of Chief Secretary	12	171,340	5	102,465	17	273,805	11	141,340	18	312,780		
EPPSO	3	68,000	5	79,875	8	147,875	3	68,000	5	79,875		
OEPPC	6	130,050	3	69,045	9	199,095	6	150,025	7	163,070		
WEATHER	12	290,220	-	-	12	290,220	12	292,720	12	292,720		
Council of Iroj	3	52,305	1	15,925	4	68,230	2	25,305	2	42,925		
Education	653	7,440,041	517	5,963,184	1,170	13,403,225	-	-	-	-		
Finance	56	981,020	27	425,364	83	1,406,384	54	907,295	31	515,235		
Banking Commission	-	-	2	48,000	2	48,000	1	27,000	2	54,000		
Foreign Affairs	16	355,215	19	414,160	35	769,375	17	358,260	18	387,160		
Health Services	294	3,700,396	290	3,754,660	584	7,455,056	302	4,348,935	297	4,404,385		
Internal Affairs	36	503,655	23	377,480	59	881,135	37	505,945	27	394,310		
Justice	-	-	-	-	-	-	-	-	-	-		
Justice - Attorney General	22	430,675	6	123,995	28	554,670	18	264,735	6	123,975		
Justice - Public Defender	4	123,000	2	23,960	6	146,960	2	71,000	3	44,960		
Nitijela	5	88,285	22	315,720	27	404,005	6	119,285	20	258,515		
Public Service Commission	6	123,320	5	111,000	11	234,320	6	126,320	8	165,000		
Public Works	79	1,003,587	6	56,880	85	1,060,467	89	1,085,657	8	114,945		
Resources & Development	26	302,825	7	137,070	33	439,895	25	280,966	7	133,095		
Transportation & Comm.	10	136,535	2	31,045	12	167,580	10	142,435	2	31,045		
Total	1,255	16,166,109	957	12,353,748	2,212	28,519,857	617	9,270,713	459	7,243,830	1,076	16,514,543

developmental disorders (disabilities that cause social, communication and behavioral challenges); cerebral palsy(motor disabilities); and, mental retardation (limitation in adaptive functioning). The number of known employees with disability in 2014 was nine (9), and they were mostly placed at the PSS and at the Ministry of Health.

10.1.1 The outcomes of the MIDPO Annual Conference, July, 2015, it was announced that the number of the public service employees with disabilities has risen from nine (9) to fifteen (15), including those reside both on Ebeye and in the two sub-districts, Jaluit and Worje atolls, with the majority working at PSS, Local governments and those providing direct health services.

10.2 **Marshall Islands Disabled People Organization (MIDPO)**. MIDPO was established in October 2014 to work with the Government to promote the inclusivity of the persons with disabilities through a series of activities identified in its annual conference through a number of symposiums especially designed to:

- Diversify and build a broader membership, which will strengthen the capacity of MIDPO to advance knowledge and support of the CRPD across the Marshall Islands. This objective is aimed at working with the atoll local governments to recruit disabled representatives from the outer islands who will attend and participate in the Disabled Persons Organization and the Stakeholders' CRPD Training Workshop.
- To educate members of Parliament, national and local officials on the CRPD and move towards its eventual ratification in the Marshall Islands, aims at conducting a DPO and Stakeholders CRPD Training Workshop in order to advance awareness and support necessary to best implementing the National Disability Policy, ratified in 2014.

11. **Retiree Employees**. Retirement eligibility commences at age sixty (60) years. Of the 217 of the 55 years and older group, about 93, or about nine percent (9%) of the public service workforce, have already reached the retirement age of 60 and over. In 2014, there were 180 Public Service employees who have already reached the retirement age and beyond, costing about \$3.0 million dollars. The cost of 93 retired employees, this year, worth about \$1.7 million dollars as opposed to a little over \$3.0 million dollars last year, 2014. The cost difference of \$1.3 should represent the retained employees, including those who continue to receive employment under the PSS, and those who have granted retirement and employment termination with and/or without cause.

**TABLE 8 Employees Reaching Retirement Age 60 and Above
Summary by Ministry/Agency CY2014-2015**

Ministry/Agency	2014				2015			
	# of Emps	Ttl Amount	% of Total	Diff (+/-)	# of Emps	Ttl Amount	% of Total	Diff (+/-)
Office of Chief Secretary	3	\$82,025	2.7%	\$20,025	2	\$63,000	3.6%	-\$19,025
WEATHER					1	\$25,500	1.5%	\$0
Council of Iroij	1	\$9,380	0.3%	\$0	1	\$9,380	0.5%	\$0
Finance	7	\$150,365	5.0%	\$33,760	6	\$118,820	6.9%	-\$31,545
Foreign Affairs	2	\$61,200	2.0%	-\$12,220	3	\$74,245	4.3%	\$13,045
Health Services	56	\$949,601	31.6%	\$113,816	59	\$1,108,465	64.1%	\$158,864
Internal Affairs	3	\$40,830	1.4%	-\$12,215	2	\$27,785	1.6%	-\$13,045
Justice - Attorney General	4	\$114,220	3.8%	\$43,220	2	\$43,220	2.5%	-\$71,000
Nitijela	3	\$73,000	2.4%	\$11,000	3	\$73,000	4.2%	\$0
Public Service Commission	-	\$0	0.0%	-\$60,380	1	\$27,000	1.6%	\$27,000
Public Works	11	\$120,575	4.0%	\$4,320	12	\$139,595	8.1%	\$19,020
Transportation & Comm.	1	\$18,000	0.6%	\$0	1	\$18,000	1.0%	\$0
Total	180	\$3,008,026	100%	\$158,110	93	\$1,728,010	100%	-\$1,305,516

11.1. Of the 180 public servants who have already reached the retirement ages of 60 and above, there were 36 females and 57 males, with the majority working at the MOH and the Public Works. Suggesting the need, perhaps, for an immediate Succession Planning and better yet a Workforce Development Plan for these two line ministries thereby to keep a pool of well trained replacements at a suitable timeframe.

11.1.1.The pressing need to start identify the pool of most qualified candidates for replacements is especially urgent. This is especially in view of the fact that in the next two year period, for example, a total of 43 public servants will be eligibled for retirement (60 years old) and most likely be granted employment terminations.While this will generate a huge saving of over \$700 thousand dollars, the prospect of loosing the institutional knowledge and the skills required for sustaining the high level of performance and productivity should also be an issue deserving immediate and serious consideration.

VI. WORK PERFORMANCE & EVALUATION

12. Systematic approaches to performance management are an integral element in improving individual and organizational productivity. However, developing the most effective approaches and gauging apparatus (instruments) to managing performance continues to post challenges. For now the two main gauging instruments (Performance Evaluation Instrument and the so called “Spot Checks”), used over the years to gain insight into the work performance outputs of employees, have provided a verily good estimate of their levels of productivity and effectiveness. It is in this regard that we must report with a great sense of pride of the many employees who are serving in the Public Service with energy, and skills. However, there are still many employees of the government who come to work regularly and do their jobs diligently, while others of much smaller proportion continue to display otherwise. Likewise, attendance and work performance have improved in the large majority of the government offices; and the decree to which the expressed interest in attaining higher level of performance had gone up significantly with a much higher representations.

12.1.To gain a better insight into employees’ perceptions of their own levels of productivity, employees were asked a series of questions that explored their perceptions of productivity improvement over the last year, 2015, work performances and competencies.

12.2.The evaluation conducted in this year was based on a random selection of 222Public Service employees (21% of the workforce), representing the various ministries and agencies under the purview of the Public Service, taking into account the employment ranking to best representing the two extreme ends of the employment bands, namely, those of management band versus those of no official ranking.

12.2.1.As shown below, based on a Frequency Distribution, the large percentage of the public service employees, whether in management or not, had received the rating at either Average (28%), and/or Above Average (46 %), while only 7 % had confidently maintained their Outstanding rating marks. On the whole however, the rest of the 21% of the workforce had maintained a satisfactory performance rating (74% of percentile rank) in carrying out their duties and responsibilities as prescribed.

12.3.During the year, 2015, a number of the improvement and advancement in the Performance Management work of the Public Service have already taken shape targeting implementation starting next year, 2016.

12.3.1.The devolution and enhancement of the annual performance administration and evaluation, for example, will be performed by all ministries and agencies of the government. Further, as planned, by FY2017, all Ministries and Agencies of the government will be required to submit annual budget-based

using performance budgeting. This is a good opportunity for PSC to roll out performance evaluation to the Ministries, reflecting each organization's corporate plan and in delineating each employee's roles and responsibilities. This will also complement our works toward the implementation of the PS workforce plans.

12.3.2.To move away from annual performance evaluation toward Ministry specific quarterly performance report/linking outcomes with output (in the job description); and

12.3.3.With the new HRMIS established, Ministries could do online evaluation using the system without resorting to old paper-based evaluation.

13. **Spot Checks.** The periodic unannounced spot-checks carried out by the Public Service Commission to all ministries and government agencies is an attempt to remind employees that regular work attendance is crucial in work efficiency and therefore economy. In 2014, spot checks were carried out with results shared and discussed with respective public service employees with the aim to spicing up work performance and to raise the level of communication effectiveness. Similarly, the spot checks carried out this year, 2015, further reinforced the same pursuit with specific attention given to ascertaining greater output capacity, more particularly on work policy compliance with a strict adherence to the required works and ethical conducts.

13.1.The outcomes received clearly revealed that while there continue to be more indications of improvement, there are still much rooms for improvement but with a much smaller group size throughout the public service wide, indicating a changed of mindsets.

VI. ATTRACTNG AND RETAINING THE RMIPS WORKFORCE.

14. **Workforce Planning.** Workforce planning is a process to ensure the right numbers of people with the right skills are employed in the right place at the right time to deliver an organization’s short- and long-term objectives. It embraces a diverse and extensive range of activities, which will vary between organizations and situations within the Public Service of RMI.

14.1. The ultimate goal is to have a Public Service that is affordable and capable of delivering efficient services to the citizens of RMI. To proactively respond to this objective however, the PSC began leading the workforce planning process by institutionalizing planning activities throughout the Public Service commencing last year, 2015. This effort would be manifested through the Workforce rolling out phase to one and/or two of the smaller ministries and/or agencies of the government once corporative strategic plans are available respectively.

14.2. To maximize the benefits of the required strategies in the utilization of PSC Workforce Plan, the need to acquire the caliber of personnel to do the job well reigns supreme in the overall administrative and management scheme. That is why earlier this year, the Commission authorized the recruiting search targeting such caliber of employment placement, with funding being budgeted for the next year, 2016, to ascertain suitable employment placements (Workforce Coordinator and Workforce officer).



15. **HRMIS (Human Resource Management Information System).** Maintaining and promoting efficiency and effectiveness in the Public Service hinges upon a reliable information system that records, consolidates, tracks, and harmonizes all personnel data and information across the Public Service, particularly between the PSC, the Chief Secretary, Ministry of Finance, and respective Ministries/Agencies of the government. Last year, 2015, in the pursuit of technical supports necessary to formalize both the development and implementation of this strategy, the Commission acted on the following:

15.1. A working task force was established to parallel the development process utilizing the participation of the stakeholders to help with the guidelines, the logistical and strategizing requirements, including the required developmental coordinations of both personnel and equipments (hard and softwares).

15.2. The search for a funding source (ADB, in partnership with the Ministry of Finance) and the required initial payment arrangement (\$60,000) necessary have been secured resulted in a significant progressive momentum gained not only in obtaining the direct technical supports and consultations needed (2-Interact, Inc.), but also in ensuring of a full flow operation and implementation of the HRMIS initiative is to be institutionalized at a wider scale. This developmental strategy is necessary in order to better response to the user-friendliness of the system so required throughout the public service wide.

VII. LEARNING & DEVELOPMENT IN RMIPS

16. **Key Mandate.** Having been mandated to providing training and development to maintain the efficiency and effectiveness of the public service performance and delivery capacities wide, the Public Service Commission has taken formatible steps in elivating the preformance and delivery capabilities of the public service workforce in order to underpin organizational effectiveness. In particular, more focus was given to upgrade capacity development in the areas of training, education, and in developmental activities through a varieties of initiatives and projects.

16.1. With its limited Training budget (\$30,000), allocated in 2014-2015, and in collaboration with our regional developmetal patrnrs, APSC (Australia Public Public Service Commission) and PICPA (Pacific Center for Public Administration – USP, Fiji), a number of in-country Trainings and Workshops were conducted throughout the year covering a wide rang of Human Resource Management and Developmental activiteis, and Institutional and Policy development. All in the effort to satisfy the strategic goals and the reforming objectives of the RMI Public Service as sets out also in the NSP strategies. *(Please see **Appendix A** for an update).*

17. **Capacity Development/Technical Assistance.** The RMI PSC, in collaboration with Development partners, co-sponsored the following trainings and workshops earlier this year, 2015:

17.1. **Transformative Leadership** (- Dr. Amenda Howard, New Castle University, New Zealand): This is a leadership approach that causes change in individuals and social systems. In its ideal form, it creates valuable and positive change in the staff with the end goal of developing the subortinants into leaders. Transformational leadership enhances the motivation, morale and performance of followers through a variety of mechanisms. These include connecting the staff’s sense of identity and self to the mission and the collective identity of the organization; being a role model for followers that inspires them; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of staff, so the leader can align staff with tasks that optimize their performance. Essentially, how to be a transformative leader, and how to build the capacity of subordinates and their leadership skills, recognizing participatory leadership and creating an enabling environment are the key leadership tools underpinning the conceptual framework.



The Transformational Leadership Training/Workshop, held in partnership with the Ministry of Foreign Affairs in collaboration with the New Castle University, New Zealand, with Dr. Amenda Howard (center sitting next to Marie Maddison, Chairperson, PSC), March, 2015.

17.2. Public Policy Analysis (Dr Desmond Amosa, PICPA - Fiji): Understanding Policy and how to make good policy recommendation. Poor policy recommendation culminates in poor policy decisions resulting in enforcement confusion and fragmentation of administration. What constitutes good policy recommendation and some templates or samples of good policy analysis tools were introduced with a brief examination.

17.2.1. The analysing of any public service consists of a combination of various processes, which consists furthermore of various parts should be isolated and each separately analysed and thereafter evaluated. In

other words, in analysing any policy the diversity of units must be investigated after the analysis, in order to obtain information which could lead to a sensible, systematic arrangement of the information obtained. In this connection, the two most important key analytical issues to be considered, namely, the facts and the values influenced by the policy and the values linked to the expectations, needs and demands of the citizens.

17.3. Public Policy Evaluation (Dr. Desmond Amosa, PICPA – Fiji): This second Public Policy workshop looks at how a public policy is to be assessed, given an appraisal of something of value, according to a specific yardstick which also serves as a standard. As a process carries out by a person or group, it must taking into account a various of factors most of which are subject to be influenced and thus respond to the human conditions however limited and specific they may be. Obviously, needs and policy can be interpreted differently by different people and this can also lead to unexpected and unintended results. Be mindful that each policy has a specific reason for being

established (set out in the objectives), which justifies its existence. However, should the objectives be vague, uncertain or unattainable, it is clear that the implementation outcomes of the policy, too, will be characterised by uncertainty as well. One very important aspect of policy evaluation requires that policy should as far as possible be pro-active (preventive) and



Public Policy Analysis Workshop/Training, co-sponsored by PSC and PICPA-Fiji, under AusAID funding, with Dr. Desmond Amosa, PICPA (center), with a few of the training diploma recipients, September, 2015.



The Policy Evaluation Workshop/Training with Dr. Desmond Amosa, PICPA-Fiji, with managerial public service employees of Ebeye, Kwajalein, October, 2015.

not reactive, it must always leads to change and development benefiting the general public and not just a few.

17.4. Workforce Development Plan (-Adi Smith & Others, APSC- Australia): Looks at Ministries and Agencies' Supply and Demand for Human Resources. Do gap analysis, which looks at what Ministry needs against what it holds and what the future supply needs are, and makes succession planning.

RMI PSC identified two piloted Ministries (MOIA & T&C). MOIA currently undergoing restructuring while T&C had provided their initial plans, awaiting their Strategic Plan. The second visit, by APSC, scheduled for October 6 through 14 next year, 2016. It will focus more on capacity in Workforce Development Planning, which will also incorporate workforce strategies taken on board by our local stakeholders, including our own College of the Marshall Islands (CMI).



Workforce Development Plan workshop/training, 11/21/2015, with APSC, organized and sponsored by RMI-PSC with over 30 participants from the various ministries and agencies of government.

17.5. Procurement Code/Compliance (Professor Arvind Patel, PICPA- Fiji): Reviewing the RMI procurement code and comparing against updated procurement code in the region. Taking a critical look into some of the good practices in the region and how can RMI incorporate these various regional practices and tools. A very large segment of the workshop was devoted also to review the legal framework from which the RMI Code is structured with risks and benefits considered.



The Procurement Code/Compliance workshop/training with Dr. Arvind Patel, PICPA-USP, Fiji, (back row third from left), with procurement and fiscal officers of various ministries and agencies of government, Sept., 2015.

18. Internship/Mentoring/Shadowing. Based on their experience with this situation, PSC management has identified the need to recruit qualified college graduates and provide them with internship opportunities within Public Service positions of government ministries to fill this gap in experience related opportunities and activities. Internship opportunities are seen as a method to create a win/win situation in which new hires get the desired on-the-job experience and ministries fill positions without risk.

18.1. The project will provide students with the opportunities to bridge the practical experiences to what they have learned in classroom through peer-to-peer trainings in the real working environment. Through the said project, students should be able to easily find employment either

with the Public Service or the private sector. Within a period of 3-6 months internship, it is expected that work experience gained from such program will prepare them for more permanent placement within RMI labor force, public or private.

18.2. Starting this year, PSC has already taken steps looking at funding and technical sources for the duration of 3 to 9 months to develop a successful and permanent internship program as part of its workforce development strategy. The internship program will be established among multi-government ministries and agencies to create a form of experiential learning environment that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. The internship program gives students and graduates the opportunity to gain valuable applied experience and make connections in professional fields that they are considering for career paths. Moreover, it gives employers the opportunity to guide and evaluate potential employees to fill in certain positions of need in the near future and, overall, address the tremendous need for human capacity development in our public sector now and into the future.

18.3. PSC aims to establish an effective internship program that meets the needs of the ministries and agencies while providing students with relevant career experiences. Interns with intentional learning goals will get the opportunity to apply what he/she has learned into practice under the close supervision of the assigned mentor throughout the experience. *(See **Appendix B** for details).*

VIII.PSC WAY FORWARD

19. **Improving the Public Service.** As was the case over the course of the last two years, a little over fifty (50%) percent of the workforce are under the age of forty-five (45), and a very large majority of the same group has the highest frequency of moving within the public service as compared to other groups, which further confirms that the RMI workforce is considered not only fairly new, but young and in-experienced. The PSC Induction Program addresses the following areas of improvement needs: Importance of the roles and responsibilities; Good Governance and Ethical Conduct in the RMI Public Service & PSC's Values; Accountability in the RMI Public Service; PSC Rules & Regulations; and, Disciplinary Actions & Appeals Processes. It is for this very reason that PSC programs must always address several important factors: (1) institutional knowledge, skills and experience; (2) younger workers are confident and in a better position to continue with the work, therefore, the need for a structured Career Development Plan, within the public service system, deserves a much closer attention; and (3) much needed revenues are to be maintained, maximized, and sustained.

19.1. **Reforming RMI-Public Service.** Drawing on the basis of PSC Strategic Plan, the identified change drivers (Thematic Strategies for Change and Improvement) would re-shape the Public Service's organizational design and core functions ((i.e., policy development, program and service delivery, regulation and management) as clearly echoed all throughout the processing of the Public Sector Review, August, 2012., with nine (9) ministries.

19.1.1. There was a strong consensus among the participated ministries and agencies that the status quo would no longer be sustainable, and that the Public Service of RMI had a vital role to play in rethinking how it functions so as to retain its legitimacy, authority and relevance. It was further recognized that the Public Service Commission had to:

- Explore ways to take advantage of networks and partnerships for meaningful policy advice, effective program design and improved service to all Marshallians;
- Find ways to appropriately encourage innovation and risk-taking; and
- Develop the competencies and leadership skills needed to harness the best talent and the brightest ideas.

19.1.2. Further into the required actions to be taken to ensure of a robust and resilient Public Service, it was strongly supported the following must be the guiding principles of how works are to be done now and into the future:

- An open and networked environment that engages citizens and partners for the public good;
- A whole-of-government approach that enhances service delivery and value of money;
- A modern workplace that makes smart use of new technologies to improve networking, access to data and customer service; and
- A capable, confident and high-performance workforce that embraces new ways of working and mobilizes the delivery of talent to serve the country's ever evolving needs.

19.1.3. Public Service renewal is not a new phenomenon. Today's efforts to modernize or transform the Public Service are part and parcel of a long series of efforts to keep up with changing circumstances stretching back to the last 20 years. As in any change management initiative, it is important to articulate the need for change, define a shared vision as to where we want to go and be realistic about what can be accomplished.

19.1.4.RMI-Public Service renewal requires the visible participation of senior leaders, including the Permanent Secretaries of the line ministries and agencies, including the Directors of all SOEs, and there needs to be a means to ensure continuity as senior/political leaders inevitably change roles.

19.1.5.Though scepticism and fatigue about renewal, in any form, is inevitable, it is therefore crucial to clearly and continuously communicate the why, what, who, and how of a renewal initiative to all public servants, making effective use of our reforming partners and stakeholders best positioned to act harmoniously along with us as agents of change.

IX. CHALLENGES & RECOMMENDATIONS

Yes, we have come a long way; and the recipe to stay the course is now within our reach. We, therefore, earnestly make the following specific recommendations:

1. Continue to implement the PSC the 3-years rolling (2013-2016) Strategic Plan with the specific thematic goals as follows:
 - A. Adding Value to RMI Public Service
 - B. Adding Value to the Role of the Public Service Commission; and
 - C. Adding Value to the Public Service Commission Program and Process
2. Continue to Update and Implement the goals and objectives of the PSC Work Force Plan.
3. Continue to process the Development and to Launch and Implement the Human Resource Information System (HRMIS).
4. The creation of an “Intra-Training Fund” specifically established to addressing the training needs of the existing Pubic Service workforce. Sources of such a Training Funding Source may well be comprised and coordinated of the various Training Funds already allocated and/or encumbered for by each of the Ministries and government offices. This urgently needed Training Fund will enable the Commission to quickly responding to the overdue need to train its public servants, including those working in the outer island communities.
5. The on-going reforming of the RMI-Public Service requires a number of institutional strengthening measures to be in place in order to established and implement the required Workforce Development Plans in each of the line ministries and agencies of the government, includes the SOEs. Such measures include Corporate Plan; and Approved Organizational Structure& Charts, all of which must directly linked to the National Strategic Plan.
6. A comprehensive review of all policies on government assets to provide a more prudent safeguarding measures and strategies toward the responsible use of the public properties in manner guaranteeing transparent and accountability at all level of the government. The current Procurement Act, and the associated Acts, and Regulations thereof, for example, are to be included in this major public assets review undertaking.
7. In keeping abreast of its mandates and obligations, RMI-PSC, too, is increasingly faced with these ever growing challenges which demand proactive remedial measures:
 - A. *Accelerating technological change.*The Internet and mobile communications are revolutionizing how people carry out their works and conduct their daily lives, and how business operates. This raises expectations for e-enabled and easy-to-access government services at Marshallese’s fingertips more so than ever.
 - B. *Changing demographics.*The changing make-up of Marshallese society has impacts on expectations, value and service demands. Calls for more responsive and customized services are increasing.
 - C. *Growing demand for accountability and the achievement of results as efficiently as possible.*Citizens expect their government to live within their means, to be increasingly open and transparent and to make relevant information available to all.

APPENDIX A

RIM PPSCC IN COUNTRY REPORT SNAPSHOT, 2015

PSC Mandate:

RMI Constitution, Article VII, Section 1 & 9 and the Public Service Act of 1979 charge the Public Service Commission (PSC) to be the employing authority for the RMI Public Service and has general oversight over the efficiency and effectiveness of the Public Service. The Act extends the PSC responsibility to include training and government leased housing. An optional group life insurance is managed by PSC.

PSC Strategic Plans:

<p>PLANNING THEME 1: ADDING VALUE TO THE RMI PUBLIC SERVICE</p>		
<p>A Strategic public service workforce plan will identify the workforce capacity public sector agencies need to meet their objectives, now and in the future.</p>	<p>A review of job classification and remuneration in the RMI public service will align jobs to clear roles and responsibilities, and to ensure remuneration is aligned with regional standards for similar roles and responsibilities.</p>	<p>The PSC will make a valuable contribution to RMI National Strategic Plan and Human Resource Development Plan and ensure PSC strategies are linked to National initiatives.</p>
<p>PLANNING THEME 2: ADDING VALUE TO THE ROLE OF THE PUBLIC SERVICE COMMISSION</p>		
<p>The PSC will become the lead Agency in public sector human resource management reform and develop the capacity to be a source of guidance and support in all functions.</p>	<p>The PSC will establish a public service Human Resource Management Information System (HRMIS) that will improve HRM decision making and administration.</p>	
<p>PLANNING THEME 3: ADDING VALUE TO THE PUBLIC SERVICE COMMISSION PROGRAMS AND PROCESSES.</p>		
<p>A review of personnel administration processes will aim to achieve dramatic improvements in performance and services to stakeholders.</p>	<p>A review of public service regulations will improve the clarity, appropriateness, and detail of rules regulating conditions of employment in the public service of the RMI.</p>	<p>The Public Service commission will assist SOEs and other public sector agencies in all personnel administration and human resource management.</p>

Challenges:

Shortage of skills people: PSC continues to face shortage of skilled people or professionals that are needed especially in areas of medicine, engineering, and education. Although, PSC and Ministry of Health are coordinating with student to pursue medical, it would be 3 years from now that graduates will start coming back, and that goes the same for Engineering and other professional fields.

Climate Change: With more emphasis on climate change and its implication RMI, PSC work closely with office of the Chief Secretary and Office of Environmental Planning Policy and Coordination (OEPPC) to identify the right people with the skills to drive the RMI's need to champion the climate change fight.

Transforming the Public Service to Meet Modern Day Challenges/initiatives:

1. Human Resources Management Information System (HRMIS)

The objective of the establishment of the HRMIS is to effectively and efficiently manage personnel data and processes. The new HRMIS shall enable the human resources personnel and relevant ministerial personnel to enter data into a single, seamlessly integrated system. RMI PSC plans to have the newly established HR system by first week of December this year. Through the funding assistance of ADB, RMI will have its first comprehensive system and robust system that can be accessed from anywhere in the world. With this system in place, RMI will be able to utilize existing technology to route and distribute personnel related documentation through a paper-less medium, which will cut production related costs.

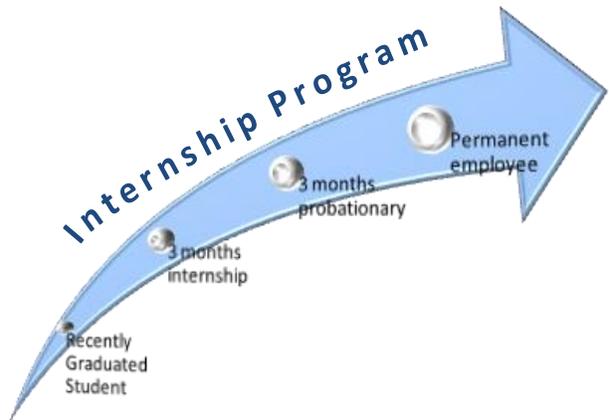
2. Capacity Development/Technical Assistance

Furthermore, the RMI PSC in collaboration with Development partners provided the following trainings and workshops earlier this year in April and May:

- 1. *Transformative Leadership (New Castle University -Amenda Howard, PhD):***How to be a transformative leader, and how to build the capacity of subordinates and their leadership skills. Recognizing participatory leadership and creating an enabling environment.
- 2. *Public Policy Analysis (PICPA – Desmond Amosa, PhD):*** Understanding Policy and how to make good policy recommendation. Poor policy recommendation culminates in poor policy decisions. What constitutes good policy recommendation and some templates or samples of good policy analysis tools.
- 3. *Procurement Code/Compliance (PICPA -Professor Arvind Patel, PhD):*** Reviewing the RMI procurement code and comparing against updated procurement code in the region. What are some of the good practices in the region and how can RMI incorporate them.
- 4. *Workforce Development Plan (APSC -Adi Smith & Others):*** Looks at Ministries and Agencies' Supply and Demand for Human Resources. Do gap analysis, which looks at what Ministry needs against what it holds and what the future supply needs are, and makes succession planning. RMI PSC Identified two piloted Ministries (MOIA & T&C). MOIA currently undergoing restructuring while T&C had provided their initial plans, awaiting their Strategic Plan. The second visit by APSC is slated for October 6 through 14 this year. The trip build more capacity in Workforce Development Planning. This visit will also include our own Community College (CMI).

3. Internship/Mentoring/Shadowing

RMI PSC is in the process establishing an internship program that aims to reduce the youth unemployment rate among graduates in the Marshall Islands by assisting them in attaining their first post-education employment and on-the-job training. The project will provide students with the opportunities to bridge the practical experiences to what they have learned in classroom through peer-to-peer trainings in the real working environment. Through the said project, students should be able to easily find employment either with the Public Service or the private sector. With 3-6 months internship, it is expected that work experience gained from such program will prepare them for more permanent placement within RMI labor force.



4. Performance Budgeting:

Finally, RMI PSC aims to incorporate Performance Budgeting by early next year. The overarching National Strategic Plan (NSP) maps out all government entities and their roles now and into future, towards a sustainable economy. With a Performance Budgeting framework, PSC would be able to carry out its mandated roles as mapped out by the NSP.

5. Conclusion:

With such initiatives taken above RMI is already in the process of transforming its Public Service to reflect today's ever-changing labor challenges. For instance, with a robust HRMIS, RMI would be able to fully utilize its current labor force, while at the same identify human resources development initiatives that will upgrade the current human resources capabilities. further, with continued collaboration with its development partners, RMI would access technical assistance and funding that are needed to develop its human resources. Finally, through Performance Budgeting, RMI would be able to measure its public service performances against some tangible performance indicators, which will translate into a high return on government personnel related fundings, through quality services.

APPENDIX B

INTERNSHIP PROGRAM CONCEPT PAPER

Background

The Constitution of the Republic of the Marshall Islands and the Public Service Commission (PSC) Act of 1979 established the Public Service Commission (PSC) as the authority responsible for developing, coordinating, regulating, and administering all of the personnel matters relating to the public services in the Government of the Marshall Islands. One of the major tasks of the PSC is to implement training and capacity building programs/projects to establish and improve the public services delivery.

PSC has experienced difficulty in filling government vacancies with qualified staff and difficulty in placing recent college graduates in Public Service positions due to their lack of on-the-job experience. Many of these graduates have the educational background to fill the positions, but ministries are reluctant to accept them without some experience first. While a probationary period is built into the employment process, an internship period is still needed as part of the succession planning need where an employee or to-be-hired employee can shadow an employee before that employee's termination from employment especially due to retirement, or before a transfer in area of employment due to termination of present staff employment and/or expansion of career options for either employee. The internship period provides an opportunity for the job seeker to match his/her job interest and skills with job expectations and responsibilities.

This is unfortunate as recent college graduates possess the latest knowledge and skills, plus are used to the classroom mode of quickly learning and adapting. Often, they will offer a fresh perspective and can provide an organization, such as ministries of the Marshall Islands Government, with new blood and a much-needed boost in energy, morale, etc.

Project Description

Based on their experience with this situation, PSC management has identified the need to recruit qualified college graduates and provide them with internship opportunities within Public Service positions of government ministries to fill this gap in experience related opportunities and activities. Internship opportunities are seen as a method to create a win/win situation in which new hires get the desired on-the-job experience and ministries fill positions without risk.

Therefore, the PSC is seeking funding and technical assistance for the duration of 3 to 9 months to develop a successful and permanent internship program as part of its workforce development strategy. The internship program will be established among multi-government ministries and agencies to create a form of experiential learning environment that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. The internship program gives students and graduates the opportunity to gain valuable applied experience and make connections in professional fields that they are considering for career paths. Moreover, it gives employers the opportunity to guide and evaluate potential employees to fill in certain positions of need in the near future and, overall, address the tremendous need for human capacity development in our public sector. The internship program will collaborate with: 1) NTC

Internship Training Program and other similar training program in both the formal and non-formal educational sectors; and the MI Loan, Grants & Scholarship Program and similar grant programs.

1. How does PSC create an effective internship program?

PSC aims to establish an effective internship program that meets the needs of ministries and agencies while providing students with relevant career experiences. Interns with intentional learning goals will get the opportunity to apply what he/she has learned into practice under the close supervision of the assigned mentor throughout the experience. To establish the internship program, PSC will take the following steps:

1. Assess organizations' needs and capacity

PSC will work with the relevant government ministries and agencies to research and assess the organizations' needs and resources. The following questions will be considered jointly with the management of the relevant organizations.

- Would your organization benefit from an intern's assistance?
- What kind of projects/activities/tasks can you foresee interns undertaking?
- What learning opportunities can your organization provide the student?
- Who will be able to mentor/supervise the intern providing monitoring and evaluating the student's performance while providing practical experience and coaching? Will you need PSC to assign a mentor from an outside source?
- What is the best time of year to recruit interns?
- What's the proper length of internship at your organization?
- Does your organization have enough work space, equipment, and supplies available to support the desired amount of interns?
- What is your organization's long term goal of an internship program?
- What is the expected outcome for your organization and the intern?
- Does your organization need a full-time employee in the near future and the intern might be considered as one of the candidates that you might hire?
- Will an intern who demonstrates successful job performance and accomplishments be able to fill a current or anticipated opening in your organization?

2. Assess existing career development, internship and professional development programs throughout the Public Service.

- MOE has a Teacher Education Program (AS degrees with CMI) for the elementary grade levels and just recently for secondary grade levels (BS degrees with University of Maine), Early Childhood Education with USP, Vocational Education with USP, TVET with Australia Pacific Technical College, vocational and Marine Training with CMI.
- USP has a legal education program that enrolls students in the general field of law, and other legal fields in Australian and New Zealand universities. The program is not as organized as the MOE Teacher Education and the MOH Nursing Education Program.
- Communicate with relevant government ministries and agencies

For an internship to succeed, it is necessary to get the ministries and agencies on board to create a welcoming environment for interns. Also, polices communication is important for all of the involved ministries and agencies to better understand and prepare to meet the objectives and the goals of internship program.

- Establish the structure and the relevant polices
PSC will establish the structure and the relevant polices to include information on learning objectives, daily responsibilities, job duties, qualification requirements of the intern, duration of the internship, mentor/supervisor assignments, monitoring and evaluation procedures, policies and expectations, compensation plan for interns, compensation plan for mentor/supervisor, interview and selection processes, recruitment, responsibilities and role of PSC, responsibilities and role of hosting organization, etc.
- Identify internship mentor/supervisor
PSC aims to establish an effective internship program. Therefore, the selection of internship mentor/supervisor is important. PSC will work with the relevant organizations to establish the mentor/supervisor selection criteria to examine the qualities of a mentor/supervisor. The missions of the mentor/supervisor are to provide the intern practical guidelines, to answer questions, and to orient the interns. Considering the limiting factors and the current workload of the on-site personnel, PSC will consider the possibility of recruiting retirees and former employees that meet the requirements of the selection criteria.
- Establish partnership with schools
PSC will establish partnerships with target schools and other relevant programs, such as the College of Marshall Islands and the University of the Southern Pacific. The establishment of a partnership will provide a transparent channel for both of the interested students and the organizations. The schools and other relevant programs will be able to assist their students in applying for the internship.
- Establish the sustainable mechanism
PSC plans to establish the RMI Internship (or Workforce Development) Fund in collaboration with particularly the MILGSB² Program and the NTC Training Fund to sustain the internship program and continue supporting students in pursuit of professionally focused internships that enhance and complement their career goals. The Internship Fund will accept donations from various channels, including private and public sectors, local, regional, and international organizations.

In addition, PSC will establish the intern profile database to effectively monitor and manage the profiles of interns for future employment matching.

Project Goal and Objectives

In the long run, the proposed program aims to reduce the youth unemployment rate among graduates in the Marshall Islands by assisting them in attaining their first post-education

²Marshall Islands Loan, Grant, & Scholarship Board

employment and on-the-job training. The proposed project will provide students with the opportunities to bridge the practical experiences to what they have learned in classroom through peer-to-peer trainings in the real working environment. The expected objectives are as following:

1. The internship program will prepare interns to be competent and confident to assume the role of entry-level or higher-level personnel in the interested area.
2. The internship program will provide interns valuable on-the-job experience that will enhance their chance of locating a desired position.
3. The internship program will provide the participating organizations the opportunity to recruit and retain qualified and motivated interns for future employment and meet their workforce development needs.
4. The internship program will assist in shaping the careers of young Marshallese in targeted occupational workgroups.

Budget Plan Internship Program:

To ensure that newly graduated students are given the same competitive advantage possessed by experienced people applying for the same post, the following incentives were constructed to attract possible interns.

Different Rates for different qualifications at an average of 22 working days/month								
Options	Qualification	Annual	Hrly rate	Avg hrs/month	mth wages	3mths wages	6mths wages	9mths wages
Option 1	Associates	\$13,000	\$6.25	176.00	\$1,100.00	\$3,300.00	\$6,600.00	\$9,900.00
	Bachalors	\$18,000	\$8.65	176.00	\$1,523.08	\$4,569.23	\$9,138.46	\$13,707.69
	Masters	\$24,000	\$11.54	176.00	\$2,030.77	\$6,092.31	\$12,184.62	\$18,276.92
	Total	\$55,000	\$26.44	528.00	\$4,653.85	\$13,961.54	\$27,923.08	\$41,884.62
Option 2	Associates	\$6,240	\$3.00	176	\$528.00	\$1,584.00	\$3,168.00	\$4,752.00
	Bachalors	\$10,400	\$5.00	176	\$880.00	\$2,640.00	\$5,280.00	\$7,920.00
	Masters	\$12,480	\$6.00	176	\$1,056.00	\$3,168.00	\$6,336.00	\$9,504.00
	Total	\$29,120	\$14.00	528	\$2,464.00	\$7,392.00	\$14,784.00	\$22,176.00
Option 3	Casual rate	\$7,280	3.50	176	\$616	\$1,848	\$3,696	\$5,544
Option 4	Category and Allowances per:			per day	per mth	3months	6months	9months
	Meal/day			\$10	\$220	\$660	\$1,320	\$1,980
	Transportation/day			\$5	\$110	\$330	\$660	\$990
	Other needs/day			\$5	\$110	\$330	\$660	\$990
	Stipend/day			\$20	\$440	\$1,320	\$2,640	\$3,960
	Total			\$40	\$880	\$2,640	\$5,280	\$7,920

Mentoring:

On top of each trainer’s official roles and responsibilities, a trainer coaches and cultivates necessary skills that the intern will need to have upon exit from the program. Because training roles will require additional responsibility from the trainer, certain special allowances will be compensated. Mentoring will be based on maximum of 80hrs/month at \$3.50/hr.

Mentoring Rate:

hrly rate	hrs/mths	mthly	3mths	6mths	9mths
\$3.50	80.00	\$280.00	\$840.00	\$1,680.00	\$2,520.00

Shadowing:

Employees reaching retiring age in the Professional or Specialized fields cannot be replaced immediately therefore, they have to be shadowed by the right people who will eventually replace them. Shadowing will be based on maximum of 80hrs/month at \$3.50/hr.