



**FORTY-NINTH MEETING OF THE
COMMITTEE OF REPRESENTATIVES OF GOVERNMENTS AND ADMINISTRATIONS**
(18–20 June 2019, Noumea, New Caledonia)

AGENDA ITEM No. 7.5A: Report on human resources

(Paper presented by the Secretariat)

Summary

1. This paper presents an update of key initiatives being undertaken by the Secretariat's Human Resources (HR) department.
2. In addition to performing its core activities of recruitment and operational HR management, the department oversaw a staff engagement survey, and dissemination and discussion of the results; a relaunch of the Director-General's Awards to recognise outstanding staff contributions; an improved programme for professional development; enhanced workforce analytics, including a breakdown of applications from Pacific Island people and women to provide a baseline for assessment of progress; and implementation of new HR systems.

Recommendations

3. CRGA is invited to:
 - i. note progress in implementing the human resources work programme and key initiatives in alignment with the Operations and Management Directorate's business plan;
 - ii. encourage the Secretariat to continue investing in professional development across SPC;
 - iii. direct the Secretariat to continue efforts to develop a high-performing, diverse workforce as a critical contribution to 'One SPC'.

Report on human resources

Purpose

4. This paper describes the HR work programme and recent key initiatives. The HR department is part of SPC's Operations and Management Directorate (OMD).

Background

5. The OMD business plan 2016–2018 includes a divisional objective – 'to provide HR interventions that contribute to attracting, retaining and developing a diverse and engaged workforce'. These interventions focus on effective HR operations and recruitment, fit-for-purpose remuneration and talent management. The HR department's work plan aligns with the OMD business plan and Pacific Community Strategic Plan 2016–2020.
6. The HR department undertook several initiatives in 2018 and 2019 to meet the objectives of these plans.

Employee engagement survey

7. In October/November 2018, HR conducted an organisation-wide employee engagement survey to get the views of staff on what was being done well and not so well, and to enable management to act on the feedback to make SPC a better place to work. An external provider, Culture Amp, was engaged to administer the online survey.
8. A total of 443 staff (78%) completed the survey. The results show that people are proud to work for SPC and would recommend it as a great place to work. They also indicate that staff understand their role and how they can contribute and be successful. Other results indicate that there is work to do to improve rewards and recognition, systems and internal communication (Annex A provides specific survey results).
9. HR has facilitated sessions with divisional directors and their teams to brief them on the survey results and outline the key actions being undertaken in response. The focus areas of these actions are:
 - feedback and recognition
 - collaboration and communication
10. As part of the briefing sessions, divisions have been charged with identifying key actions that will address the division-related concerns raised by the survey. The next engagement survey is planned for 2020. HR is also looking to use the same survey platform to create a customised survey to get feedback from recently employed staff on their recruitment, onboarding and induction. The information they provide will be used to enhance the experience of staff joining SPC.

Director-General's Awards

11. In 2018, HR relaunched the Director-General's Awards, which were last made in 2015. The awards were established to recognise the achievements of staff in delivering leadership, outstanding campaigns, service and projects that had major benefits for the Pacific region. In 2018, the award categories were widened to include the following:
 1. Director-General's Award for Member Collaboration
 2. Director-General's Award for Team Work and Innovation
 3. Jimmie Rodgers' Emerging Leaders Award

4. Director-General’s Award for Project Delivery
5. Director-General’s Award for Outstanding Individual Contribution
6. Director-General’s Award for SPC Values and Behaviours

12. The award winners and projects for 2018 are listed in Annex B. HR will again run the 2019 awards programme and, due to the positive feedback from staff, will look to increase the award categories.

Learning and development

13. There has been a targeted effort to build awareness of, and commitment to, professional development across the Secretariat. For example, the Director-General, with the Civil Service College, a central learning institution for the Singapore Public Service, administered a five-day course for nineteen senior managers from SPC and the Pacific Islands Forum Secretariat. The course aims to build high-performance teams and to improve service delivery to member countries. It was highly successful with attendees confirming an overall satisfaction rating of 4.16 out of 5.00.
14. The SPC Leadership Development Programme, sponsored by the Director-General, began in 2016. In 2018, the Secretariat ran the third cohort of this programme for 19 staff. Since its inception, 57 staff have graduated from the programme.
15. The Secretariat invested in a high-performing team building programme. The OMD leadership group was the first to use the programme in a pilot ahead of its roll-out to other teams.
16. As part of SPC’s commitment to the elimination of gender-based violence, harassment in the workplace and abuse of children, learning events were arranged across the Secretariat. Half-day training sessions on the Domestic Violence and Child Protection Policies were coordinated by HR in partnership with the Social Development Programme and Regional Rights Resource Team, who facilitated the training.
17. Throughout 2018, HR conducted training to support the systems changes implemented by the Secretariat.
18. Future initiatives include exploring a learning management system, developing a funding model to better support training and professional development activities, and a commitment to learning and development for local staff.

Recruitment

19. In 2018, SPC recruitment increased significantly on 2017 levels, with the recruitment team continuing to focus on delivering high-quality service.

2018 recruitment activity	Comparison to 2017
6600 applications received and processed	+16%
149 new positions opened	+11%
138 positions filled	+25%
550 interviews conducted	+19%
Time to fill: 81 days	-11 days

20. The recruitment team has captured data on applications from, and appointment of, Pacific Island and female candidates. This information will be used as a baseline to allow measurement of performance and assessment of the effectiveness of initiatives in this area. The data show that in 2018:
 - **Pacific Island people** represented **41%** of total applicants and **70%** of **new hires**;
 - **women** represented **42%** of total applicants and **43%** of **new hires**.
21. In addition to bringing high-quality candidates into SPC, the recruitment team is also focusing on:
 - enhancing the recruitment system to make the application process easier;
 - analysing sourcing options to ensure SPC is searching for and securing candidates who best fit the roles being advertised;
 - continuing to monitor data for Pacific Island and female candidates to ensure that these groups are represented in both the application and selection process;
 - formulating a graduate recruitment programme to provide assistance, mentoring and a pathway for Pacific Island students to take up scientific and technical roles at SPC.

Workforce analytics

22. A key HR objective in 2018 was to provide the Secretariat with better information to assist decision-making on staffing. This information included:
 - headcount tracking;
 - gender participation;
 - analysis of applications from Pacific Island and female applicants;
 - time taken to fill all jobs posted.
23. The data for 2018 showed that:
 - the headcount was stable throughout the year;
 - the gender ratio across SPC did not change;
 - action is needed to address the imbalance of female staff in professional and executive positions;
 - the level of voluntary attrition was 7.7%. Further monitoring will be required to ensure this level does not increase.
24. The HR department will continue to collect relevant data to improve workforce information and planning.

HR systems enhancement

25. Over the past two years, the Secretariat has reviewed its HR systems to assess their fitness for purpose and usability. Issues included an outdated user interface and functionality. It was therefore decided to implement new HR systems.
26. In addition to improved usability, the new systems will enable more efficient HR administration, better data reporting capability, and provision of a central repository of personnel information.
27. An online performance development system, and an enhanced leave management system have been rolled out. The remaining system enhancements will be completed in the second and third quarters of 2019.

Recommendations

28. CRGA is invited to:

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Engagement survey results

Overall engagement score

Staff responses provided the following overall engagement score. (Favourable is measured by the percentage of respondents who answered 'agree' or 'strongly agree' to the question.)

Overall staff engagement	75%
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Positive scores

Positive aspects of the survey results were reflected in the responses to the following questions:

Question	Favourable
I know what I need to do to be successful in my role	94%
I know how my work contributes to the goals of SPC	92%
I am proud to work for SPC	92%
I feel I am part of a team	86%
I would recommend SPC as a great place to work	85%
My manager generally cares about my well being	84%
Given the opportunity, I see myself working at SPC in two years' time	77%

Less than positive scores

The survey also indicated areas where many staff did not agree with the questions asked:

Question	Favourable
When it is clear someone is not delivering in their role we do something about it	43%
Generally the right people are rewarded and recognised at SPC	44%
Most of the systems and processes here support us getting our work done effectively	49%
Other divisions at SPC collaborate well with us to get the job done	57%
I have access to the learning and development I need to do my job well	59%

Annex B

Winners of the Director-General's Awards in 2018

Award	Winner
AWARD 1: Director-General's Award for Member Collaboration	Pacific Geospatial and Surveying Council Partnership Desk – GEM
AWARD 2: Director-General's Award for Team Work and Innovation	Oceans and Maritime Programme – GEM
AWARD 3: Jimmie Rodger's Emerging Leaders Award	Anoj Sharma – EQAP
AWARD 4: Director-General's Award for Project Delivery	Cecile Depuille – SPL
AWARD 5: Director-General's Award for Outstanding Individual Contribution	John Hampton – FAME
AWARD 6: Director-General's Award for SPC Values and Behaviours	Sio Tonga – OMD