



Nationwide Roadshow for Teachers

Civil Service Reforms and JEE

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Minister for Economy

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Retirement



- In 1987 the retirement age was reduced to 55 years
- This changed in 2000 to 60 years
- And was then amended in March 2007 to 55 years, there were court appeals but the State Services Decree in 2009 fixed retirement at 55 years
- Civil Service (General) Regulations (1999) confirm 55 years
- Any re-engagement is for positions of declared scarce skills

- 69.4% of the population in Fiji is under 40 years of age
- The retirement age is balanced on the need for experience and the need for graduates to obtain jobs

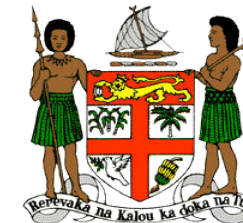


Objective of the Reforms

- Coordinated programme of change
- Aimed at
 - Improving working conditions (salary, allowances, better supervision, fair and transparent decision making)
 - Ensuring the Constitutional Authority of the Permanent Secretary is fully implemented (PSC only deals with Permanent Secretaries)
 - Civil Service is able to attract and retain good people
- Big Picture Outcomes – a high performing civil service, implementing government priorities, responsive to and serving the public

Open Merit Recruitment and Selection

- Introduced January 2016
- Open Merit aims to ensure only the Knowledge, Experience, Skills and abilities required for the job are considered in the assessment
- Recent changes to further improve transparency
 - Panels for all positions must have at least one independent member (outside the Ministry)
 - In addition to the above, positions at Band J and above must also have one member from outside the Civil Service
 - All panelists must be trained and understand the principles
- Procedure Review process is up and running (appeals, Public Service Commission)



Procedure Review Process

- Public Service Commission – authority as the Supervisor of the PS
- Independent, paper based process
- Submit directly to the Public Service Commission
- Ministry doesn't know “who” has submitted the review
- Commission reviews the file
 - Confirms whether all aspects of the process were followed
 - If not, upholds the review
 - Process returned to the Ministry to “redo” from the point where it contravenes the Guideline
- Commission has no Constitutional authority to determine merit or appoint an alternate person



Ministry Issues with Open Merit

- Ministry HR requested exemption without PS Endorsement
- Ministry HR / Management “passive resistance” (stalled implementation for 6 months)
- CSRMU offered to provide technical assistance, Ministry eventually agreed June 2016
- Advice not accepted, process only partially implemented
- Result: Very late implementation
 - Issues identified, discussed, being addressed

Recruitment for JE Resulting Vacancies



- Jobs where the increase in salary is over 15% must be advertised
- Automatic acting to be put in place, to ensure no disruption to schools
 - Contract and Acting letter issued together by Ministry
- Advance plan being prepared and advertised (September)
 - Staged approach, from the top down
 - First job advertisements October for take up duty in April 2018
- Knowing the previous issues, changes made to ensure proper, transparent process in place for the jobs
- Oversight and support to be provided from CSRMU

Discipline and the Reforms



- Internal Staff Discipline Board – no constitutional authority
 - Disbanded, teachers able to appeal on process
 - Some reinstated, where the process was unconstitutional
 - Ministry to review all processes and ensure they are in line with the new Guideline
- Guideline – actively promoting change
 - Positive Discipline
 - Principle of Natural Justice in all investigations and decision making
 - Improvements to Supervision and Management
 - Training available – specific sessions organised for Education (early July for August)
 - Your suggestions welcome on how to improve communication of available training
 - Delays in Admin by the Ministry, cancellations and low turnout

Contracts – the facts



- Regulations amended to provide up to 5 years
- Education – giving everyone the maximum, other Civil Servants were given the balance of their current contracts
- No impact on ability to seek loans – confirmed by Banks
- Normal practice in the private sector – over 70% of Civil Servants were already on fixed term contracts before JEE
- Nothing to fear – any termination in accordance with the Discipline Guideline and natural justice
- Confirms the fundamental shift in remuneration, not just a simple pay increase
- Is an offer – no pressure to accept, no impact on your current terms and conditions, but could affect your level of responsibility which must match your salary

Contracts – issues with MOEHA



- Ministry didn't follow the Job Evaluation Transition Procedures
 - Included the rules for contracting, and the effective date
 - Effective Date – the beginning of first pay that commences in the month that the contract is signed (according to the pay fortnights)
 - Ministry staff assumed 1st August, and had to retract and reissue contracts
 - School based staff – ending at term end or school year end
 - Duration not to exceed 5 years (school based staff, all others balance of current contract or up to 5 years)
 - Contract Renewal
 - Automatic Renewal – no school based positions advertised if performance is acceptable
 - Already the practice, school based positions not subject the to requirement for advertising on expiry

Performance Assessment

- World Band report received, Guideline due by end 2017
- Objective and Independent Assessment –
 - Criteria known in advance
 - Range of assessment tools, including implementing new curricula, student attendance and learning outcomes, achievement of school and ministry priorities
 - Avenue of Appeal
- Results will confirm
 - Movement up the steps in the salary bands – pay increases with the budget cycle
 - Renewal of contracts

JEE and Tax Scenario's



	Before JEE at \$16,000 tax threshold			After JEE at \$16,000 tax threshold				After JEE at \$30,000 tax threshold			
	Gross Salary	Tax	After Tax	Gross Salary	Tax	After Tax	Increase	Gross Salary	Tax	After Tax	Increase
ED8A 09 (Band D)	20,230.00	296.10	19,933.90	22,567.07	522.07	22,045.00	2,111.10	22,567.07	-	22,567.07	2,633.17
ED8A 05 (Band E)	22,785.00	561.30	22,223.70	25,877.25	1,117.91	24,759.35	2,535.65	25,877.25	-	25,877.25	3,653.55
ED8A 05 (Band F)	22,785.00	561.30	22,223.70	26,283.53	1,191.04	25,092.49	2,868.79	26,283.53	-	26,283.53	4,059.83
ED4A 05 (Band G)	29,062.00	1,691.16	27,370.84	32,038.10	2,226.86	29,811.24	2,440.40	32,038.10	366.86	31,671.24	4,300.40
ED3A 05 (Band H)	31,646.00	2,156.28	29,489.72	34,760.31	2,716.86	32,043.45	2,553.73	34,760.31	856.86	33,903.45	4,413.73
ED1D 05 (Band 1)	42,691.00	4,144.38	38,546.62	46,627.14	4,852.89	41,774.25	3,227.63	46,627.14	2,992.89	43,634.25	5,087.63
ED1B 04 (Redeploy or Act) Band J	39,997.00	3,659.46	36,337.54	51,132.98	5,686.60	45,446.38	9,108.84	51,132.98	3,826.60	47,306.38	10,968.84
ED1A 05 (Redeploy or Act) Band K	39,421.00	3,555.78	35,865.22	59,945.18	7,449.04	52,496.14	16,630.92	59,945.18	5,589.04	54,356.14	18,490.92
ED1D 05 (Redeploy or Act) Band L	42,691.00	4,144.38	38,546.62	67,830.20	9,026.04	58,804.16	20,257.54	67,830.20	7,166.04	60,664.16	22,117.54

Tax Comparison – After JEE



After Tax Pay with Post JEE Salary							
	2000 tax threshold of \$6,500			2006 - tax threshold of \$8,840		2017-2018 - tax threshold of \$30,000	
	Gross Pay	Tax	After tax	Tax	After tax	Tax	After tax
ED8A 09 (Band D)	22,567.07	4,523.47	18,043.60	3,469.79	19,097.28	-	22,567.07
ED8A 05 (Band E)	25,877.25	5,682.04	20,195.21	4,495.95	21,381.30	-	25,877.25
ED8A 05 (Band F)	26,283.53	5,824.24	20,459.29	4,621.89	21,661.64	-	26,283.53
ED4A 05 (Band G)	32,038.10	7,838.34	24,199.77	6,405.81	25,632.29	366.86	31,671.24
ED3A 05 (Band H)	34,760.31	8,791.11	25,969.20	7,249.70	27,510.61	856.86	33,903.45
ED1D 05 (Band 1)	46,627.14	12,944.50	33,682.64	10,928.41	35,698.73	2,992.89	43,634.25
ED1B 04 (Redeploy or Act) Band J	51,132.98	14,521.54	36,611.44	12,325.22	38,807.76	3,826.60	47,306.38
ED1A 05 (Redeploy or Act) Band K	59,945.18	17,605.81	42,339.37	15,057.01	44,888.17	5,589.04	54,356.14
ED1D 05 (Redeploy or Act) Band L	67,830.20	20,365.57	47,464.63	17,501.36	50,328.84	7,166.04	60,664.16

Job Evaluation - Issues



- Groupings of Schools
 - Misleading and unclear information sent to CSRMU
 - Assumptions made by CSRMU on the relationship between enrolment, teacher numbers and school management makeup,
 - Despite many meetings to discuss – not corrected until release of the list
- Bands now confirmed
 - Review of jobs was conducted
 - Particularly Assistant Head Teacher / Vice Principal / Education Officers
 - Extensive work in CSRMU to map all current ED Scales to the new Bands (see snapshot)
- District Office / HQ – wanted to have higher bands there
 - Core business is schools, higher bands in Schools
 - HQ / District role is to support schools

Job Evaluation - Background



- Guideline approved and released in January 2017
- Fundamental change - Position based pay
 - Person and the position are considered separately
 - Jobs are evaluated (not people) and placed on bands
 - Bands are therefore determined by the requirements of the job
 - Qualification requirements are only one factor considered in evaluation
- Job Evaluation is based on:
 - Competence – that the people doing the job are competent
 - Workforce Management – that there are sufficient people to undertake the volume of work



Job Evaluation Factors (10)

- Education – required for the job, not held by the person
 - If the person holds higher qualifications than that required, there is no additional pay for that – these people should perform better and will therefore be rewarded through performance assessment
- Experience – as required for the job
- Complexity – the level of predictability of the job
- Scope – an extension of education and experience, breadth of control of staff and resources
- Problem Solving – the nature of judgement required, how available are rules and guidelines

Job Evaluation Factors (continued)



- Freedom to Act – the extent to which there is supervision or guidance under normal circumstances
- Impact of Decisions – assuming competence (not what happens if it is wrong), the effect on the organisation of decisions made
- Interpersonal Skills – nature and degree of contact with personnel, clients, stakeholders and the general public
- Authorities – formal authority of the position to spend money and hire or fire staff
- People Management – supervision and management of staff (while enrolment is not a factor, it is linked to staff numbers)

Salary Bands



- Developed independently of the evaluations
- 15 broad bands – A at the bottom and O at the top
 - All positions, including GWE, fit on the bands – no more ED, AC, AU
 - The salary bands are benchmarked to the private sector
 - The mid point of each band is benchmarked to the private sector
 - For fairness, there is a sliding scale across the bands, with an average of 94% benchmarking across all the bands
- After jobs are evaluated, they are placed on a band
 - Job evaluators did not know what \$\$ would attach to the band
 - Job evaluation assigns points for different factors, ending up with a total that applies to a band and therefore applies the salary for that position
- Copy of the bands supplied and is available on www.economy.gov.fj

Education Positions and the Bands



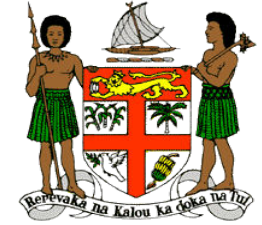
- Detailed snapshot – to move all ED scales (29 of them) onto the 15 Broad Bands
- Position Based – on the work as evaluated – not on the person in the job
- Principals and Head Teachers – grouped according to number of staff in the school
- Primary – Large over 25 teachers (J), Medium 1 or 2 AHT and up to 25 teachers (I), Small no AHT (H)
- Secondary – Large, over 50 teachers (L), Medium 26 to 50 teachers (K), Small less than 26 teachers (J)
- Movement from one band to another – by OMRS and promotion

Salary Bands and Steps



- Step in transition was assigned based on the maximum up to 15% increase in salary
- New appointments – step is based on the degree to which they meet the selection criteria
- Movement to new steps – based on performance, determined through the performance assessment guideline (December 2017)
- Mid Point – Step 4 is the “competent step”
- Steps 1 to 3 for those developing into the role, steps 5 to 7 for the highest performers

Advertising and redeployment



- All positions where the increase was over 15% must be advertised for Open Merit Competition
- Ensure the best person in the job – many positions have increases in excess of 30 and 40%
- The Snapshot identifies these positions
 - And also gives the substantive position you would return to, if you don't win the position through Open Merit
- Ministry has issued the Contract and the Acting letter together
 - If you are currently acting, this will continue, contract is at substantive level

Ministry level reforms



- Review of Ministry Structure
 - Commencing September
 - Review Headquarter, Divisional, District service provision and resulting staffing requirements
 - Focus – core business is schools, HQ/ Divisional / District role is to support schools
 - Supported by DFAT
- Report on Class Size and Staffing Ratios
 - Research and report on optimum class sizes
 - Identify other relevant staffing ratios, at School level, e.g. after class size, how many teachers to each Assistant Head Teacher or Vice Principal
 - Review the roles of Vice Principal and Assistant Principal, and relevant staffing ratios at Secondary level
 - Supported by the World Bank – commencing before the end of 2017

Other Reform Activities



- Introduction of 7 Student Free Days
 - From January 2018 (3 prior to term 1, 2 prior to each of terms 2 and 3)
 - For Professional Development Activities
 - At the school and District level
 - Ministry to confirm the programme for next year
- Practice in many other countries, particularly those with higher education outcomes (Finland, Australia, New Zealand)
- Allows the focus of professional development at these times, rather than on weekends or after school

More Information:



- CSRMU regularly conducts information sessions
 - Watch for announcements on FEMIS and in the papers
- Nominate to attend training
 - Ministry of Civil Service – CV Writing and Interview Skills
 - Discipline Training for Supervisors and Managers
 - Investigation Officer Training (Discipline)
- Request the inclusion of Civil Service Reforms in your Student Free Day sessions

Contact us

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