

VSA Assignment Description

Assignment title	HR Change Management Adviser
Country	Tonga
Location	Nuku'alofa
Partner organisation	Office of the Public Service Commissioner
Duration	18 months



Sustainable Development Goals

41254

1. Assignment goal

An HR Delegation Framework tool for the Office of the Public Service Commission (OPSC) is successfully piloted and reviewed, ready for full implementation.

2. Assignment outcomes

Outcome 1

The current Delegation Framework is reviewed and approved.

Outputs

Alongside current OPSC staff:

- Carry out an expert review of the Delegation Framework
- Identify gaps and areas of need
- Assist in the development of processes to meet the needs identified
- Focus on safeguards against abuse of delegation powers
- Mentor and support staff to work with new processes within the Framework

Outcome 2

Pilot ministries are identified, and receive an awareness and training programme to assist their preparation for the pilot.

Outputs

Alongside current OPSC staff:

- Develop a training programme for pilot ministries
- Assist in the delivery of training programmes

Outcome 3

The Delegation Framework is successfully piloted and reviewed, ready for full implementation across line ministries.

Outputs

Alongside current OPSC staff:



- Provide on-site assistance to ministries engaged in the pilot programme
- Monitor and evaluate the implementation of the Framework within the pilot ministries
- Based on a review of the pilot programme, make recommendations to the Commission
- Based on evaluation processes, assist staff to review and modify the Delegation Framework as required

As needs on the ground may change over time, the volunteer is encouraged to review and update the assignment description on arrival and during the assignment in consultation with the partner organisation and VSA programme manager.

3. Reporting and working relationships

The volunteer will report directly to, and be accountable to, the Deputy Secretary for Human Resources at OPSC. On a day-to-day basis, the volunteer will predominately work with the CEO and the Deputy Secretary for Human Resources, and the HR Managers at each of the pilot ministries.

The volunteer and the Office of the Public Service Commission will have an ongoing relationship with the VSA Programme Manager in terms of assignment monitoring, reporting, professional advice and personal support.

4. Capacity building

The volunteer will work alongside the CEO, the Deputy Secretary for Human Resources and ministry HR managers, building their knowledge and capacity in the area of Human Resources. They will work alongside local OPSC staff, and will undertake informal trainings and consultations with them.

The volunteer will also work with staff to develop a training programme for HR managers and staff in the pilot ministries, and will assist in the delivery of that programme. It is anticipated that they will ensure a transfer of skills and knowledge to senior officers at the OPSC through formal training sessions and follow up mentoring.

5. Person specifications (professional)

Essential

- Strong HR Advisory change management experience
- Experience reviewing, developing and implementing HR frameworks, processes and procedures
- Experience in staff development including mentoring and delivering training sessions
- Familiarity with monitoring and evaluation processes

Desirable

- Programme management experience in the government sector

6. Person specifications (personal)

Essential

- Community-minded with a willingness to respect Tongan values and traditions
- Good verbal and written communication skills
- Ability to work in a team
- Good computer skills

Desirable



- Ability to engage positively and persuasively with programme stakeholders as appropriate.

Additional information

Residency status

VSA volunteers must be New Zealand citizens or have New Zealand permanent residency status, and currently living in NZ.

Partner organisation

The volunteer's partner organisation will be the Office of the Public Service Commission.

Pre-departure briefing

As part of the volunteer's contract, successful candidates will be required to take part in a pre-departure briefing course run by VSA in Wellington and complete all required pre-reading.

Final appointment

Final appointment will be subject to satisfactory medical and immigration clearances (costs covered by VSA), partner organisation acceptance, and successful completion of the pre-departure briefing course.

Family status

VSA supports partners to accompany volunteers on assignments of six months or longer. However, volunteers with accompanying dependents will not be considered for this assignment.

Fundraising

Volunteers are encouraged to fundraise at least \$1000 with the support of VSA's fundraising team. Accompanying partners are encouraged to raise the same amount. All funds raised will help VSA keep its programmes in action and support future volunteers.

Vaccination requirements

Potential volunteers are advised that VSA's insurers require volunteers to be inoculated, prior to departure, in accordance with the instructions of VSA's medical adviser. VSA covers the cost of any required vaccinations.

Vulnerable Children Act

While on assignment, VSA volunteers may be required to work with children and/or may choose to participate in informal activities in their own time that involve interactions with children (such as coaching teams or teaching English). VSA is committed to the protection of vulnerable children and adults, which also includes meeting our commitment under the Vulnerable Children Act 2014.

The information requested during the application process is necessary to assist VSA to determine applicant suitability to work and/or interact regularly with children, and is part of a series of pre-selection checks undertaken on all applicants for VSA assignments.

Volunteer package

The volunteer's package includes the following:

- **Reimbursements and grants**
 - Volunteers will receive an establishment grant of NZ\$750 to help them set up in their country of assignment. For volunteers with an accompanying partner (whether or not that partner is also a VSA volunteer), VSA will pay an establishment grant of NZ\$1,100 per couple.
 - For two year assignments, the volunteer will receive a rest and respite grant of NZ\$1000 on completion of the first year.
 - A resettlement grant of NZ\$200 will be paid for each month the volunteer is on assignment. This is payable on completion of the assignment, for up to a maximum of 24 months.
 - The volunteer will receive a monthly living allowance of \$1065 TOP.



- **Accommodation**

Basic, comfortable furnished accommodation will be sourced by VSA. In some circumstances volunteers may be asked to share accommodation.

- **Airfares and baggage allowance**

VSA will provide the volunteer with economy airfares to and from New Zealand for their assignment plus a baggage allowance.

- **Insurance**

VSA will provide travel insurance to cover baggage and personal property, and non-routine medical expenses for the duration of the assignment. Further details of the insurance cover will be provided during the volunteer pre-departure briefing.

- **Utilities**

VSA will reimburse volunteers reasonable expenses for household utilities while on assignment.

Final terms and conditions relating to the specific volunteer assignment will be confirmed in a personalised volunteer contract prior to departure.

Attachments

Appendix 1: Background to the assignment

Appendix 2: Living situation

Appendix 3: Tonga



Appendix 1: Background to the Assignment

Assignment focus

Prior to 2003, Government human resource management functions and relevant staff and resources, were held by Cabinet. Since 2003, these functions have been held by the Public Service Commission. The Public Service Commission, in its efforts to improve efficiency and effectiveness in the public service, is now in a position to delegate some or all of its HR functions, responsibilities, duties and powers to the Chief Executive Officer of each government ministry, allowing the OPSC to focus more on a strategic function. The Human Resources Delegation Framework is the means by which the Commission will carry out this delegation programme.

A VSA volunteer and the PSC Office HR staff will be vital to ensuring the successful transition of these matters to line Ministries, providing a clear understanding of PSC's new role and also the line Ministries' responsibilities and accountabilities under this Delegation Framework. The volunteer will assist with the final development of the Delegation Framework, provide advice on delegation piloting, and on the review of the pilot program, with recommendations to the Commission.

Office of the Public Service Commission

The establishment of the Public Service Commission (PSC) was one of the major initiatives achieved by Government under its Economic and Public Sector Reform Programme, particularly the Public Service Act 2002. The Office of the PSC is one of the Government of Tonga's central agencies, comprised of 45 permanent staff administering human resource services to 4000+ public servants.

Working situation

The PSC Office is located on Level 1 of the Tungi Colonnade building. This building is located in town, on the main road, Taufa'ahau Road, and in close proximity to banks, restaurants and stores. It has appropriate parking spaces and the building is very safe, with security officers and security cameras around the building.

The volunteer will be provided with a laptop and a desk/cubicle. There is air conditioning available in all PSC Office spaces throughout the day.



Appendix 2: Living Situation

Nuku'alofa

Nuku'alofa is the capital of the Kingdom of Tonga. It has a population of around 23,500 and is located on the north coast of the island of Tongatapu. Tongatapu is far enough from the equator to enjoy a mild and comfortable climate. Winter (July to September) temperatures tend to be around 18°C --27°C and Summer (December to April) temperatures are around 22°C -- 35°C but cooler nights are not unusual. Tonga lies in the southern hemisphere's storm belt and experiences frequent cyclone activity.

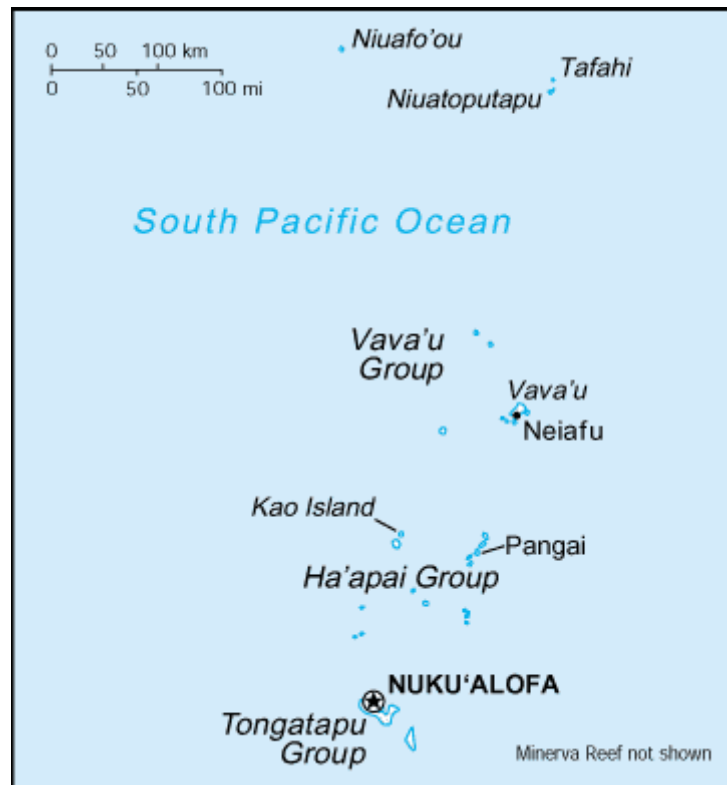
A reasonable variety of imported and local food are available in Nuku'alofa. The central market has a good assortment of locally grown foods, including fresh fruit and vegetables. Grocery stores supply imported goods but luxuries items can be expensive. Nuku'alofa has a number of foreign exchange outlets such as Western Union as well as two banks, the Bank South Pacific (BSP) and ANZ. The Tongan currency is the Pa'anga. Nuku'alofa is served by Vaiola Hospital (Tonga's main hospital) a 10-minute drive from Nuku'alofa as well as a number of pharmacies. Hospital staff are well trained, however the equipment and facilities are limited. Local buses and taxis run on Tongatapu but many volunteers prefer to get around by walking or by bicycle.

Internet is widely available in internet cafes throughout Tongatapu, but it is expensive to have internet access installed in one's home. Tonga has two mobile network providers, TCC (the local Tongan telecom provider) and Digicel. Both service providers run good deals and have good signal around Nuku'alofa.

Religion is an important part of life and Tongans attend church regularly and bless each meal, meeting and event with a prayer. Almost all Tongans belong to one of the 20 or so denominations in Tonga including Free Wesleyan Church of Tonga and the Church of Jesus Christ of Latter-day Saints (Mormon). Laws concerning the Sabbath are strictly upheld in Tonga, and virtually everything closes on Sundays, except for emergency facilities, bakeries and some tourist facilities.



Appendix 3: Tonga



(Map courtesy of wikipedia.org)

The Kingdom of Tonga consists of 176 islands in four major groups, Tongatapu, Ha'apai, Vava'u, and the Niuas, which form a narrow archipelago extending north from the Tropic of Capricorn. Tonga has a population of around 104,000, 97% of whom are Polynesian, with 70% living on the main island of Tongatapu.

Tonga is a Hereditary Constitutional Monarchy which has a government composed of a Sovereign, Privy Council, Cabinet (the Prime Minister, Ministers of the Crown) and a parliamentary legislature. The head of state is King Tupou VI.

The Kingdom of Tonga is the only South Pacific country never to have been colonised by a foreign power, and the kingship has been passed down through many generations, beginning in the 10th century. Tongan culture is strongly stratified and has a three-tiered class system made up of royalty, nobles and commoners determined by heredity. This system determines the roles and responsibilities for the different groups.

Tongans have a well-developed sense of community based on a close-knit extended family unit and a close affiliation to their church. Members of Tongan families take care of one another almost unconditionally. One's immediate family includes grandparents, uncles, aunts, and cousins. In many cases, the entire family works together to plant, harvest, cook, and fish. Children typically live with parents or grandparents after marriage.

The Tongan economy is primarily agrarian, supplemented by fishing, tourism, and remittances from Tongans living and working in other countries. Significant exports are made to Japan, Australia, New Zealand and the United States of America, including coconut products, vanilla, squash, kava, peppers, tomatoes, watermelons and limes. Tonga is heavily dependent on aid programmes.

Tonga has significant development challenges:

- Economic: Tonga's small domestic market, skill shortages, high cost of power and variable domestic transport services, low savings rates, the high costs of doing business, and high youth unemployment.



- Education: despite universal access to basic education, inequities exist in the quality of education. This is particularly prevalent in the secondary system where there is a distinct disparity between government and non-government providers.
- Natural disasters: Tonga lies in the southern hemisphere's storm belt and experiences frequent cyclone activity. In March 2000, tropical cyclone Mona caused an estimated \$US3 million damage to houses and infrastructure and a similar amount in agricultural losses. The impact of cyclones, earthquakes and tsunamis on small island nations like Tonga can be greatly amplified as disruptions to infrastructure, agriculture and ecosystems (estuaries etc.) can affect the livelihoods of individuals and the nation for many years.

For more information on Tonga, see

- Tongan government website: <http://www.tongaportal.gov.to/>
- Economic overview: <http://data.worldbank.org/country/tonga>
- New Zealand Aid Programme in Tonga: <https://www.aid.govt.nz/where-we-work/pacific/tonga>

VSA in Tonga

VSA's programme in the Kingdom of Tonga dates back to 1965 with initial volunteers working largely in education. VSA complete its work in education in 2005 and in 2012 began sending volunteers with a primary focus on economic development but also in other targeted areas. The programme is managed by in-country Programme Manager, Tina Mackie.

General Security

Tonga has very minimal security concerns in comparison to other parts of the Pacific. However, volunteers are required to be security conscious and adhere to the advice of their partner organisations, VSA and the NZ Embassy in Nuku'alofa on security matters. If there is a major emergency or should security deteriorate, VSA has established evacuation procedures and volunteers will be fully supported by staff Wellington. Volunteers will go through the ground security measures on arrival in-country and develop an individual safety and security plan.

