

**Title: Meeting with Pacific Public Service Commissioners****Date:** 11 November 2022 **Security Level:** CONFIDENTIAL**Minister:** Hon Chris Hipkins, Minister for the Public Service

Hon Nanaia Mahuta, Minister of Foreign Affairs

**Report No:** 2022/0223**Purpose** To brief you on your meeting with Pacific Public Service Commissioners**Date of meeting** 24 November 2022**Proposal**

You are meeting Pacific Public Service Commissioners (Pacific Commissioners) from seven Pacific countries who are visiting New Zealand to attend their quarterly Public Service Fale Governance Board meeting. The Pacific Commissioners are being hosted by Te Kawa Mataaho and the Public Service Fale. We recommend that you note the contents of this briefing, the biographies of the Board members and the suggested talking points attached.

**Public Service Fale Governance Board****Overview**

The Public Service Fale (the Fale) and its Board were established in February 2020 and the Board has only met virtually since then due to COVID-19 international travel constraints. The Fale chose to commence its international travel programme by offering to host the Board in New Zealand for their first face to face meeting and to facilitate a programme of public service governance and leadership meetings and workshops. It is positive that representatives from each Board member country, including Australia (an observer member) are attending.

The Board oversees the Fale's work programme and it comprises two members each from Polynesia, Micronesia and Melanesia and one member representing Small Island States<sup>1</sup>. The Chair of the Board is Hon Luamanuvao Dame Winnie Laban DNZM, and the Board meets quarterly. The Fale supported governance training for all Board members during 2021, delivered by the New Zealand Institute of Directors.

The Board represents 16 Pacific Public Service Commissioners in their leadership roles to strengthen the public service in their own countries and majority are current members of the Pacific Island Forum.

**Talking to the Pacific Public Service Commissioners****Points of interest for Pacific Commissioners**

As Ministers for the Public Service and of Foreign Affairs and Trade, your portfolios directly intersect with the Pacific Commissioners' public service leadership responsibilities. Topics that the Pacific Commissioners will be interested in hearing about from you are:

- your areas of focus in your Public Service and Foreign Affairs portfolios;

<sup>1</sup> Kiribati, Federated States of Micronesia, Papua New Guinea, New Caledonia, Samoa, Tonga, Niue.

**Progress by the Fale  
and whole of  
government approach**

- your reflections on challenges and opportunities in building strong public services; and
- for Minister Mahuta, the Minister's focus in the Pacific and the importance of our whanaungatanga connections in building a strong, stable, prosperous Pacific region together.

The Pacific Commissioners will also welcome your invitation to them to reflect on their experiences leading public services in their own countries. Your suggested speaking points reflect the topics noted above.

**How does the Fale support the Board and the Pacific Commissioners?**

The targeted support the Fale provides is focused on three strategic priority areas: strengthening governance, leadership development, and digital connectivity. This support is delivered through targeted programmes, 1:1 mentoring, peer to peer support, technical advice, facilitating regional communities of practice, and working directly with Pacific Commissioners on their longer-term strategic priorities to help position their public services and their citizens for success.

The Fale takes a Pacific led approach to all our work. We work in partnership, meeting people where they are, focusing our effort on co-designing solutions that are practical and fit for purpose for Pacific public servants. We consider this approach goes furthest in building long term resilience at the individual country and wider regional level.

Our goal is always to be relevant, responsive, and reliable. This approach is respectful of relationships and contributes to trust and confidence. Our approach and the Fale Work Programme have received ongoing support and endorsement by the Board.

**Early examples of success and future focus**

Examples of early success reflecting our approach and focus are seen in the Fale Mentoring Programme, FaleOnline (on-line learning management system), Communities of Practice, the Integrity and Ethics Programme and the Fale Webinar Series. These programmes and tools have been co-designed and adapted over the past two years in collaboration with Commissions. Early feedback indicates our offerings are highly impactful in supporting public sector governance and leadership development and have facilitated connections between Commissions in the Pacific. Some Commissions are now receiving support from the Fale to run Fale programmes and adopt tools directly in their own countries, for example the Mentoring Programme (Tonga, Fiji) and learning management systems (Samoa, Tonga, Kiribati, Cook Islands).

Our future focus is to deepen our engagement to meet the needs of the Pacific Commissions for example, moving from on-line support to face to face engagement in countries. Travel and work in-country will allow us to better understand context and tailor support for individual Commissions.

The impact of the Fale programme is also achieving broader reach across the system, with our offerings being adopted by a range of public sector agencies, other branches of government and donor bodies.

Examples include the New Zealand Judicial Pacific Partnership Programme which has adopted the Fale Mentoring Programme materials and approach for their legal education support programme for Pacific judges; the recently signed Memorandum of Understanding with Maritime Safety NZ (Crown entity) which enables Pacific Maritime Safety NZ's training materials to be hosted on FaleOnline and gives maritime public servants across the Pacific access to all other information and content on FaleOnline; and the United Nations Pacific Regional Anti-Corruption (UNPRAC) project has used the Fale's Pacific-Wide Code of Ethics as a basis for developing an Integrity and Ethics Improvement Framework. This framework supports public agencies to diagnose, manage, measure and plan integrity and ethics initiatives. The Fale is working with UNPRAC to publish the tool on FaleOnline for agencies to use and adapt as they see useful.

We have also had some early success in supporting a cross party Parliamentary Select Committee (Papua New Guinea) with their programme for public sector reform. The support

---

by New Zealand has been publicly acknowledged by the Prime Minister of Papua New Guinea, Hon James Marape.

Increasingly then we are taking a whole of government approach to our work, sharing information and collaborating across the system to support New Zealand's engagement and delivery in the Pacific. The value of a whole of government approach is that New Zealand's offerings will be cohesive and connected in meeting Pacific countries' needs and, efficient for New Zealand. We also continue to emphasise the value in a Pacific led, partnership approach. Further detail on the Fale Work Programme 2023-2024 including our whole of government focus will be provided to Ministers for noting in early 2023.

**Background: Public Service Fale**

Established in 2020 following a request by 16 Pacific Commissioners to the New Zealand government to establish a regional centre of excellence to support them deliver on their aspirations for enhanced public service delivery in their countries. The Fale is funded by MFAT for five years (2020-2025) and hosted by Te Kawa Mataaho. The Fale is led and overseen by a Deputy Commissioner, Tania Ott and current FTE is 17, including two interns from the Tupu Tai Pasifika Public Sector Summer Internship programme. Approximately 75% of the Fale staff are of Pacific Island heritage.

---

<b>Our advice</b>	<b>Note</b> the contents of this briefing and the attachments.
-------------------	--

---

<b>Manager</b>	Tania Ott, Deputy Commissioner, Public Service Fale
----------------	---

# Meeting with Pacific Public Service Commissioners

**Date: 24 November 2022, 11:15am – 12 noon**

**Venue: Room 2.1 EW Ministerial meeting room**

## Meeting logistics

<b>Ministers attending</b>	Hon Chris Hipkins, Minister for the Public Service Hon Nanaia Mahuta, Minister of Foreign Affairs and Trade <i>Apologies: Hon Aupito William Sio</i>
<b>Attendees</b>	Pacific Public Service Commissioners (Pacific Commissioners) Hon Laumanuvao Dame Winne Laban
<b>Officials</b>	Peter Hughes, Tania Ott, Karopaerangi Ngatoko and Vicky Honey
<b>Host agency</b>	Te Kawa Mataaho Public Service Commission, and Public Service Fale
<b>Key contact</b>	<b>Tania Ott</b> 9(2)(a) privacy

## Agenda

11:15am	Welcome/ mihi/ prayer – speaker to be advised <i>Advise this is a working lunch, welcome guests to enjoy the food.</i>
11:20am	Introductions
11:25am	Opening remarks: <b>Hon Chris Hipkins, Minister for the Public Service:</b> talking points <b>attached</b>
11:30am	Opening remarks: <b>Hon Nanaia Mahuta, Minister of Foreign Affairs:</b> talking points <b>attached</b>
11:35am	Questions / comments from <b>Pacific Public Service Commissioners</b> Facilitated by Dame Winnie Laban and Peter Hughes
11:58 – 12:00pm	Close/ prayer - Pacific Public Service Commissioner to be advised
<b>12pm</b>	<b>Ministers leave</b>

## Public Service Fale Governance Board member biographies, November 2022

### Micronesia



**Hon. Samson Pretrick**

Director

Office of Personnel, Federated States of Micronesia (FSM)

Hon. Samson Pretrick is the Director of the Office of Personnel. He is an experienced public servant, having served as Deputy Secretary of the Department of Foreign Affairs from 2012-2019; Ambassador of the Republic of Fiji from 2008-2012; Consul General in Guam from 2000-2008; and First Secretary for Political and Economic Affairs in the FSM Embassy in Washington, D.C. from 1996-2000.

**The priority focus area for FSM is Strengthening Governance, through public sector reform.** FSM has requested support for their Organisational Development project. This includes supporting the implementation of a new recruitment strategy, and the implementation of actions and ancillary materials arising from their Public Service Regulations Review Report.



**Ms. Ritite Tekiau** [Pronounced Ri-Si-Te]

Secretary

Public Service Office, Kiribati

Ms Tekiau was previously acting Secretary for the Public Service Office from March 2021 and appointed permanently in September 2021. She is a former Assistant Secretary for the Ministry of Environment, Lands and Agricultural Development.

**The priority focus area for Kiribati is Strengthening Governance.** Kiribati has requested support for development of their Performance Management Bill (passed first reading in Parliament Sept 2022), support for conducting departmental performance assessments, functional & structural reviews, and peer review of their Code of Conduct and Internal Audit Framework.

### Melanesia



**Ms. Eloise Nicolas**

Director

Human Resources & Civil Service Department, New Caledonia

Eloïse Nicolas is the Director of Human Resources for the civil service of New Caledonia. With nearly 25 years of professional experience in human resources in the public sector, she has worked as a strategic manager for ten years. Lead for the pilot of a modernisation project for the public service for the past 4 years, she is also specialised in social dialogue and support strategies for the HR transformation of the administration.

**The priority focus area for New Caledonia is Strengthening Governance.** New Caledonia has requested support in developing an 'employer brand' similar to that of Te Kawa Mataaho, with a focus on intrinsic motivation, how to attract and retain talent and spirit of service initiatives. Support has also been requested towards growing women's participation and leadership in the New Caledonia public service.



---

**Ms. Taies Sansan**

Secretary  
Department of Personnel Management  
Papua New Guinea

Ms Taies Sansan was appointed as Secretary for the Department of Personnel Management (DPM) in 2019 for a term of 4 years. Ms Sansan was the first woman to be appointed to this role (under Prime Minister Hon. James Marape).

**The priority focus area for PNG is Strengthening Governance, through public sector reform.** The Fale is supporting the DPM through the engagement of an advisor to undertake an independent review of the functions and responsibilities of the Papua New Guinea Public Services Commission (PSC) and the DPM on matters relating to the appointment and performance of agency heads within their Public Service. In addition, the Fale is supporting development of a performance management strategy for senior leaders, and technical training for conducting job evaluations.

The Fale is also supporting the PNG Parliamentary Committee on Public Sector Reform through the engagement of services to deliver a stocktake of all public sector reform activities in PNG from 2000-2020.

### Polynesia

**Ms. Victoria Posimani-Kalauni**

Public Service Commissioner  
Ofisa Pule Gahua he Fakatufono Public Service Commission of Niue (Niue PSC)

Commissioner Kalauni has been in role since 2018 and is a businesswoman and former nurse. She runs Hio Café and is the daughter of previous Cabinet Minister Hon. Tama Posimani.

**The priority focus area for Niue is Leadership Development.** The Fale is supporting the Niue PSC through the refresh of various HR policies, including development of a localised mentoring programme to address workforce retention. Niue PSC interest areas are improving HR management systems and workforce development.



---

**Mr. Nonu Lemauga Saleimoa Va'ai**

Chair  
Komisi o Galuenga a le Mālo Public Service Commission of Samoa

Mr Va'ai was recently appointed Chair of the Samoa Public Service Commission (SPSC), November 2022. A former SPSC Commissioner, he is an experienced human resources consultant and skilled in negotiation, coaching, team building and developing HR policies. Mr Va'ai is a former Chairman of the Samoa Competition & Consumer Commission and a graduate in business administration from University of South Australia.

**The priority focus areas for Samoa are Leadership Development and Strengthening Governance.** Samoa has requested support in strengthening HR policies and processes, and the establishment of CEO networks. They are also focused on improving succession planning, workforce retention and development strategies and strengthening their HR Management and Information System (HRMIS). Prior to the 2021 general election in Samoa, independent reports on the status of the Samoa public service were undertaken and the SPSC is shaping advice based on these reports for the new political administration.

---





**Dr. Lia Maka**

Designated Representative for the Tonga Public Service Commission to the November 2022 Fale Governance Board meeting.

Dr Maka is the former Tonga PSC Chief Executive Officer, having resigned in September 2022. Her role is currently being filled by Mrs Victorina Kioa who continues to work closely with the Public Service Fale in leadership of the TPSC.

Dr Maka holds a Doctor of Philosophy in Language Education and an MA (Education) from the University of Nottingham, England. Dr Maka also holds a Bachelor of Arts in History and Politics (1984) from Macquarie University, Australia.

**The priority focus areas for Tonga are Leadership Development & Strengthening Governance.** The Tonga PSC requested support for a previously commissioned Tonga PSC organisational review, in addition to a peer review of the draft Review of the Performance Management System for Tonga. Additional interest areas are supporting workforce retention and development, online training collateral development and development of a localised mentoring programme. In relation to strengthening governance, the Tonga PSC is engaged with the Fale on fraud and anti-corruption initiatives and advice.

**Australia (Observer member)**



**Ms. Laura Johnson**

Executive Director - International  
Australian Public Service Commission

Ms Johnson was appointed July 2022 as Executive Director International for the Australian Public Service Commission (APSC). She has a range of experience across policy areas such as budget, economic, social, international, superannuation, financial markets and taxation. Ms Johnson previously worked for the International Monetary Fund and the Commonwealth Treasury. She holds a Masters of Diplomacy and Trade (International Economics) from Monash University, Victoria, Australia and a Bachelor of International Business from Griffith University, Australia.

**Unable to attend the meeting with Ministers due to flight timings.**

---