



Pacific Association of Supreme Audit Institutions (PASAI)

Human Resource Policy

Access to information

PASAI members, Development Partners, International and Regional Partners

PASAI Reference Number

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Issued and effective

24 February, 2017

Review

Policy reviewed in March 2022 and to be reviewed every two years (next review March 2024)

Content

Policy on human resources matters

- Organisational and classification
- Establishment and structure
- Employment conditions
- Remuneration and allowances
- Education, training and development

Applicable to

All PASAI employees

Issuer

Chief Executive of PASAI

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Human Resource Policy

SECTION I – PURPOSE AND APPLICATION

1. The purpose of this Human Resource policy is to set out the employment policies for PASAI Secretariat employees.
2. To assist in the streamlining of employment related matters to better support PASAI operating needs, without eroding proper employment law practices.

SECTION II – SCOPE

3. This policy applies to all PASAI secretariat employees, including fixed-term and casual employees, and PASAI contractors/consultants.
4. All PASAI Secretariat human resource matters shall be governed by this policy.

SECTION III – POLICY

Instructions

5. The procedures for applying these policies shall be set out through Instructions issued by the Chief Executive.

Definitions

6. *“Permanent employee”*: a person appointed as an employee on a full or part time basis through a contract for permanent employment with no end date.
“Fixed-term employee”: a person appointed as an employee on a full or part time basis through a contract for a specified term or period that has an end date.
“Casual employee”: a person engaged for an imprecise period to do infrequent work, as and when required basis, with no fixed hours, and no commitment to on-going employment.
“Contractor/Consultant”: a person appointed for a specified term period on a contract for service basis where they are self-employed, or employed through an agent.

ORGANISATION AND CLASSIFICATION

Employment contracts

7. All PASAI permanent employees must be appointed, on a full or part time basis, through an individual employment agreement, which must be written and retained. This also applies to 'intended agreements' even if the agreement has not been signed by the employee.
8. The individual employment agreement must include:
 - a) the names of the employer and the employee (to make clear who are the parties to the agreement);
 - b) a description of the work to be performed (to make clear what the employee is expected to do);
 - c) an indication of the place of work;
 - d) the hours or an indication of the hours that is has been agreed that the employee will work;
 - e) the wage rate or salary payable (must be equal of greater than the relevant minimum wage) and how it will be paid (if the employee won't be paid in cash, this should be in the employment agreement or must be agreed in writing somewhere else);
 - f) a plain explanation of how to help resolve employment relationship problems including advice that personal grievances must be raised within 90 days;
 - g) a statement that the employee will get (at least) time-and-a-half payment for working on a public holiday;
 - h) for relevant employees, an employment protection provision to apply if the employer's business is sold or transferred, or if the employee's work is contracted out;
 - i) any other work/duties as may be assigned and mutually agreed upon;
 - j) any other matters agreed on, such as trial periods or probationary arrangements; and
 - k) the nature of the employment if the employment is fixed-term.

Fixed-term employees

9. Fixed-term employees shall be appointed on a full or part time basis through a contract for a specified term or period that has an end date.

10. Fixed-term employment agreements can only be entered into where there are genuine reasons based on reasonable grounds for determining that the position is fixed-term. This reason must be defined in writing in the employee's employment agreement. Prior to employment commencing the employee must be advised of how and when his/her employment will end and the reason why it will end.
11. A genuine reason must be either:
 - a) There is a specific date that the position will end, i.e. when a permanent employee returns to work from a period of leave; or
 - b) When a particular event occurs, such as the completion of a project.
12. It is against New Zealand employment legislation to use a fixed-term contract to establish the suitability of the employee for permanent employment.

Casual Employees

13. A casual employee is engaged for an imprecise period to do infrequent work and as when required basis, with no fixed hours, and no commitment to on-going employment. A casual employee is free to turn down work when it is offered.

Contractors (or Consultants)

14. Contractors may be appointed for a specified term period on a contract for service basis where they are self-employed, or employed through an agent.
15. All appointments on contract shall be approved by the Chief Executive before any invoices are processed shall organize the Secretariat's work in order to optimize effective and efficient operations.

ESTABLISHMENT AND STRUCTURE

Vacancies

16. When a vacancy in an existing position arises, the Chief Executive must validate the position by:
 - a) reviewing the need for the position; and
 - b) checking if any changes to the duties, competencies, and/or purpose of the position are needed.
17. Whether the vacancy is for an existing position, a changed position, or a new position, the Chief Executive must ensure that an appropriate position description is developed, any job sizing is completed, and appropriate remuneration ranges are determined, before the position is advertised.

Recruitment

18. The Chief Executive needs to approve recruitment and employment in the Secretariat.
19. The Chief Executive shall consult with the Secretary-General and the Chairperson of the Governing Board on all proposed permanent staff appointments.
20. PASAI recruitment processes shall be made in open competition and must be consistent, professional, and timely.
21. All employees shall be legally entitled to work in New Zealand and shall sign and return their individual employment agreement or similar before they will be allowed to commence work.
22. The appointee shall be advised of the right to seek independent advice prior to accepting employment.

Consultants and Contracts

23. A consultant or contractor shall be engaged if:
 - a) the work is essential and the skills and expertise are not available at the required time within PASAI;
 - b) the experience of consultant is required;
 - c) to provide objectivity, independent opinion, impartiality; and
 - d) any other reasons determined by the Chief Executive or the Secretary-General.
24. The underlying reasons for a need for a consultant shall be presented to be approved by the Chief Executive or the Secretary-General.

Advertising

25. The Chief Executive will agree a recruitment strategy with the Secretary-General, including the timeframes, advertisement content and placement, evaluation processes such as psychometric testing and work samples, interview panel, interview questions, and interview timelines.
26. All vacancies will also be advertised externally, except in some circumstances as approved by the Secretary General.

Interviews

27. All recruitment must involve an interview that is based on the approved selection criteria and any other pre-approved processes as detailed in the recruitment strategy. The selection criteria will be based on the position description (including competencies) and person specification.

28. The same base set of interview questions must be used for each applicant. The interview panel must comprise two or more people and must include the Chief Executive. The same interview panel must carry out all interviews for a particular position.

Reference checks

29. At least two reference checks are required, more for more senior roles. Referees should be in a variety of relationships with the candidate. At least one referee must be a previous direct line manager of the applicant, unless there are exceptional circumstances.

Offering employment to preferred applicant

30. All offers of employment must be in writing, and conditional on at least:
- a) essential qualification checks;
 - b) identity verification check;
 - c) police criminal record check;
 - d) evidence of the right to work in New Zealand;
 - e) satisfactory credit checks for certain positions;
 - f) acceptance of any limitations imposed on the individual by PASAI's independence policy; and
 - g) any other mandatory requirements for the position.

Records

31. All curriculum vitae (CV) or similar documents received in response to an advertising campaign are to be treated as "In Confidence" and will be available only to the Chief Executive, and other people as designated by the Chief Executive.

Merit principle

32. All appointments shall be based on the merit principle and in accordance with the directions issued by the Chief Executive regarding recruitment.

Equal opportunity

33. PASAI adheres to equal opportunity principles for appointments of all employees.

Induction

34. New employees shall undergo an induction organised by the Chief Executive or the Secretary-General.

Payment of remuneration or contract fee

35. All remuneration shall be paid to an employee in accordance with relevant individual employment agreement or contract of services.

Place of work

36. PASAI employees' place of work shall be the Secretariat office at the place and country where the office is physically located as approved by the Governing Board. Fixed-term and casual employees, and contractors/consultants place of work shall be as determined by the Chief Executive relevant to the work required, as outlined in the employment contract or in the related contract for services.

Permanent or temporary transfers

37. Employees may be transferred to and work from another location under temporary or permanent arrangements subject to approval of the Governing Board. Such situations will only be with the support of the Chief Executive, in accordance with an identifiable need of PASAI, which has been previously approved by the Governing Board.
38. The Chief Executive shall, with the approval of the Governing Board, determine the appropriate costs to be covered by PASAI including any allowance to the employee when an employee is transferred either permanently or temporarily to another location.

Restructuring

39. Large and small changes, including structural change to an individual's role or to the Secretariat, and proposals to review or significantly change an individual employee's existing role, may occur from time to time.
40. During a potential restructure, all affected employees will be consulted with, and given a fair opportunity to have their views taken into account.

Restructure process

41. Structural change may be desirable, for example, for efficiency or cost reasons, to change or improve work practices, as a result of centralisation or decentralisation, or when reviewing or resizing an existing role.
42. A proposal for making a structural change must be approved by the Governing Board. A proposal for change will represent the Chief Executive's thinking and will not necessarily be the final structure.
43. All affected employees, including those on parental leave, sick leave, annual leave, and unpaid leave, where service is not broken, will be consulted on the proposal for change. The proposal will ideally explain the current structure, the proposed changes, and what

the Secretariat hopes to achieve through a restructure. Other information that affected employees should be consulted on are the:

- a) process that will be followed;
 - b) potential impact on individual jobs; and
 - c) manner by which any change would be carried out.
44. Employees affected will be encouraged to provide feedback and will be given a reasonable period of time and opportunity to comment before a final decision is made on the restructure. Where requested, their chosen representative may be invited to provide feedback on their behalf. Any feedback from affected employees will be considered and, where appropriate, changes incorporated into the proposal.
 45. All affected employees and, where appropriate, other people in the Secretariat will be told what the final structure is.
 46. Following a decision on the final structure, some employees may be affected in different ways, including a change in reporting lines, a change to their position responsibilities, or disestablishment of their position.
 47. If an employee's position is disestablished, PASAI will consult with the employee about alternatives to redundancy. This includes considering whether retraining and/or redeployment to a suitable alternative position is appropriate.

Redeployment

48. Redeployment options will be considered for all affected employees before any remaining vacancies are advertised to other PASAI employees or external applicants.
49. If a new position is a suitable alternative to an employee's disestablished position, then that employee may be offered redeployment to it.
50. If a pool of affected employees is competing for a reduced number of positions (for example, four identical positions reduced to two), then that pool of affected employees will be considered for those positions. Selection criteria for the new positions will be developed and provided to employees. A fair and objective interview process will be used to select the successful applicants.
51. Employees who have been offered redeployment to a suitable alternative position will not be entitled to redundancy compensation, whether they accept the offer or decline it.

Redundancy

52. Employees whose position has been disestablished and who have not been offered a suitable alternative position will be made redundant and will be entitled to redundancy compensation calculated in keeping with their IEA.

CESSATION OF EMPLOYMENT

Termination

53. An employee's employment relationship with PASAI may be terminated, either by the employee or by PASAI, for a variety of reasons.
54. Employees are entitled to payment of any outstanding wages and holiday pay regardless of the reasons for the ending of their employment. PASAI will pay all holiday pay owing to the employee in the employee's final pay.
55. Employees are required to repay any outstanding financial obligations, including:
 - a) any bond obligations (for example, professional qualifications, relocation assistance, or study support); and
 - b) reimbursements (for example outstanding costs of personal use of smartphones, private use of PASAI resources, personal expenditure on PASAI credit card); and
 - c) any annual or other leave taken in advance.
56. PASAI will consult the employee about any repayments that are due before the employee's last day of employment.
57. This repayment can be through deduction from the employee's final pay or direct reimbursement, in keeping with the terms of the employee's IEA or other written agreement, and according to the Wages Protection Act 1983. Debts not repaid in full by the final day of employment may be subject to debt recovery action.
58. Employees are required to return PASAI property when their employment ends. This includes:
 - a) all documents and other material, including electronic files, within the employee's possession or control that relate to the affairs and operations of PASAI or its clients; and
 - b) any other equipment or property of PASAI or its clients (for example, access cards, smartphones, laptop computers, motor vehicles, and credit cards).

Resignation

59. Employees may resign at any time.
60. Employees must give advance written notice of when they plan to leave. This notice period is set out in the employee's IEA. In the absence of a contractual provision, the required notice period is one month. A lesser period of notice may be agreed to by both parties.
61. PASAI may, at its discretion, require an employee who has resigned to work for the full notice period, or to remain employed but not attend work during the notice period. In either case, the employee will be paid to the end of their notice period.
62. If an employee gives less than the agreed amount of notice, PASAI does not have to pay the employee for time after the last day they actually worked. PASAI may also be able to deduct pay in lieu of notice from any amount already owed to the employee. In such cases PASAI will consult with the employee.

Retirement

63. Employees are not required to retire at a set age. PASAI treats a retirement as a resignation.

Fixed-term employment

64. If an employee is employed on a fixed-term agreement, the employee's employment will end when the conditions described in the IEA are met. These conditions may involve the conclusion of a specified project, the occurrence of a specified event, or a specified date or period of time.

Redundancy

65. An employee's employment may be terminated by reason of redundancy if their position becomes surplus to the PASAI's requirements.
66. The process by which an employee may be made redundant or redeployed, and/or their position changed is set out in the employee's IEA and above under the heading Restructuring.
67. An employee whose employment is terminated by reason of redundancy may be entitled to compensatory payments if set out in their IEA.

Dismissal

68. PASAI may dismiss employees for a number of reasons. The most usual reasons are for:
 - a) poor work performance;
 - b) repeated instances of misconduct;

- c) serious misconduct; or
 - d) illness or incapacity.
69. Employees may be summarily dismissed without notice for instances of serious misconduct. In other circumstances, dismissal is usually on notice. Employees may be required to work out their notice period or may, at PASAI's discretion, be paid in lieu of notice.
70. Any decision to dismiss an employee must be made by the Secretary General, in consultation with the Governing Board.

Poor performance

71. Employees will be given a fair and reasonable opportunity to improve their performance, with appropriate assistance from PASAI, before disciplinary action is taken.

Unacceptable conduct

72. PASAI will act fairly and reasonably when investigating allegations against an employee. This includes providing the employee with access to relevant information and a fair opportunity to respond to any allegations before a decision is made.

Illness or incapacity

73. Employment may be terminated by PASAI if, in the reasonable view of the Governing Board, the employee is incapable of the proper performance of their duties and responsibilities owing to illness or incapacity.
74. Before an employee's employment is terminated for this reason, the Chief Executive will consider any medical evidence that the employee wishes to provide. PASAI may also pay for and require an employee to be examined by a medical practitioner nominated by PASAI. In that case, PASAI will consider the medical report resulting from that examination along with any other relevant medical reports or material available to it, before making a decision.

EMPLOYMENT CONDITIONS

Hours of work and attendance

75. The usual PASAI hours of work are between 8.00am and 5.30pm, Monday to Friday or any other specific work hours outlined in an employee's individual employment agreement.

76. An employee's usual hours of work may vary from time to time in order to meet operational requirements or by mutual agreement in light of any personal circumstances. Given the nature of our business, employees agree to work reasonable additional hours to fulfil the requirements of their position
77. Under certain circumstances an employee may be allowed, by contract or otherwise to work flexi-hours which may be up to 40 hours per week, with the Chief Executive Officer's prior approval.

Leave

78. The leave entitlements of PASAI employees are inclusive of, and subject to, the requirements of the Holidays Act 2003 and the Parental Leave and Employment Protection Act 1987.
79. Employee leave entitlements shall be as stated and agreed in their individual employment agreement including taking of leave, bereavement leave, working on a holiday, sick leave, and parental leave.

Court Leave - Jury service

80. Every effort will be made to ensure that employees can serve if summoned for jury service. Applications requesting release from jury service must be approved by the Chief Executive or the Secretary General.
81. Employees summoned to jury service will be fully remunerated by PASAI while on jury service. All payments received from the court (except travel and additional expenses) must be reimbursed to the secretariat.

Court Leave - Witness leave

82. An employee required to appear as a witness for a court case in their work capacity will be fully remunerated for the working time lost on the condition that all payments received from the court (except travel and additional expenses) will be reimbursed to the Secretariat.
83. An employee appearing as a witness in a court case in which they have a personal interest must take the time off as leave. Any payments received from the court may be kept by the employee.
84. Any other court leave shall be at the discretion of the Chief Executive or the Secretary-General.

Graduation leave

85. An employee is entitled to take up to one day's paid leave to attend their graduation ceremony. Reasonable advance notice and proof of graduation is required, and the leave must be authorised by the Chief Executive or the Secretary-General.

Study leave

86. On occasion, study assistance, including study leave, may be available to employees. Factors to be considered for approval by the Chief Executive or Secretary-General include:
- a) the Secretariat's need for the knowledge and competencies to be gained;
 - b) the associated costs relative to other means of acquiring the knowledge and competencies; and
 - c) the impact of any resulting absence on the Secretariat's work programme.
87. Any specific provisions for study leave set out in the employee individual employment agreement shall be also observed.

Discretionary based leave

Leave to represent Country

88. The Chief Executive will consider applications for leave to represent New Zealand or a related country. Such applications will be considered as requests for unpaid leave.

Unpaid leave

89. The Chief Executive or the Secretary-General will consider requests for unpaid leave, for example to accommodate family illness or an extended holiday. An employee's service is not broken during a period of unpaid leave.
90. When deciding whether to grant unpaid leave the Chief Executive or the Secretary-General will take account of:
- a) the reason for the request;
 - b) the amount of such leave requested, and taken in the past;
 - c) the employee's current annual leave and time off in lieu (TOIL) balances (if applicable); and
 - d) the impact granting such a request would have on the Secretariat and on other employees (including the availability of suitable replacement cover).
91. Unpaid leave must be authorised by the Chief Executive or the Secretary-General.

Leave without pay (LWOP)

92. The Chief Executive or the Secretary-General will consider requests for LWOP from the secretariat up to three (3) months to pursue other opportunities.
93. LWOP is usually granted as a way of preserving links with an employee who would otherwise have resigned. An employee who takes LWOP will, in most circumstances, lose their existing entitlements and their service will be broken. For example, the Secretariat will cease contributing to an employee's superannuation or retirement scheme (if any). Leave benefits will not accrue during LWOP.
94. LWOP may be granted solely at the discretion of the Chief Executive or the Secretary-General. There will be specific negotiation of the terms of that leave, including whether there is a right to return to the job and if so, under what circumstances (for example, remuneration, location, and redundancy entitlements).
95. LWOP requires the approval of the Chief Executive or the Secretary-General.

Time off in lieu (TOIL)

96. The Chief Executive or the Secretary-General will grant TOIL for employees in particular circumstances or for employees who have a provision for TOIL included in their individual employment agreement.

Encashment of leave

97. The Chief Executive or the Secretary-General will consider any application for an employee to "cash up" some of their paid annual leave entitlement. Employees entitled to four weeks' annual leave may apply to cash up one week of leave in any one entitlement year. When considering applications, factors taken into account will include affordability and work commitments.
98. Any unused annual leave to which an employee is entitled will be paid out in his or her final pay when the employment ends.

Authority for Leave

99. The Chief Executive approves all leave for their direct reports. The Secretary-General approves the leave of the Chief Executive.

Performance Appraisal

100. The Chief Executive may issue Instructions establishing procedures to be used to assess the performance of employees.
101. The purpose of the performance appraisal is to ensure that employees have the skills/training to support the requirements of PASAI when carrying out their duties.

The appraisal will provide clear expectations of performance, an opportunity for feedback on performance and recommendations for further areas of improvement.

102. All employees shall be reviewed and evaluated twice annually, mid-year and full-year, on how they meet PASAI and individual performance objectives provided. The performance appraisal will serve as a formal discussion of an employee's progress over the preceding six month periods. It also looks forward to the future, determining what steps shall be taken to enhance career development in the next periods.
103. Employees shall prepare an annual performance agreement to be agreed to with the Chief Executive or the Secretary-General.
104. The Chief Executive shall review and assess performance agreements of applicable employees. The Secretary-General shall review and assess performance agreements of the Chief Executive.
105. Performance Agreements shall specify the achievements in key result areas expected of the Chief Executive and provide the basis for annual performance assessment.
106. The basic format of performance agreements shall be as *Attachment I* and of performance review shall be as in *Attachment II*.

Performance Awards

107. Performance awards may be granted to employees based on assessment of annual performance in accordance with the performance management system determined by the Chief Executive or prescribed by the Secretary-General.

Eligibility for Performance Awards

108. The Chief Executive may issue instructions for employees to determine those employees eligible for performance awards.
109. The following shall be the threshold for considering performance awards –
 - a) at the commencement of the review period, there is a current position description that establishes the performance expected in the post;
 - b) there is a mid-year review that indicates that performance above the standard required for the post is being achieved;
 - c) there is an annual performance appraisal that confirms the performance level; and
 - d) all three of the above requirements are attested as true and correct by the Chief Executive or the Secretary-General.

REMUNERATION AND ALLOWANCES

Principles of the Remuneration System

110. The following principles shall apply to remuneration paid to employees –
- a) remuneration shall be affordable to the PASAI, fair and appropriate within the New Zealand context;
 - b) remuneration policy shall link job performance with the pay of deserving employees;
 - c) job evaluation shall be used to assess or re-assess the grade of any post;
 - d) the responsibilities actually carried out by any post holder shall be the same as those assessed by job evaluation to determine the grading of the post;
 - e) salary scales shall be reviewed formally at least once every three years to the labour market rate in New Zealand or a relevant comparable rate adopted by PASAI;
 - f) a relevant comparable rate other than the New Zealand labour market rate shall be checked to ensure that it is in line with any related employment legislation in New Zealand;
 - g) a fair and reasonably objective system of performance appraisal shall be applied to determine employees deserving recognition for their job performance;
 - h) salary scales shall be adjusted periodically in response to cost of living changes;
 - i) salary increments shall be used to give recognition to employees with a job performance that is outstanding.

Control of salaries and wages costs

111. The Chief Executive shall ensure that there is an adequate system of control over the employment and the extent of all salaries and wages costs.
112. Chief Executive shall ensure that detailed internal instructions are issued to employees on the method to be used for the recording and checking of working hours and any timesheet

Classification, Grade and Remuneration Level

113. The Governing Board shall determine the remuneration of all posts.
114. The Secretariat employees' remuneration shall be in accordance with the New Zealand Labour Market rate until PASAI adopts a relevant comparable rate.

EDUCATION, TRAINING AND DEVELOPMENT

Principles

115. Education, training and development of all employees is an integral part of the PASAI's planning.
116. Employees shall be given an opportunity to develop their full potential within a learning institution in order to strengthen productivity.
117. Employees are encouraged to work together with the Chief Executive to develop learning plans that enhance their professional development and support the needs of PASAI.

Training instructions

118. The Chief Executive may issue instructions regarding –
 - a) training plans;
 - b) short-term training;
 - c) long-term training; and
 - d) any other matter relating to education, training and development of employees
119. The PASAI Governance Code, PASAI Governance and Operational Policy, PASAI Financial and Asset Management Policy, PASAI Procurement Policy, PASAI Code of Conduct, PASAI Conflict of Interests Policy, PASAI Fraud Policy, PASAI Health and Safety Policy, PASAI Child Protection Policy, PASAI Communication Strategy, PASAI Gender Policy, PASAI Whistleblowing Policy, PASAI Contract Management Policy, PASAI Risk Management Policy, and other PASAI policies shall be observed in all travels on PASAI event or program.

SECTION IV – EFFECTIVE DATE

The Policy is effective as of 24 February, 2017.

SECTION V – REVIEW DATE

The Human Resource Policy was reviewed in March 2022 and is to be reviewed after two years from last review date.

SECTION VI – ISSUER

The Issuer of this Policy is the Chief Executive for PASAI.

SECTION VII – CONTACT AND ACCESS

- i. **Contact.** For questions relating to this Human Resource Policy, please contact PASAI Secretariat at secretariat@pasai.org.
- ii. **Access.** The Policy can also be accessed at <http://www.pasai.org>

SECTION VIII – RELATED DOCUMENTS

- i. PASAI Charter
- ii. PASAI Incorporated Rules
- iii. PASAI Governance Code
- iv. PASAI Governance and Operational Policy
- v. PASAI Human Resources Policy
- vi. PASAI Health and Safety Policy
- vii. PASAI Child Protection Policy
- viii. PASAI Fraud Control Policy
- ix. PASAI Gender Policy
- x. PASAI Code of Conduct
- xi. PASAI Conflict of Interest Policy
- xii. PASAI Procurement Policy
- xiii. PASAI Contract Management Policy
- xiv. PASAI Risk Management Policy
- xv. PASAI Whistleblowing Policy
- xvi. PASAI Investment Policy
- xvii. PASAI Minutes of Governing Board meetings policy
- xviii. PASAI Communication Strategy
- xix. PASAI Guidelines on use of Social Media
- xx. PASAI Sexual Harassment Policy
- xxi. PASAI Gifts, Hospitality & Entertainment Policy

ATTACHMENT I: PASAI INDIVIDUAL PERFORMANCE AGREEMENT



Individual Performance Agreement

Name:	
Position:	
Manager:	

This performance agreement (PA) should be used to guide discussions about performance for the next 12 months.

PASAI's vision and strategy is:

Pacific SAIs' work contributes to improved management and use of public sector resources leading to increased transparency and accountability to the people of the Pacific. PASAI supports Pacific SAIs to enhance their mandate and capability to audit the use of public sector resources in a timely manner to recognised high standards with enhanced audit impacts. PASAI has 5 strategic priorities as follows:

Strategic Priority 1 : Strengthen SAI Independence

Strategic Priority 2 : Advocacy to strengthen governance, transparency and accountability

Strategic Priority 3 : High quality audits completed by Pacific SAIs on a timely basis

Strategic Priority 4 : SAI capacity and capability enhance

Strategic Priority 5 : PASAI Secretariat capable of supporting Pacific SAIs



Position purpose :

[Insert your own text]

Your performance objectives should cascade down from PASAI’s Strategy. They should also be relevant and linked to the core requirements of your position. Performance objectives should be **SMART**: **S**pecific, **M**easurable, **A**chievable, **R**elevant, and **T**imely. The table below is designed to help you write **SMART** objectives.

Performance objectives	Activities and deliverables	Measures and outcomes	Timeframe
<p><i>List up to five major performance objectives that you will focus on in the next 12 months.</i></p> <p><i>Performance objectives should be relevant and linked to the core requirements of your position or specific pieces of work you want to complete.</i></p>	<p><i>What activities or deliverables are required to achieve your performance objective?</i></p> <p><i>What do you specifically have to do? How are you going to achieve your performance objectives?</i></p>	<p><i>How will you know you have achieved your performance objective?</i></p> <p><i>What does success look like?</i></p>	<p><i>When will each performance activity and deliverable be achieved or completed?</i></p>
<p>1</p> <p>Live the values</p> <p>Job performance is measured not only by technical skills but also by the behaviours demonstrated at work.</p> <p>Behaviours at work should align with PASAI’s values of integrity, honesty and independence.</p>	<p>I will work and behave in a manner that encourages collaboration, is constructive and co-operative, and demonstrates teamwork.</p>	<p>All of the Secretariat’s employees should achieve a rating of “Met.”</p>	<p>On-going.</p>
2			
3			
4			
5			

ATTACHMENT II: PASAI INDIVIDUAL PERFORMANCE REVIEW



Individual Performance Review

Mid-year/Full-year performance review

Name:	
Period from/to (YY/YY):	
Date completed:	

Achievement against your performance objectives		
	Describe what you have achieved for each performance objective below. Make sure this includes how you went about meeting each objective.	Overall Rating
1		
2		
3		
4		
5		
Overall rating		
Employee comments:		
Supervisor comments:		

Ratings				
Exceeds (E) <i>Performance consistently exceeds the standards required (consistently goes above and beyond expectations).</i>	Met (M) <i>Performance consistently meets the standards required (consistently meets expectations).</i>	Not Achieved (NA) <i>Performance is below the expected standards required or has not been demonstrated consistently (consistently not meeting expectations, there is a clear need for improvement).</i>	Progressing (P) <i>Performance is progressing towards the expected standards required (employee is new to their role and performance is on track).</i>	Not Assessed (NAS) <i>The employee has not had the opportunity to demonstrate performance against the expected standard required.</i>