



Cook Islands Government
HOMS MANUAL
2018



Contents

1. INTRODUCTION AND PURPOSE

Vision .
Values of the Cook Islands Public Service
Public Service Code of Conduct
Conflict of interest
Political neutrality
Caretaker Conventions

2. GOVERNMENT STRUCTURE

Roles and responsibilities
Legislation and key documents
Cabinet directives
Cabinet Submissions (Memoranda)
Information Papers

3. PERFORMANCE MANAGEMENT

Performance Improvement Framework
Critical Success Factors
Delivery of the Business Plan
Leadership and direction
People development
Financial and resource management
Risk management
Stakeholder engagement
Building Relationships
Reporting

4. OTHER MATTERS

Office Duty Travel
Closing the Agency

5. ANNEXES

Annex 01 – Preparing Cabinet Memorandum
Annex 01(a) – Cabinet Submission Guideline
Annex 02 – Preparing an Information Paper
Annex 02(a) – Format of an Information Paper
Annex 03 – Organisational Structure Reviews Procedure
Annex 04 – HoMs Recruitment Policy and Procedures
Annex 05 – Representative Feedback Template
Annex 06 – Machinery of Government Guide



1. INTRODUCTION AND PURPOSE

The purpose of this Manual is to provide information that will support Heads of Ministries (HoMs) in their roles as strategic public sector managers.

This Manual does not aim to provide all the information you will require in the course of your work, but rather, allows you to access and find relevant information as the need arises, particularly at the start of your tenure when you are endeavouring to gain an understanding of the complexities of your role.

The Manual has five key sections that provides you with a summary of:

- Introduction – Public Service vision, values and conduct of conduct \
- Government Structures – Public Sector, roles and responsibilities, legislation and Cabinet Directives
- Performance Management – Performance improvement framework, results and organisational management
- Other Matters – Closing the agency, Official Travel
- Annexes

A range of information and references to Cook Islands Government (CIGOV) policies are provided along with some notes and tips to assist you in your important role as a leader in the Cook Islands Public Sector.

Our collective vision for Public Service Excellence, demands the delivery of quality public goods and services through effective leadership and governance. Achievement of this vision will ensure we as the public sector are achieving our national aspirations and goals articulated in the National Sustainable Development Plan (NSDP).

This Manual is intended to assist you in the achievement of our vision of excellence through your effective leadership and management of the Agency you are responsible for leading.

If you are new or existing Public Sector Manager, I congratulate you on taking up the very important and exciting role of leading a public sector Agency through the 21st century. I look forward to working productively with you over your tenure as a HoM.

Meitaki atupaka



Russell Thomas

Public Service Commissioner



OUR VISION: PUBLIC SERVICE OF EXCELLENCE

The Public Service aspires to provide high quality services to the Government and people of the Cook Islands through effective and efficient leadership and management practices.

To achieve our collective vision, it is important to build and sustain public trust. As Public Servants, we are all guardians of what ultimately belongs to the public and the public expects us to serve and safeguard their interests responsibly. This can best be achieved in an environment where accessible, responsive and effective services are provided, and continuous improvement is evident in the pursuit of excellence. We need Agencies working effectively together under the 'One Public Service' banner to ensure the total contribution of Agencies is greater than the sum of its parts.



Our values define the organisational culture we aim to embed across the public service. Our principles define unchanging behaviours and actions under the acronyms of: CARE, GROW and LEAD, reflecting desired outcomes that contribute to our collective vision.

VALUES OF THE COOK ISLANDS PUBLIC SERVICE

Throughout the Cook Islands Public Service, regardless of which Agency you lead, we share an enduring set of values that underpin our work and determine the public's perception of our effectiveness. These values guide the way we conduct the business of Government and help build an environment of trust between us and the public.

Our values are the link that binds us together as the Public Service. They form the basis of an overall culture across the Public Service, regardless of which Agency we work for.

The Public Service Act 2009 identifies the following values for public servants:

H	• HONESTY Acting honestly, being truthful and abiding by the laws of the Cook Islands
I	• IMPARTIALITY Giving free and frank advice, acting without fear or favour and making decisions on their merits
S	• SERVICE Serving the people well through faithful service to the Government of the Cook Islands
T	• TRANSPARENCY Taking actions and making decisions in an open way
A	• ACCOUNTABILITY Taking full responsibility for all actions and decisions
R	• RESPECT Treating everyone with courtesy and respect
E	• EFFECTIVE Achieving good results in everything undertaken
E	• EFFICIENCY Achieving good results in an economical way

Within Agencies, it is acknowledged that there may be a further set of values specific to that entity which further builds on the aforementioned Public Service values.

CODE OF CONDUCT

PUBLIC SERVICE CODE OF CONDUCT

In order to encourage staff to uphold the values of the Public Service, the Public Service Act 2009 contains details of the expected conduct for all public servants.

Every employee and every HoM of the Cook Islands Public Service must, in the course of their employment:

1. Behave with integrity and honesty; and
2. Exercise care and diligence; and
3. Be professional, courteous, and treat everyone with respect and without coercion or harassment; and
4. Comply with all applicable laws relating to their employment; and
5. Comply with all lawful and reasonable instructions; and
6. Take reasonable steps to disclose and avoid any real or apparent conflicts of interest in connection with their employment; and
7. Ensure the proper and prudent use of Government resources; and
8. Use official information only for official purposes; and
9. Not improperly use their status or authority to seek or obtain a benefit for themselves or any other person or body; and
10. At all times, act and behave in a manner that upholds and promotes the integrity, values, and good reputation of the Cook Islands Public Service; and
11. Comply with any other conduct requirements as may be prescribed by Regulations.

The duty to act as a good employer requires HoMs to develop and implement human resources management policies, which ensure the fair and proper treatment of employees during employment, including the impartial recruitment of employees, employee capability development opportunities and good and safe working conditions. HoMs are also responsible for managing the process for receiving, investigating and dealing with misconduct and serious misconduct in accordance with the CIGOV Code of Conduct Policy.

CONFLICT OF INTEREST

Public servants have lives outside of work, so conflicts of interest are likely to exist. As we aspire to fulfil our lawful obligations to the Government of the day with professionalism and integrity, dealing with conflicts of interest may arise. It should be noted that:

- The perception of a conflict of interest is as important to manage as an actual conflict
- Conflict of interest is usually personal, therefore each HoM/Agency has the responsibility to put in place policies and processes to mitigate potential negative impacts
- The Code of Conduct Policy provides the foundation for managing conflicts of interest
- It is your responsibility to ensure staff understand when a conflict of interest arises and how to manage this, including avoiding situations that might compromise your integrity
- The Agency must have procedures for deciding whether or not a conflict exists



POLITICAL NEUTRALITY

Political neutrality is unique to the public sector. It means that public servants must perform their duties professionally and without bias towards one political party or another. Maintaining the confidence of any Government and exercising good judgement is fundamental at all times so as not to compromise the political neutrality of the Public Service. The Public Service Act and the Code of Conduct provides that all Agencies must ensure public servants maintain the same relationship with their current and future Minister.

The purpose of the CIGOV Political Neutrality Policy is to ensure that public servants remain politically neutral while employed in public sector Agencies and adhere to Caretaker Conventions when a General or Snap Election is called.

This Policy does not apply to Ministerial Support Offices – with political appointees.

Maintaining political neutrality is particularly important at a General Election time or a Snap Election as behaviours, relationships and expectations between public servants, Ministers and Members of Parliament that would otherwise be normal, may lose the confidence of a future Government.

It is the job of the Public Service Commissioner to act as an intermediary between politicians and the Public Service and to be the steward of values and standards. The Public Service Act 2009, Part 2, paragraph 6 (1) (h) and (i) states the role of the Commissioner as including:


- to ensure the Heads of Departments are not subjected to unlawful or improper pressure from Ministers of the Crown or Members of Parliament, in particular with regard to public expenditure;
- to act as an intermediary between Ministers of the Crown and Heads of Departments in relation to the functions specified in paragraphs (f), (g), and (h).
- Public Servants must not:
 - Express their personal views in a way that could be taken as a comment in their official capacity rather than as a private citizen;
 - Engage in personal attacks or make comments on individual Members of Parliament;
 - Criticise Government policy with which they have been professionally involved with or which they are required to implement;
 - Reveal advice given to Ministers or use and/or give information they are not authorised to;
 - Disclose information and/or which is not readily available to the general public.

FREEDOM TO EXPRESS POLITICAL VIEWS

Article 64 (1) (e) of the Constitution provides for freedom of speech and expression for all Cook Islanders, including public servants. However, public servants must exercise good judgment as to whether, when and how to express their political and personal views, so as not to compromise a politically neutral public service.

ACTIVE PARTICIPATION IN POLITICAL PARTIES

Public servants, like all private citizens, are free to belong to any lawful organisation including political parties. However the Code of Conduct and CIGOV Political Neutrality Policy must be used as a guide by public servants who are active members of political parties, campaigning committees, etc. It is strongly advised that good judgment be exercised in view of efforts to promote and project a



public service that is politically neutral. The more senior the public servant, the better it is to refrain from active membership of any political party or similar active capacity. As a general rule, public servants are asked to exercise common sense and good judgment. It is not always easy to determine or interpret the boundaries between what is, and what is not, politically neutral behaviour or advice. The best test is to ask whether a particular activity, advice or behaviour may be seen as leading to the possible loss of public trust and confidence in the public service. If it does, then that activity, advice or behaviour should not be undertaken.

GOVERNMENT ASSETS AND RESOURCES

Every effort should be made to ensure that Government resources are not used for party-political purposes, particularly during elections. The most common targets for abuse are:

- Premises e.g. offices, school halls, meeting rooms, etc.
- Computers and printers, email, internet, telephones, fax machines, photocopiers etc.
- Motor vehicles (at campaign sites etc.)
- Informational resources e.g. any information not officially made public through normal Government procedures
- Stationery and supplies, chairs, fans, etc.

Once the dissolution of Parliament is announced by the Queen's Representative, caretaker conventions will apply. Successive Governments have accepted that, during the period preceding an Election the Government assumes a 'caretaker Government' role until the new Government is appointed. During the caretaker period, the business of Government continues and ordinary matters of administration still need to be addressed.

A series of practices known as 'caretaker conventions', aim to ensure that the caretaker Government's actions, do not bind an incoming Government and limit its freedom of action. The conventions are that the caretaker Government avoids:

- Making major policy decisions that are likely to commit an incoming Government
- Make significant appointments
- Enter into major contracts or undertakings

As such, the Government Opposition must be consulted on any significant matters contrary to the conventions with an explanation of why the proposed action is considered necessary during the caretaker period. Details of these actions are outlined in the CIGOV Political Neutrality Policy.

The Ministry of Finance and Economic Management is required to produce a fiscal and economic update (Pre-election Budget) within 14 days of an Election date being announced.

Agencies must avoid involvement in election activities as outlined in the CIGOV Political Neutrality Policy, without adhering to specific areas identified in the Policy. These may include, but are not restricted to rules regarding: advertising and information campaigns, internet and electronic communications, Agency websites and mediums, Agency premises and assets, participation in politics, requests for information, and budgeting and/or policy costing.

Ordinary refers to 'business as usual' operations that are already included Agency business plans and appropriated

3. GOVERNMENT STRUCTURE

The Cook Islands is a constitutional monarchy within the Realm of New Zealand, with Her Majesty Queen Elizabeth II as Head of State and the Queens Representative as her formal representative in the Cook Islands.

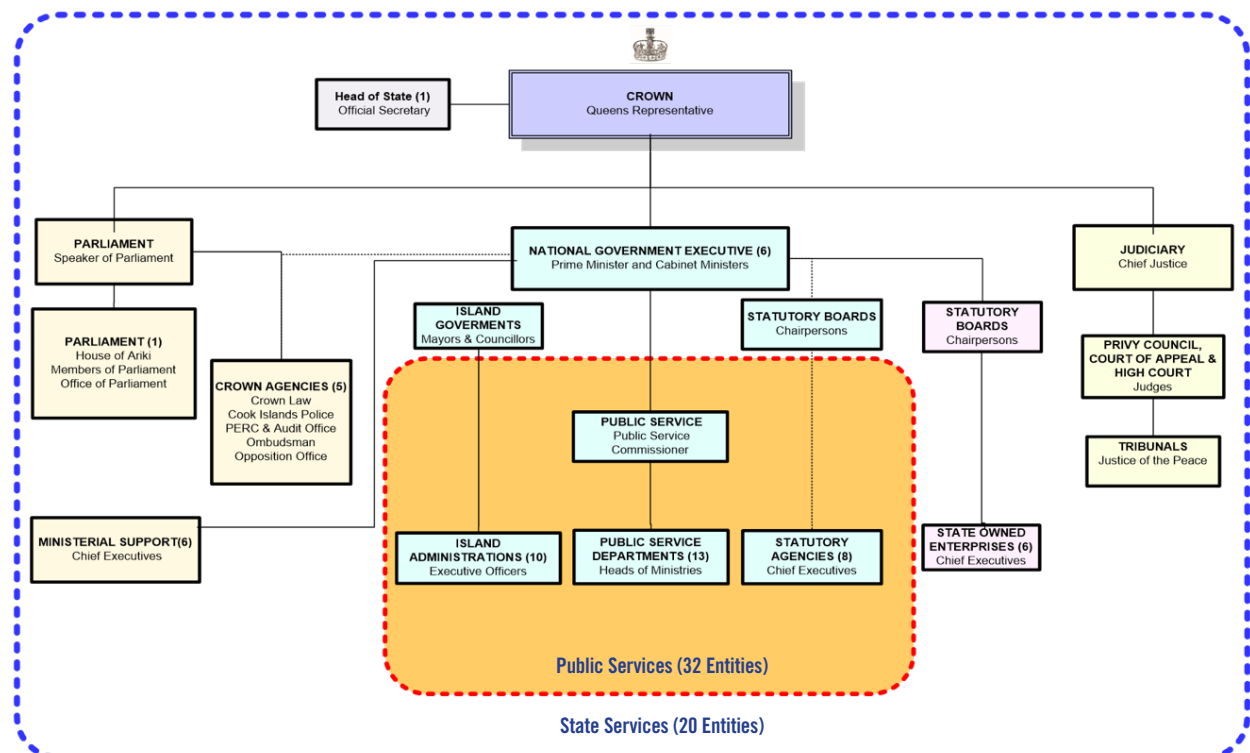
The Cook Islands Constitution Act 1965 established the Westminster system of Government in the Cook Islands with three branches: Legislative/Parliament, Executive and Judiciary. The Constitution provides for various constitutional posts which include the: Queens Representative, House of Ariki, Cabinet (Prime Minister and Ministers of the Crown), Members of Parliament, Speaker of Parliament, Chief Justice, Judges of the High Court, Judges of the Court of Appeal, Justices of the Peace, Public Expenditure Committee, the Public Service Commissioner, and the Cook Islands Public Service Board of Appeal.

The posts of Solicitor-General, Ombudsman, Commissioner of Police and the Director of the Public Expenditure Review Committee and Audit are appointed by the Queen’s Representative.

The Public Service, of which there are 31 Agencies, is part of the Public Sector. The Public Sector as a whole comprises the Public Service as well as 21 other Agencies classified as State Services by the Public Service Act 2009 (PSA). State Services include Crown Agencies, Ministerial Support Offices and State Owned Enterprises.

Within the Public Service: the PSA identifies 13 Public Service Departments reporting to the Public Service Commissioner (the number reporting to the Commissioner is now 14, including the new Ministry of Corrective Services); the Island Government Act 2012/13 identifies 10 Island Administrations in the Pa Enua reporting to Island Governments/Councils; and various statutes established 8 statutory Agencies and 7 State Owned Enterprises reporting to Statutory Boards/Ministers. A Machinery of Government guide clarifies the design of Agencies across the Public Sector (Annex 06 refers).

CURRENT PUBLIC SECTOR





COOK ISLANDS PUBLIC SECTOR

PUBLIC SERVICE (14)

- ▶ Ministry of Agriculture
- ▶ Ministry of Corrective Services
- ▶ Ministry of Cultural Development
- ▶ Ministry of Education
- ▶ Ministry of Foreign Affairs and Immigration
- ▶ Ministry of Finance and Economic Management
- ▶ Ministry of Health
- ▶ Ministry of Justice
- ▶ Ministry of Internal Affairs
- ▶ Infrastructure Cook Islands
- ▶ Ministry of Marine Resources
- ▶ Ministry of Transport
- ▶ Office of the Prime Minister
- ▶ Office of the Public Service Commissioner

53 ENTITIES

ISLAND GOVERNMENTS (10)

- ▶ Aitutaki
- ▶ Atiu
- ▶ Mangaia
- ▶ Manihiki
- ▶ Mauke
- ▶ Mitiaro
- ▶ Palmerston
- ▶ Penrhyn
- ▶ Pukapuka/Nassau
- ▶ Rakahanga

STATUTORY AGENCIES (8)

- ▶ Business Trade and Investment
- ▶ Cook Islands Pearl Authority
- ▶ Cook Islands Seabed Minerals Authority
- ▶ Cook Islands Tourism Corporation
- ▶ Financial Supervisory Commission
- ▶ Financial Services Development Authority
- ▶ National Environment Service
- ▶ Natural Heritage Trust

CROWN AGENCIES (7)

- ▶ Head of State
- ▶ Office of the Ombudsman
- ▶ Cook Islands Audit Office and Public Expenditure Review Committee
- ▶ Parliamentary Services
- ▶ Cook Islands Police
- ▶ Crown Law

STATE OWNED ENTERPRISE (7)

- ▶ Bank of the Cook Islands Holding Corporation
- ▶ Cook Islands Airport Authority
- ▶ Cook Islands Broadcasting Corporation
- ▶ Cook Islands Investment Corporation
- ▶ Cook Islands Ports Authority
- ▶ Cook Islands Government Property Corporation
- ▶ Te Aponga Uira

MINISTERIAL SUPPORT OFFICES (7)

- ▶ Cabinet Ministers' Offices (6)
- ▶ Opposition Leader's Office (1)

ROLES AND RESPONSIBILITIES

YOUR ROLE AS A PUBLIC SECTOR MANAGER

- Provide quality and evidence-based strategic policy advice to Ministers
- Lead the development of Strategic and Workforce Plans for the Agency
- Administer legislation the Agency is responsible for by carrying out functions of the Agency and implementing Government priorities
- Ensure the Agency is run effectively, efficiently and economically
- Comply with obligations in your employment contract and performance agreement
- Act as a good employer and comply with the Public Service Act, Code of Conduct, values and policies, including other legislation (MFEM, PERCA, OIA)
- Be honest and accountable for actions and performance of the Ministry and employees
- Demonstrate political neutrality and promptly inform the Minister and Commissioner on issues that may bring the reputation of the Government or public service into disrepute
- Develop a relationship of mutual trust and confidence with the Minister and Commissioner - adopt a 'no surprises' approach and meet regularly

ROLE OF MINISTERS OF THE CROWN (CABINET)

Give policy direction and approve budgets for Agencies to deliver their core functions

Accountable to Parliament on the use of public funds and performance of Agencies

Negotiate and sign off the annual performance agreements for HoMs

Approve HoMs official duty travel along with the Public Service Commissioner

ROLE OF PUBLIC SERVICE COMMISSIONER (PSC)

- Manages HOMs; HOMs manage public servants with oversight of the Commissioner
- By way of the Constitution Articles 74B, 74BB and 74C, the PSC is responsible for appointment, promotion, transfer, termination and discipline of “employees of the Cook Islands Public Service and such other functions as may be prescribed by law” (Art 74C). See also the Public Service Act 2009 at Schedule 2.
- By that Act, the Commissioner is given direct management control over Heads of Department as to their performance and their implementation of Government policies.
- The Commissioner also investigates any dispute between HOMs and employees and makes recommendations as to how the dispute should be settled.
- The Commissioner can issue instructions to HOMs.
- Along with HOMs, have a duty to act as a good employer.
- Advise Ministers, HoMs and public servants on public service policy matters
- Ensure HoMs are not subject to unlawful or improper pressure from Ministers of the Crown or Members of Parliament
- Act as an intermediary between the Minister and HoMs in relation to issues regarding the Ministry functions or where required
- Develop and set personnel policies and standards for the public service
- Review the machinery of Government - functions and agency organisational structures
- Maintain a robust Government remuneration framework
- Report to Parliament of the state of the Public and State Services

ROLE OF THE CENTRAL AGENCIES (OPM, MFEM, OPSC, CLO)

OFFICE OF THE PRIME MINISTER (OPM)

- Provide national policy advice to the Government and oversee all national policy development, in alignment with the National Sustainable Development Plan (NSDP)
- Coordinate reporting on national development matters to Parliament
- Manage the Government centralised Information and Communications Technology (ICT) system

MINISTRY OF FINANCE AND ECONOMIC MANAGEMENT (MFEM)

- Provide fiscal and economic advice to the Government and oversee the preparation and implementation of the national budget
- Coordinate preparation and reporting on the Crown financial statements to Parliament
- Manage the Government payroll system

OFFICE OF THE PUBLIC SERVICE COMMISSIONER (OPSC)

- Provide advice to the Government on the machinery of Government and performance of Agencies in implementing Government policies and priorities
- Coordinate preparation and reporting on the State of the Public and State Services to Parliament
- Manage the Government Human Resources Information Management System (HRMIS)

CROWN LAW (CLO)

- Provide legal advice to the Government to minimise legal risk to the Crown
- Negotiate legal matters and/or settlements on behalf of the Crown and Government
- Conduct prosecutions on behalf of the Crown and defend the Crown in cases brought against the Government or Crown
- Prepare all Cabinet approved Bills for tabling in Parliament

ROLE OF LINE AGENCIES (AGENCIES OTHER THAN CENTRAL AGENCIES)

- Develop policies and plans to implement Government priorities
- Manage and report on the use of public funds and resources to deliver outputs
- Review procedures and continuously improve and innovate

ROLE OF STATUTORY AGENCIES

Statutory Agencies are established through statute (most are body corporates – meaning they can sue and be sued). They are set up with ‘arm’s length’ ministerial influence through a Statutory Board. The Board set the strategic direction for the agency, and appoints and performance manages the Chief Executive Officer (CEO) or head of agency. The CEO:

- Develops policies and plans to implement Government priorities
- Manages and reports on the use of public funds and resources to deliver outputs
- Reviews procedures and continuously improve and innovate

ROLE OF STATE OWNED ENTERPRISES (SOES)

- SOEs like Statutory agencies are established through statute and are led by a Statutory Board appointed by the Minister. CEOs or Managing Directors are appointed and performance managed



by the Board.

- SOEs have commercial objectives (profit driven)
- SOEs are run like statutory agencies, although their commercial objectives mean they must be run effectively and efficiently as a profitable business venture

ROLE OF MAYORS AND ISLAND COUNCILLORS

The Island Government Act 2012/13 established Island Governments led by Mayors, Deputy Mayors and Island Councillors for the Outer Islands (Pa Enuā). Mayors and Island Councillors are elected every four years, however Island Councillors can also work as public servants. Executive Officers report to the Island Government and Chief of Staff for the Office of the Prime Minister. Island Governments must:

- Act in the public interest and pursue policies that are not inconsistent with national Government policies
- Deliver public facilities and services in the best interests of the island's community and on behalf of national Government
- Promote access to information pertaining to local Government and its administration
- Promote fiscal responsibility, financial accountability and natural justice
- Encourage private sector development and inter island joint ventures
- Encourage social and cultural development and environmentally sustainable practices

ROLE OF MINISTERIAL SUPPORT OFFICES

Ministerial support office staff are politically appointed by their respective Ministers to provide policy advice and administrative support to the Minister. As political appointees, they are not able to instruct the public service – only the Minister has the legal authority to do this.

ROLE OF PARLIAMENTARY OVERSIGHT AGENCIES (PERCA, OMBUDSMAN)

Parliament oversight agencies ('Parliamentary watchdogs') are responsible for monitoring the performance of the Executive arm of Government by ensuring accountability and transparency on the use of public funds and resources.

PUBLIC EXPENDITURE REVIEW COMMITTEE AND AUDIT (PERCA)

The PERCA Act 1995/96 established the PERC and Audit Office to:

- Undertake all audits in order to provide comfort as to the reliability of systems and procedures and the integrity of the information produced
- Pursue issues of public concern that affects the management of public funds
- Conduct audits, investigations and enquiries into matters referred to it by the Committee
- Ensure that Heads of Department have complied with their financial management obligations under the Act

OMBUDSMAN

The Ombudsman Act 1984 established the Office of the Ombudsman to investigate administrative decisions and acts of Government and certain other organisations. The Office is responsible for investigating any decision or recommendation made, or any act done or omitted, relating to a matter of administration and affecting any person or body of persons in his or its personal capacity, in or by

any Government Agency, or employees of these Agencies.

OFFICE OF THE LEADER OF THE OPPOSITION

The Leader of the Opposition leads the political party that is not a member of the ruling Government. Their role is to debate policies, bills and reports tabled by the Government (Executive Arm) in Parliament. The Opposition are also expected to scrutinise the decisions of Government and hold them to account for the performance policies and programmes against the appropriation (budget) approved by Parliament.

ROLE OF GOVERNMENT COMMITTEES (CAC, NSDC, BSG, NDRM, ACC, CLAG, TLAC, IC, CFC AND TC)

There are certain Government committees established to coordinate collective advice to Cabinet or for specific purposes. Terms of references for these Committees specify their purpose and membership and can be obtained from OPSC.

CENTRAL AGENCIES COMMITTEE (CAC)

CAC is chaired by the Public Service Commissioner and provides advice to Cabinet through Cabinet submissions and information papers. Members of CAC comprise of:

- PSC – provides advice on the machinery of Government and public service
- OPM – provides national policy advice and ensures alignment with the NSDP goals
- MFEM – provides fiscal/budget advice
- CLO – provides legal advice

NATIONAL SUSTAINABLE DEVELOPMENT COMMISSION (NSDC)

The NSDC is chaired by the Chief of Staff for the Office of the Prime Minister with membership from the Ministry of Finance, OPSC, Infrastructure Committee and representatives from the social, economic, environment sectors, provide regular updates to Cabinet on the following:

- Actively monitor major Government activities and projects to achieve the NSDP goals
- Promote efficient and effective working of Government
- Promote efficient and effective coordination, alignment and allocation of resources
- Advise Cabinet on developments with Cook Islands positions and negotiations for external funding assistance (grant, loan, other)
- Provide recommendations to Cabinet on resource allocation and implications of strategic decisions
- Provide guidance on Government policy positions and identify strategic issues, challenges, and opportunities with implications for sustainable development

BUDGET SUPPORT GROUP (BSG)

The BSG (previously Budget Committee) reviews Agencies business plans and budgets and provides budgetary advice to the Financial Secretary and Minister of Finance on Agency budget submissions and allocations. BSG members are selected by the Budget Secretariat and generally comprise of senior public servants from Agencies across the public sector.

NATIONAL DISASTER RISK MANAGEMENT COUNCIL (NDRM)

The Disaster Risk Management (DRM) Act 2007 established a National DRM Council to:

- Advise Cabinet on DRM matters;

- Formulate policies for DRM and approve DRM plans;
- Implement the national DRM plan, monitor and evaluate the coordination of activities to mitigate, prepare for, respond to and recover from events; and
- Issue notices to the public.

The Council members include the: Prime Minister (Chair), Financial Secretary, Police Commissioner, Director of Emergency Management Cook Islands, Public Service Commissioner, Chief Executive Officer for the Outer Islands Development (Pa Enea Governance – OPM Chief of Staff), Secretary of Infrastructure Cook Islands and Director of the Metrological Services.

ANTI-CORRUPTION COMMITTEE (ACC)

The ACC was established by Cabinet in 2011 following ratification of the United Nations Convention against Corruption (UNCAC). Membership includes: CLO, Police, Financial Intelligence Unit, Ombudsman, Audit, MFEM, OPM and the Public Service Commissioner. The ACC is responsible for:

- Identifying and implementing key objectives of the UNCAC;
- Developing anti-corruption policies;
- Monitoring the effectiveness of anti-corruption policies and measures implemented by the ACC and Government Agencies.

COMBINED LAW AGENCY GROUP (CLAG)

The CLAG was established in 2009 to ensure law enforcement and border control agencies work together to ensure border security is maintained. CLAG includes: Police, Foreign Affairs and Immigration, Customs, Financial Intelligence Unit, Transport, Airport Authority, Ports Authority, Agriculture, Health, Marine Resources, and the Business Trade and Investment Board agency. CLAG's role is to meet regularly on the following:

- Share information and intelligence to detect, prevent, investigate, prosecute and respond to offences against national legislation;
- Share law enforcement technology and methods of criminal modus operandi;
- Train staff in areas of mutual concern;
- Cooperate on matters of common concern;
- Combine resources and expertise to mitigate border and domestic crime.

NATIONAL TRIPARTITE LABOUR ADVISORY COUNCIL (TLAC)

The TLAC was established in 2016 through Cabinet Minute CM (16) 312 to:

- Provide leadership and advice on economic and social policy affecting employment and industrial relations in the Cook Islands;

Promote tripartite co-operation and industrial peace in the Cook Islands;

- Make recommendations to the Minister on the rate of the minimum wage in the Cook Islands; and as a member of the International Labour Organisation:
 - » ensure the active participation of tripartite constituents on the adoption of international labour standards;
 - » advise the Minister on matters relating to the agenda for the International Labour Conference, the submission of standards to the competent authority, reporting on ratified Conventions and examining unratified Conventions.

Members include: the Secretary of Internal Affairs, Public Service Commissioner, Financial Secretary, Cook Islands Workers Association and Chamber of Commerce.

INFRASTRUCTURE COMMITTEE (IC)

The IC was established in 2008 to plan and oversee the implementation of all Government capital projects. The IC is led by the Chair of the CIIC Board and its members include representatives from MFEM, OPM, and Infrastructure Cook Islands. The IC:

- Holds meetings to made decisions on projects or to resolve problems related to projects
- Consults with stakeholders directly to receive their concerns on projects
- Analyses information on projects to ensure each individual project identified and approved for implementation is implemented, completed and handed over to its owner/beneficiary
- Provides regular reports to the NSDC and Cabinet on the progress of all projects

CAPITAL FUNDING COMMITTEE (CFC)

Under the Cook Islands Government Financial Policies and Procedures Manual (CIGFPP) 2017, Part B Section 14 – [Unallocated Capital Funding], a Capital Fund has been established made up of funds that has not been allocated to any particular Agency. However, Agencies may submit proposals for the procurement of standard motor vehicles, boats, and office equipment using this Fund. The Capital Fund Committee is responsible for reviewing these proposals costing \$50, 000 or less and recommending prioritised proposals to Cabinet for purchase and/replacement of specific capital items requested.

The Committee is made up of one representative each from MFEM, CIIC and the Private Sector. It meets on a quarterly basis (March, June, September, and December) or as required depending on the number and circumstances of requests. MFEM Procurement Staff provides Secretariat support to the CFC and will also assess capital expenditure proposals for subsequent consideration by the Committee.

TENDER COMMITTEE (TC)

The Tender Committee was established in 2016 by the Purchase and Sale of Goods and Services Policy otherwise known as the Procurement Policy. There are certain processes which require not only HOM approval but also Tender Committee approval. The Policy was made pursuant to s. 63 of the MFEM Act 1995-1996 to ensure that the Crown conducts all sales and purchases in a uniform manner which is open, transparent and provides value for money for the Crown. The Policy applies to all Cook Islands Government Agencies. The Tender Committee is responsible for ensuring that a contestable, transparent, accountable, arms-length and without favouritism (probity) process has been followed.

The Tender Committee consists of the Financial Secretary (or nominee), Solicitor-General (or nominee) and any other technical advisors as required, provided that these advisors are not members of the Tender Committee but act in an advisory capacity only. MFEM Procurement Staff provides secretariat support to the Committee.



LEGISLATION AND KEY DOCUMENTS

In the public sector, Agency functions are either legislated or assigned through Cabinet directives. Therefore you should ensure you have access to copies of key legislation that applies across the public sector, especially legislation the Agency you manage is responsible for administering. As soon as you are able, read and become familiar with them. You may have to read and re-read them if you are new to the role and Agency.

If you require legal clarification, you can seek assistance from the Crown Law Office who are there to assist you.

Hard copies of all Acts of Parliament can be purchased from Parliamentary Services although most legislation is available on the L: drive (for Agencies on the Government network).

KEY LEGISLATION

- Your Agency specific legislation (ensure that this is available on the Agency website)
- The Cook Islands Constitution - <http://www.parliament.gov.ck/Constitution.pdf>
- Public Service Act 2009 with 2015/16 amendments - www.psc.gov.ck or on L:drive
- MFEM Act 1995/96 with 1997 amendments - www.mfem.gov.ck
- PERCA Act 1995/96 - available from OPSC or on the L:drive
- Employment Relations Act 2012 - available on the L:drive
- Island Government Act 2012/13 - available from OPSC or on the L:drive
- Official Information Act 2008 – available from OPSC or on the L:drive

YOU SHOULD ALSO HAVE ACCESS TO AND READ THE DOCUMENTS LISTED BELOW:

- National Sustainable Development Plan - available from the Office of the Prime Minister
- Public Sector Strategy 2016-2025 - www.psc.gov.ck or on L:drive
- Public Service Operational Policies - www.psc.gov.ck or on L:drive
- Cook Islands Government Financial Policies & Procedures Manual - www.mfem.gov.ck
- Annual Budget Policy Statement and Budget Estimates - www.mfem.gov.ck
- Manual of Cabinet Procedures – available from Cabinet Services, Office of the Prime Minister

AGENCY PLANS SHOULD BE AVAILABLE IN YOUR OFFICE (UNLESS NOT YET DEVELOPED):

- Agency Annual Business Plan
- Agency Strategic Plan
- Agency Workforce Plan and Training and Development Plan
- Agency Risk Management, Disaster Risk Management and Business Continuity Plans
- Agency Communications Plan/Strategy
- Agency Service Charter

CABINET DIRECTIVES

Cabinet can give formal directives to the Public Service through Cabinet Minutes. The Secretary to Cabinet, based at the OPM can assist you with the preparation of Cabinet Submissions (Memoranda) and Information Papers to be submitted to Cabinet. A Manual of Cabinet Procedures is available – contact the Cabinet Secretary or OPM for a copy if you do not have a copy in your Office. It is important that you follow the procedures to ensure your submission or information paper reaches Cabinet.

THERE ARE FOUR MAIN TYPES OF CABINET DOCUMENTS:

- Memorandum: this is a written submission that seeks a decision of Cabinet
- Information Paper: is to inform Cabinet on matters that need their attention and noting
- Agenda: itemises the official business of Cabinet for each sitting
- Minutes: official record of the decisions of Cabinet

CABINET SUBMISSIONS (MEMORANDA)

1. All submissions for Cabinet consideration must be approved and supported by a Minister
2. All submissions must be sent to Cabinet Services for circulation to CAC
3. All submissions must be reviewed Central Agencies (OPM, PSC, MFEM and CLO)
4. Each Central Agency must be given ample time to provide their respective input and advice on the national, public service, financial and legal implications of the submission on the Government and its operations
5. Central agencies can refer submissions back to the lead agency to seek more clarification or complete
6. Cabinet decisions are recorded as Cabinet Minutes. The Secretary to Cabinet is responsible for assigning a unique number to each Cabinet Minute and sending this to approved persons - usually the Head of the lead Agency and Heads of Central Agencies
7. All original copies of Cabinet memoranda, information papers and minutes are retained by Cabinet Services

(Refer to Annex 1(a) for a template for Cabinet Submissions)

INFORMATION PAPERS

Ministers may want to keep their Cabinet colleagues apprised of some matters of importance that do not require a Cabinet decision. In such circumstances, an Information Paper will be circulated to Cabinet for their information. Prior to circulation, comments on the information presented must be sought from the Central Agencies as per process noted above. These papers will be recorded at the end of the meeting agenda and are not discussed, unless a Minister requests to the Prime Minister that the Paper be formally considered by Cabinet.

Information papers should be formatted per Annex 02.

3. PERFORMANCE MANAGEMENT

As a HoM, you are ultimately responsible for the planning, budgeting and performance of your Agency.

- The Public Service Commissioner (your employer) and the Minister for the Agency you are responsible for leading, are all signatories to your performance agreement outlined in your employment contract. Essentially, your performance agreement will confirm that you will deliver on the legislated (core) functions of the Agency, critical success factors and Cabinet directives.
- The Commissioner assesses the Agency performance as part of your performance on a six monthly (31 Dec) and annual basis (30 June), using an adapted version of the New Zealand State Services Performance Improvement Framework (PIF)
- OPM can assist with national policy development and strategic planning advice to ensure alignment of policies with the NSDP
- MFEM as the key Financial and Economic Advisor to the Minister of Finance and Government, facilitates the development of the Budget Policy Statement and coordinates the public sector budgetary process and tabling of an annual budget in Parliament. MFEM can advise you on matters relating to your Agency budget and expenditure.

PERFORMANCE IMPROVEMENT FRAMEWORK

As a HoM, your performance is assessed according to your overall leadership and management and performance of the Agency. The framework comprises three sections (1) results - assesses how well you led the Agency in achieving critical success factors and delivering core functions (Business Plan), to achieve the NSDP goals; (2) organisational management - assesses your management of the Agency in terms of planning, providing strategic direction, creating an Agency values-based culture, developing a high performing and engaged workforce, managing public resources effectively and efficiently, and engagement with stakeholders; and (3) integrity and conduct - assesses how well you demonstrate the public service and agency values in your conduct.

1.RESULTS – HAS TWO CRITICAL ELEMENTS:

- » Delivery of Critical Success Factors
- » Delivery of the Agency mandated functions as stated in the Business Plan\

2.AGENCY ORGANISATIONAL MANAGEMENT – HAS FIVE CRITICAL ELEMENTS:

- » Leadership, direction and delivery - purpose, vision, strategy, leadership development
- » Customer – customer service delivery and operating procedures/processes (systems)
- » People development - leadership and management of employees
- » Financial and resource management - financial, information, asset and risk management
- » Stakeholder engagement - communications and engagement with various stakeholders (internal and external)

3.CONDUCT – ASSESSES HOW WELL YOU DEMONSTRATE THE PUBLIC SERVICE/AGENCY VALUES:

- » You are a role model in living the Public Service and Agency specific values
- » You are responsive in addressing public/stakeholder complaints regarding the Agency services and staff conduct
- » There is a minimal number of unresolved employment disputes reported to the Commissioner – meaning you have resolved these amicably within the Agency
- » You use innovation and good stewardship of public resources to achieve results

CRITICAL SUCCESS FACTORS

HoMs will agree certain critical success factors (CSFs) with the Minister and Commissioner in their performance agreement. CSFs are key results or work the Minister and Commissioner want achieved during the period of the agreement. The HoM needs to negotiate additional funding required for this work, where required.

DELIVERY OF THE BUSINESS PLAN

HoMs lead the development of the Agency business plan (and other plans) and must ensure they can hold Managers and staff accountable for achieving targets set in the business plan, with funding appropriated by Parliament. It is important to keep the Minister and Commissioner informed of what funding and resourcing is required to deliver Agency core functions and the business plan, as you are all accountable to Parliament for the delivery against the appropriation voted in Parliament.

LEADERSHIP AND DIRECTION

HoMs must lead the development of the Agency Plans and strategies with their Managers and staff to ensure 'buy in' and ownership of the Agency's purpose, direction and values. The Agency Executive or Senior Management team must set the strategic platform from which the Agency will operate and promote the Agency (and public service values) in the way they behave. OPSC have developed two Standards to help develop that platform.

STANDARDS

In September 2018, OPSC finalized the Organisational Fit for Purpose Standard (OFF) and the Customer Service Delivery Standard (CSD).

The OFF identifies key elements that contribute to an Agency's success. It is a Standard that every Public Service Agency must adhere to, as it establishes foundational pillars that are essential for every Agency to operate effectively and efficiently.

The CSD identifies key elements that ensure Agencies have customer-centric procedures and processes to deliver quality public goods and services in an effective and efficient manner. The Standard requires every Public Service Agency to have transparent procedures, processes and systems to ensure succession plans and business continuity are embedded within Agencies.

The following plans are essential for the Agency to build a strong foundation to operate from:

- Strategy or Strategic Plan
- Workforce Plan
- Training and Development Plan
- Budget (Financial Plan)
- Risk Management Plans (Disaster Risk Management and Business Continuity Plans)
- Communications Plan
- Fit for Purpose Organisational Structure

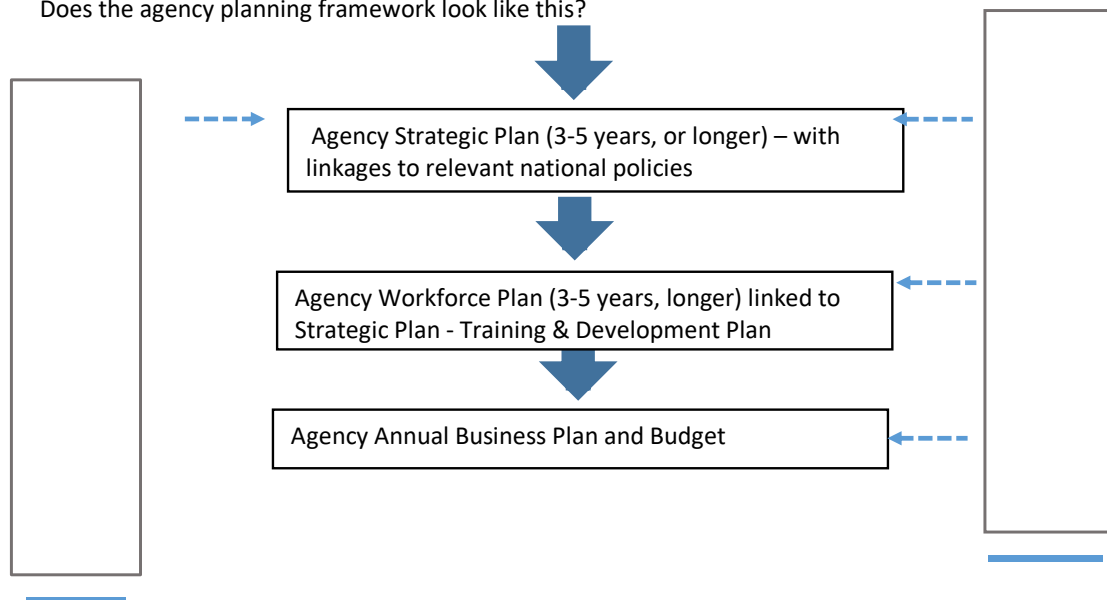
All staff should be included in the development of these plans and contribute to the vision, purpose and values of the Agency.

In developing the Strategic Plan, questions you need to ask yourself:

- **What is the Agency vision?** A good way to think of this is what would you like the headlines in the newspaper to say about the Agency in 3 years' time? If you don't know what you are hoping to achieve, how will you know when you get there?

- **What are the Agency's strategic goals?** What is the Agency striving to achieve in the longer term? **What are its aspirations?** How does the Agency's goals fit with the Cook Islands National Sustainable Development Plan (NSDP)?
- **Does the Agency have a Strategic Plan?** What are you doing about preparing one if you haven't; or if you have one, are the goals still relevant? When was it reviewed? How successful has the Agency been in achieving the stated goals?
- **How are the agency strategic goals reflected in the medium and short term?** Does it have a medium term plan? Does the Agency annual business plan link with its medium and longer term plans?
- **Monitoring and Evaluation** – How is the Agency monitoring progress towards the achievement of its strategic goals? How does the Agency evaluate its effectiveness in the achievement of these goals? What do you do when you encounter hurdles?
- **Does the Agency have a Risk Management Framework or Plan** that identifies possible risks and offers opportunities to mitigate these risks?
- **Budget Policy Statement (BPS)** – How does the Agency reflect the BPS in the Business Plan and Budget Submission?

Does the agency planning framework look like this?



PEOPLE DEVELOPMENT

HoMs must lead the development of the Agency workforce planning to guide workforce recruitment, retention and release strategies. Key elements under this area include:

- Workforce Plan development and implementation
- Adherence with the Public Service Act, Employment Relations Act and CIGOV HR policies
- A fit for purpose Agency organisational structure
- All job descriptions on the CIGOV template and evaluated using the CIGOV system
- Recruitment strategies for critical/hard to fill positions
- Succession planning for critical roles
- Performance management in operation (CIGOV Performance Management Policy refers)
- Training and Development Plan (CIGOV Training and Development Policy refers)
- Leadership development and talent management being implemented
- Career pathways and development plans for all staff

HUMAN RESOURCE (HR) MANAGEMENT TIPS

A HR Taskforce was established in 2016 to support HoMs and Agencies with HR-related functions. The Taskforce members have been trained in writing job descriptions and conducting job evaluations. Certain members have also completed tertiary training in HR and management related courses. Contact OPSC for Taskforce member details.

- The HR Taskforce are responsible for evaluating job descriptions for positions across the Public Sector in adherence with the CIGOV Job Evaluations Policy.
- The HR Taskforce also contribute to the development and review of HR policies for the public sector.
- If you need help with developing JDs, understanding job evaluations, reviewing your organisational staffing structure, recruitment support and/or remuneration advice, resolving employment disputes, or interpreting HR policies - you can contact staff at OPSC or a member of the HR Taskforce who has relevant training and experience.

REQUESTING CHANGES TO ORGANISATIONAL STRUCTURES

The Public Service Act requires the Commissioner to approve changes to organisational structures. Annex 03 provides a pictorial procedural guide for you to use when seeking approval for change to the Agency organisational structure. Contact OPSC if you have queries.

HOMS RECRUITMENT AND TRANSITIONAL PERIODS

The Public Service Act mandates the Commissioner to lead the recruitment process for HoMs with endorsement from Cabinet. Annex 04 provides a pictorial procedural guide for you to understand the process and transitional requirements, if you are issued an Acting Warrant.

HUMAN RESOURCES MANAGEMENT INFORMATION SYSTEM (HRMIS)

HRMIS is the system used for storing all Government HR and payroll information for employees and appointees paid by the Crown. HRMIS is administered by OPSC, MFEM and OPM. OPSC is the first point of contact for HRMIS administration.

- OPSC is responsible for adding, amending or deleting HR information on HRMIS
- MFEM is responsible for administering payroll information on HRMIS
- OPM issue employees access to HRMIS and the Government ICT network

HOMS MUST:

- Authorise new, amendments or deletions to employee HR and Payroll information (except changes to bank details and deductions made by employees).
- Use relevant forms for changes and attach relevant supporting documents for each employee or application.
- Ensure all employee positions have a job description (JD) and have been job sized using the CIGOV approved system i.e. SP10. OPSC co-ordinates job sizing of all JDs.
- Ensure all employee positions are included on the approved organisational structure and leave administration/approval authorities are clarified.
- Maintain and retain employee personnel files with all changes to employee details.

EMPLOYEES MUST:

- Complete the Deduction Authority Form (DAF) and attach this to the Notice of Appointment (NOA) when initially employed. The DAF identifies any deductions the employee wants Payroll to make from their salary/wages.
- Fill out a DAF to make further changes to bank details or deductions and submit these to MFEM to process.

ADMINISTRATORS (OPSC, MFEM AND OPM) MUST:

- Process employee information changes accurately and promptly upon receipt of completed forms with relevant supporting documentation as required.
- Respond to relevant queries regarding HRMIS.
- Ensure internal audit functions within their respective Agencies, are implemented to maintain HRMIS data integrity.

Tip: ESS (Employee Self Service) is the ‘front end’ component of HRMIS where Employees can view their own HR details and apply for leave, and Managers can approve these.

FINANCIAL AND RESOURCE MANAGEMENT

HoMs must lead the development of the Agency budget to deliver critical success factors and core functions identified in the Business Plan or given through Cabinet directives. Key elements assessed in this area includes:

- Budget that reflects costs to deliver core functions and development work (where required)
- Adherence to the MFEM Act and CIGOV financial policies and procedures
- Adherence to the CIGOV Procurement Policy and procedures
- All financial reporting and Audit requirements are met
- There are no Audit issues or Audit issues have been addressed in a timely manner
- Asset Management Plans in place
- Risk Management Plan – with disaster risk management and business continuity plans

FINANCIAL MANAGEMENT TIPS

FINANCIAL AND RESOURCE MANAGEMENT

- Your first priority is to check that the signatories on the bank accounts have been updated to include you and those who you want to have signing authority on your account. This will normally be other members of your senior staff such as Directors or Managers. Good practice indicates that the person preparing and reconciling the accounts should not be a signatory. As much as possible for the size of the Agency, there should be clear separation of duties.
- If the agency is operating a debit card, ensure that this is also updated – you should look to have the PIN number changed.
- Ensure that no cash is being held on the Agency premises and that all cash is banked daily. Regular bank reconciliations should also be undertaken – these are also required to be included in the monthly report to MFEM.
- Don’t just sign cheques that are put on your desk. When you are busy, this is tempting, however, you are ultimately responsible for the use of public funds and resources and as such, must be able to justify all expenditure.
- What is the Agency budget appropriation for the current financial year? What has been spent so far and how much is remaining to meet the priorities shown in the Business Plan? How much employee/expenditure accruals are recorded? Don’t hesitate to contact the Financial Secretary or MFEM staff if you are unsure about any part of this.
- You are in breach of the MFEM Act if you overspend the budget appropriated to the Agency by Parliament, so get on this ASAP!

- Ensure the Agency complies with the CIGOV Procurement Policy for all purchases. In particular, note that:

For All Purchases (Within the Agency Budget)	
Over \$60,000	Tender
\$30,000-\$59,999	Quotations with Tender Committee approval
\$1,000-\$29,999	Quotations
For All Purchases (Outside the Agency Budget)	
Must be approved by Cabinet	

- When time permits, check that the Agency Asset Register – is current. Are all assets tagged appropriately? Can all assets that you are responsible for be located? Refer to the CIGOV Motor Vehicle policy to ensure assets assigned to the Agency are used and maintained in accordance with the Policy.
- Audit Reports – what is the status of the Agency with its audit reports? Note that unqualified or unmodified audit reports are what you are aiming to achieve. If the Agency has had qualified or modified reports, have the issues and concerns identified in the Report been addressed?
- Bulk funding suspensions – has the Agency had any bulk funding suspensions? These will be shown in your final Performance Report to the Minister at the end of the year and are not a positive reflection on your performance. If these suspensions were made before you took over, ensure that you are not held accountable for them (discuss with the Commissioner). However, you are responsible once you assume control over the Agency. Remember – the Agency Monthly financial Reports (Profit and Loss, Balance Sheet, Variance to Budget and Cash flow forecasts) are due to MFEM by the 10th working day of the following month; late submissions will result in the Agency bulk (operational) funding being suspended.
- What procedures and processes (systems) are in place within the Agency for purchases? A robust system will ensure the appropriate use of fully completed and signed purchase orders; accurate checking of all invoices; appropriate coding of expenditure in accounting software; regular payments to creditors; and updating the Asset Register when new assets are purchased.
- Are there outstanding debtors (people who owe the Agency money) that you need to follow up on? How long have they been outstanding? What has been done about this?

Tip: Don't be afraid to ask for help but ensure you have read the CIGFPP Manual – you will find the answer to most questions there

RISK MANAGEMENT

Every Agency should have its own Risk Management Plan and Disaster Risk Management (DRM) Plan. It is important that these are available to staff. The Risk Management Plan should be prepared in adherence to the CIGOV Risk Management Policy.

Managers and staff must be familiar with the DRM plan and have practiced its implementation. The DRM Act (2007) provides the mandate for the functions of EMCI in the Cook Islands. EMCI provides DRM training programmes to assist with the development and design of DRM plans and operating procedures, with the assistance of the Cook Islands Red Cross Society.

Emergency Management Cook Islands (EMCI) is responsible for ensuring:

- The maintenance of the National Disaster Risk Management (DRM) Plan and all necessary sub-plans.
- All Government and Private Organisations in the Cook Islands have in place written plans and operational procedures for all phases of Disaster Risk Management for all known hazards and report to the National DRM Council.
- The Cook Islands DRM Plan is prepared, reviewed and tested regularly to ensure that it properly protects life, property and essential infrastructure from all known emergencies and disasters.
- The implementation of DRM Education and Awareness programmes in the Cook Islands.

For further information on DRM refer to the CIGOV Risk Management Policy.

STAKEHOLDER ENGAGEMENT

HoMs must ensure they and the Agency maintain effective relationships with key stakeholders within and external to the public sector. The Customer Service Delivery Standard will help you in this area. Key stakeholders include: Ministers', Public Service Commissioner, Central Agencies, Line Agencies, Government Committees, Development Partners, Regional and international organisations, Private Sector and Non-Government organisations, and the general public. Key elements in this area include:

- Having a Communication Plan/Strategy and a Service Charter in place
- Building and maintaining relationships with key stakeholders

A **Communications Plan or Strategy** must identify key stakeholders, their information needs and the mediums used to engage with them. Refer to the CIGOV Communications Policy for guidance on how to prepare this; or find out from other Agencies how they developed their Plans, they may be willing to share theirs for you to use as a template.

Every Agency must have **Standard Operating Procedures** for every output delivered. SOPs promote business continuity by ensuring procedures and processes are documented for staff to understand and implement consistently.

A **Service Charter** is a written policy that communicates the Agency's commitment to how it will do business with its customers, so both employees and customers know what to expect in terms of outputs (public goods and services).

Customer Feedback Platforms will help you continuously improve your agencies services and to ensure your services remain relevant and responsive to customer needs. These platforms can include: surveys and informal research; questionnaires; stakeholder workshops or meetings.

BUILDING RELATIONSHIPS

If you are a new HoM, you will need to devise a strategy for getting to know your staff and build your team. For existing HoMs who have been re-appointed, appreciate that some staff may be disappointed (that is always to be expected) whilst others will be delighted. Whichever camp staff are in, it is

important that you show them quickly what will be different, and get some quick wins on the board so you can celebrate success together relatively quickly and gain their trust and support. Consider how you will build relationships within and outside the Agency. This will determine your success in future months as an effective leader. Below are strategies for consideration:

RELATIONSHIPS WITH:	STRATEGIES
The Public Service Commissioner	<ul style="list-style-type: none"> • Keep the Commissioner informed of what is happening in the Agency – key issues and successes • Adhere to Government operational policies and procedures • Ask for help when you aren't sure – don't muddle through • Work on the principle of "No Surprises" – if something that affects you or the Agency happens, notify the Commissioner • Always meet deadlines • Be punctual to meetings or send an apology if you are unable to attend in unavoidable situations e.g. Minister calls or official duty travel • Do your job to the best of your ability
The Minister	<ul style="list-style-type: none"> • Keep the Minister regularly informed of what is happening in the Agency – both issues and successes • Find out how the Minister would like to be communicated with, e.g. phone calls, email, regular meetings, briefing papers etc. • Seek the Minister's approval first - before committing to travel • Ensure the Minister is invited to all relevant functions • Respond to the Minister's requests promptly and accurately • Be punctual to meetings and with responding to enquiries
Staff	<ul style="list-style-type: none"> • Lead by example • Be a great role model i.e., behaviour, appearance, punctuality • Acknowledge good work – this may be verbal or written • Talk individually to staff and get to know them – what do they enjoy about their job? What don't they like? • Have regular staff meetings and document outcomes and recommendations and follow up actions taken • Set a couple of small targets that involve your staff to give you quick wins and build their trust and confidence in you as a HoM • Be available - don't just disappear – let them know when you will be back • Make your expectations clear but be seen as being consultative, transparent and most importantly - fair • Seek their opinions • Consider your leadership style – are you an autocratic or collaborative leader? • Involve staff in the development of Agency plans and reports
The Public	<ul style="list-style-type: none"> • As soon as possible, start to get something positive into the media to show the public the Agency is progressing forward • Consult; listen; respond as appropriate • Answer telephone calls and emails in a timely manner • Get a newsletter/media articles/posts on social media out to the public as soon as possible – it doesn't have to be big

Tip: Don't ignore problems or complaints, they are likely to fester and become major issues which may impact on the success of your leadership and the Agency



REPORTING

REPORTING TO MINISTERS

Discuss with your Minister what his/her requirements are in this regard.

- Does s/he require weekly/monthly written or verbal reports from you?
- Does s/he prefer to meet with you for updates on a “Need to Know Basis”?

Avoid surprises for your Minister by maintaining regular contact and information on the performance of the Agency. Don’t expect your Minister to be able to support you if s/he doesn’t know what you are trying to achieve and progress to date.

REPORTING TO THE PUBLIC SERVICE COMMISSIONER

As your Employer, the Commissioner will require you to provide formal six monthly and annual reports on the performance of the Agency against the business plan and CSFs. Failure to meet the deadlines will be considered in your performance review.

REPORTING TO PARLIAMENT

All Public Sector Agencies are required to report annually to Parliament within three months of the end of the financial year. You may like to use photos and diagrams to capture the attention of the reader. Parliamentary Services generally require you to photocopy sufficient copies of the Report for distribution to the 24 Members of Parliament, Speaker and Clerk of Parliament. Reports should be translated in Cook Islands Maori.

REPORTING TO MFEM

It is important that you submit monthly financial reports to MFEM by the 10th working day of the month to avoid suspension of your bulk funding. Refer to the CIGFPP Manual. Any suspension of bulk funding is reflected in your Annual Performance review, a copy of which is provided to your Minister. Certain agencies are also requested by MFEM to contribute to the Annual Budget Books and Half Year Economic Updates.

REPORTING TO THE GENERAL PUBLIC

Agencies produce regular newsletters whilst others use social media and their websites to inform the public. When using any media, ensure that you have the opportunity to check news articles or publications before they are published or go to print.

4. OTHER MATTERS

Before committing to any official travel or leave, you must notify your Minister and the Commissioner. Any official travel must be taken in adherence to the CIGOV Official Travel Policy. A Representative Feedback Report (Annex 05 refers) must be completed upon return to Office and submitted to the Commissioner.

HoMs (and staff) travelling overseas should contact MFEM to ensure that they have travel insurance cover. Key points to note regarding the Policy are as follows:

- Insurance Company is ACE Insurance Travel, Phone: 0064-9-374-1775
- Policy Number: AGRG386632
- ACE will not cover the following:
 - » Any person travelling to Cuba
 - » Any losses resulting from war, civil war, act of foreign enemy, rebellion, revolution, insurrection of military or usurped power in New Zealand or the insured's country of residence, or any of the following countries: Afghanistan, Chad, Chechnya, Ivory Coast, Democratic Republic of Congo, Iraq, Israel, Somalia or Sudan
 - » Pre-existing conditions if the person is travelling against the advice of a doctor or when the person is unfit to travel or if the purpose of the travel is to seek medical attention for a pre-existing condition
 - » Any claim incurred as a result of a terminal condition
- The Policy recommends that when arranging rental vehicles, the insured person must take all compulsory motor vehicle insurance provided by the rental organisation, against loss or damage to the rental vehicle during the rental period
- MFEM can provide you with a card which has the relevant contact details and Policy details. The important thing is to ensure that your staff know who to contact in the event of an emergency

SUMMARY OF COVER (Refer to CIGOV Travel Insurance Policy for details)

COVER LIMITS (PER PERSON)	COVER LIMITS (PER PERSON)	COVER LIMITS (PER PERSON)	COVER LIMITS (PER PERSON)
Personal Accident	\$250,000	Medical & Additional Expenses	Unlimited
Kidnap & Extortion	\$500,000	Cancellation & Curtailment	Unlimited
Hijack & Detention (\$1,000 per day, maximum of 15 days)	\$15,000	Resumption of Travel/Alternative Employee	\$20,000
Loss of Deposits	\$30,000	Baggage/business property (limit any 1 item \$5,000)	\$25,000
Deprivation of Baggage	\$5,000	Money & Travel Documents	\$5,000
Electronic Equipment	\$10,000	Search & Rescue Expenses	\$20,000
Personal Liability	\$5,000,000	Collision Damage Theft Waiver	\$5,000
Political & Natural Disaster Evacuation (Aggregate \$100,000)	\$20,000	Missed Transport Connection	\$10,000



CLOSING THE AGENCY

There may be some occasions when you need to close the Agency during normal business hours. If considering closing the Office:

- Ask yourself if the Agency is providing an essential service to the Public? If it is then, you will need to ensure “skeleton” staff are at work so that the Agency can remain open for the public.
- Have you informed your Minister and the Commissioner that you are closing the Agency and the reason for it?
- Have you given advanced notice (at least 2-3 days) to the public that the Agency will be closed, the reason and length of the closure?
- Is there a contact person/number in case of emergencies? Have you made this known to the Minister, Commissioner and the public?
- If you are closing between Christmas and New Year (this is normal practice for many Agencies), who are the contact persons in the event of cyclones or other emergencies?
- Have your staff been informed in advance that the Agency will be closing and what leave implications there may be for them?
- Have you left a message to that effect on your answer phone?
- If you are unsure what action to take or require clarification, contact the Office of the Public Service Commissioner.


5.ANNEXES

ANNEX 01 – PREPARING CABINET MEMORANDUM

- • Before a policy initiative can be presented to Cabinet, the lead Agency must ensure that the Minister responsible supports and approves the policy initiative.
- The lead Agency must ensure that the policy initiative is consistent with the NSDP and relevant sector plans. The Agency may consult with the Central Policy and Planning Office of OPM and relevant stakeholders.
- Preceding the drafting of a Memorandum, the Agency must ascertain the costs associated with implementing a policy proposal for each of the following:
 - » In the current financial year:
 - » Agreed costs of implementing the proposed policy in the current financial year;
 - » Rationale for why the policy must be implemented in the current fiscal year;
 - » Proposed source of any current or future year funding for proposed policy, specifically whether from:
 - › Existing annual appropriations through reprioritising of and/or funding in existing programs or activities;
 - › Additional and/or new appropriations – a supplementary appropriation;
 - › Drawing upon existing Contingency appropriations;
 - › Additional revenue raising measures; or
 - › Some combination of the above.
 - » In the forthcoming budget year; and
 - » In the following two fiscal years.
- Where necessary, the Agency may seek the assistance of the Treasury Division of the MFEM to ascertain costs.
- The agency drafts the Memorandum.
- Relevant stakeholders are further consulted and should a stakeholder’s position differ from that of the Agency, Cabinet must be informed and the stakeholder’s comments must be attached as an annex to the Memorandum.
- The Memorandum is circulated to Central Agency heads for comment:
 - » The Financial Secretary of the Ministry of Finance and Economic Management
 - » The Chief of Staff of the Office of the Prime Minister
 - » The Public Service Commissioner
 - » The Solicitor General
- Should the views expressed in the comments section differ from that of the Agency, the Agency could be asked for further comment.
- The Memorandum is approved by the relevant Minister and submitted to Cabinet for consideration.

NOTE:

- i. Cabinet sits every Tuesday, unless exceptional circumstances prevent them from meeting.
- ii. All Memoranda must be presented to Cabinet Services no later than midday Wednesday, if it is to be considered at the next Cabinet sitting.

- 
- iii. CAC reviews all submissions on the Friday preceding the Cabinet sitting and provide comments/advice to Cabinet.
- iv. In the event that the preparation of a Memorandum is incomplete, this will not be presented to Cabinet and will be returned by Cabinet Services to the lead Agency with instructions on what is required for completion before resubmission.

ANNEX 01(A) – CABINET SUBMISSION GUIDELINE

TITLE

Express the title of the Paper in as few words as possible, that is, no more than one line. Insert key words to identify the subject of the Paper first.

PREAMBLE

If the Paper is more than four pages long, or particularly complex, a Preamble must be provided highlighting specific areas including Annexes that must be read to understand the issues. A Preamble should be no more than a few paragraphs in length and succinctly explain the main issues.

PROPOSAL

State the proposal at the beginning of the Paper in one or two sentences. Succinctly state what the Ministers are being asked to consider or decide. Do not list recommendations.

POLICY DESCRIPTION

Describe precisely the problem that the proposal contained in the Cabinet Memorandum is intended to address. The description must include:

- Identification of the intended outcomes (societal changes/impacts) that are to be the result of implementing the policy proposal;
- Identification of what outputs are to be delivered by or through the Agency or Minister and the timeframe for delivery that will contribute to achieving the desired outcome;
- Rationalisation, where appropriate, on why the proposal is to be implemented through a new or supplemented payment of behalf of the Crown (POBOC) rather than through the appropriation for Agency outputs.

NOTE:

OUTCOMES are the impact or consequences of actions of the Government on the economy and community.

OUTPUTS are the goods and services produced by Government Agencies for stakeholders, including private organisations or individuals, but also the Government and its Agencies other than the Agency delivering on the outputs.

CONSISTENCY WITH NATIONAL PRIORITIES

Provide a concise assessment of the consistency/compatibility of the proposed policy initiative with priorities that are set out in the NSDP and any relevant Sector Plan. Where appropriate, in the event that the proposed policy initiative is inconsistent or incompatible with national priorities, provide an assessment of the changes in circumstances that would now warrant the adoption at this time of this policy proposal.



LEGISLATIVE IMPLICATIONS

Identify the legislative implications of the proposal (whether a Bill or regulation is required to implement the proposal or whether it impacts on any current legislation).

AGREED COSTING

This section should describe all costing associated with the policy proposal.

SOCIAL/ENVIRONMENTAL IMPACTS

This section should include differential or adverse social or environmental impacts. Social impacts are those that have negative implications on particular elements of the community and human rights. Relevant groups include women, people with disability, children and young people. Should there be adverse or differential impacts to the environment they should be covered in this section.

CONSULTATION

This section should list all the key stakeholders that have been consulted and state whether they concur with the contents of the paper. If a stakeholder does not concur, include a clear statement of their views. If a stakeholder wishes to provide comment regarding the Paper, then this should be attached to the Paper. If a key stakeholder does not wish to comment, state that.

PUBLIC RELATIONS

This section should state any publicity planned. It may be helpful to attach to the submission a draft press statement if the issue is controversial or urgent. If the proposal is likely to create controversy, the paper should draw Cabinet's attention to the implications.

COMMENTS

Comments need to be sought from the:

1. Chief of Staff of the Office of the Prime Minister on the impacts of the proposed policy on national development.
2. Financial Secretary of MFEM on the financial implications of the proposed policy.
3. Solicitor General on legislative implications of the proposed.
4. Public Service Commissioner on the impacts of the proposed policy on the machinery of the public service.

Should the HoM for the lead Agency not agree with the comments submitted by Central Agencies, s/he could submit comments and rationale on the submission.

RECOMMENDATIONS

Discussions in Cabinet will usually focus on the recommendations. Therefore it is important to set the recommendations out in a logical order and to set out clearly and unambiguously all the decisions needed. Recommendations must be written so that they can be converted into a Minute, recording Cabinet's decision, if Cabinet agrees with them. They must provide clear guidance to Ministers and to Agencies that have to implement the decision, particularly their roles and responsibilities. It can be useful to draft the recommendations first and then go back and write the rest of the paper in a way that supports the recommendations. Do not omit important issues on which decisions are required.



In summary, good recommendations should:

- Identify all decisions needed
- Contain a minimum of noting recommendations
- Be accurate in every detail and not leave room for doubt about what is being decided
- Make sense independently of the paper
- Set out clear options for Ministers to decide between, if necessary
- Give clear instructions on the next steps or work required, identifying who is to do the work and by when
- Rescind earlier decisions, where appropriate

Example formats for recommendations are:

It is recommended that Cabinet:

- (i) Note...
- (ii) Agree ...
- (iii) Direct/Invite the Minister of...
- (iv) Approve...
- (v) Authorise...
- (vi) Defer...
- (vii) Decline...
- (viii) Rescind the decision referred to in [reference to previous decision]; and instead ...

SIGNATURE OF MINISTER

This should ONLY be done after the submission has incorporated the comments from the Central Agencies.

Please ensure that all submissions are presented to Cabinet Services with all the information required no less than seven (7) days prior to the regular Cabinet meeting.

ANNEX 01(B) – CHECKLIST FOR CABINET MEMORANDUM PREPARATION

To assist Cabinet Services in processing a Memorandum for Cabinet please tick all relevant actions in the tick box provided

SECTION	TASKS	
TITLE	Have you clearly articulated the subject of the Paper?	
PROPOSAL	Have you clearly articulated the proposal of the Paper?	
EXECUTIVE SUMMARY	Is the Paper too long or complex?	
	Have you summarised the main issues?	
	Have you clearly and briefly explained the appendices?	
POLICY DESCRIPTION	What is the problem that the proposal intends to address?	
	What are the intended outcomes (impacts, societal change)?	
	What are the outputs to be delivered?	
	What is the timeframe for delivery?	
	Is the proposal to be funded through existing appropriations or is new funding required? Why?	
CONSISTENCY WITH NATIONAL PRIORITIES	Is the proposal aligned to the NSDP or relevant sector plans?	
	If not consistent what circumstances warrant the adoption of this policy proposal?	
LEGISLATIVE IMPLICATIONS	Will the proposal impact on current legislation?	
	Will new legislation or regulations be required to implement this proposal?	
AGREED COSTING	What is the funding required in the current fiscal year?	
	What is the source of funding?	
	What is the fiscal impact on the next budget year?	
	What is the estimated fiscal impact on the next two fiscal years?	
SOCIAL/ ENVIRONMENTAL IMPACTS	Will the proposal have social impacts? (Impacts on gender relations, people with disabilities, children, elderly, young people, human rights, etc.)	
CONSULTATION	Have you consulted all relevant stakeholders? Do they concur with the contents of the paper? If not, have you stated the reasons?	
	If a stakeholder does not concur, have you included a statement from them?	
PUBLIC RELATIONS	Is publicity about this proposal planned?	
	If the proposal is likely to create controversy, have you drawn Cabinet's attention to the implications?	
COMMENTS	Has the Chief of Staff of the Office of the Prime Minister commented?	
	Have you sought comments from the Financial Secretary?	
	Have you sought comments from the Solicitor General?	
	Have you sought comments from the Public Service Commissioner?	
	As the HOM, does your view differ from comments above? If so have you presented your comments?	
RECOMMENDATIONS	Are the recommendations in logical order and clear?	
	Can the recommendations be converted to a Cabinet Minute providing clear guidance to Ministers and implementing Agencies?	
SIGNATURE OF MINISTER	Have you sufficiently briefed the Minister on the proposal?	
	Has the Minister concerned signed the Memorandum?	

ANNEX 02 – PREPARING AN INFORMATION PAPER

- » To assist Cabinet Services in processing a Memorandum for Cabinet please tick all relevant actions in the tick box provided
- » Information Papers are used to provide information to Cabinet in response to a direct request, or where a Minister wants to formally inform colleagues of portfolio matters, or to alert Cabinet to emerging issues that do not yet require a decision.
- » Information Papers must only recommend that Cabinet NOTE information, and must not be used to seek the Cabinet's agreement or endorsement to a course of action/s.
- » The Minister may want to circulate the Information Paper for consideration by Cabinet out of session. This would occur in circumstances where the content is uncontroversial and responds to a request by Cabinet.
- » Information Papers for out of session consideration must be lodged with the Secretary to Cabinet who gives these to Cabinet.
- » Information papers are referred to the Central Agencies for comment.
- » The Information Paper is approved by the Minister and submitted to Cabinet Services.
- » Incomplete Information papers are not presented to Cabinet and are returned to the Lead Agency with instructions on what is required for completion.

TEMPLATE FOR AN INFORMATION PAPER

TITLE

Express the title of the paper.

EXECUTIVE SUMMARY

A summary of the Paper which succinctly explains the main issues.

BACKGROUND

A brief explanation of the reasons for the Paper.

COMMENTS

This is the body of the Paper. This should provide the details required for Ministers to understand the issues presented. Confine comments to essential information. Make sure that the key issues stand out. Break this section up with subheadings if required.

FINANCIAL IMPLICATIONS

The Financial Secretary will comment on possible fiscal implications.

LEGAL IMPLICATIONS

The Solicitor General will provide comment on possible legislative implications.

CONSISTENCY WITH NATIONAL PRIORITIES

The Chief of Staff of the Office of the Prime Minister will comment on consistency/compatibility with national priorities.

PUBLIC SERVICE IMPLICATIONS

The Public Service Commissioner will provide comment on possible implications on the machinery of the public service.

RECOMMENDATION

Since this is an information paper, Cabinet will only be recommended to NOTE the paper.

SIGNATURE OF MINISTER RESPONSIBLE

This should be done after the submission has incorporated the comments from the Central Agencies.



OPSC Procedural Guide - Organisational Structure Reviews

Employer (HoM) obligations	Public Service Commissioner's obligations	Criteria for approval
<p>1a. Review/amend Agency structure</p> <ul style="list-style-type: none"> Review/amend structure and develop, update/develop job descriptions for new positions proposed <p>1b. Discuss changes with Commissioner</p> <ul style="list-style-type: none"> Note the rationale for changes How many positions are impacted by the changes Estimated costs for the changes, potential adverse impacts (if any) and risk mitigation strategies <p>2. Submit proposed changes to the Commissioner for approval</p> <p><u>Ensure the proposal includes:</u></p> <ul style="list-style-type: none"> Proposed changes to the structure Changes in staff numbers Human resources and financial impact Rationale for the changes Potential adverse impact/s Risk mitigation strategies <p><u>Attachments include:</u></p> <ul style="list-style-type: none"> Current structure approved by Commissioner New structure proposed Job descriptions for new/revised roles <p>6. Appeal the Commissioner's decision</p> <ul style="list-style-type: none"> Employers/HoMs can request the Commissioner to review a decision, but must provide clear rationale and/or additional information to support this. 	<p>3. Allocate the review of changes to staff</p> <ul style="list-style-type: none"> This can be done electronically Staff check the proposal is complete Staff may return incomplete proposals <p>4. Staff review</p> <ul style="list-style-type: none"> Completed proposals against criteria and queries where required Make recommendations to the Commissioner <p>5. Commissioner's decision</p> <ul style="list-style-type: none"> The Commissioner will notify the Employer/HoM of a decision within five working days of receiving the written proposal A written approval will be given in writing along with the new approved structure Where the changes are not approved, the Commissioner will provide written rationale for this 	<p>Agency Organisational Structures must:</p> <ul style="list-style-type: none"> Reflect the Agency divisions and outputs aligned to legislated functions and/or government mandates: Cabinet directives National/sector plans Strategic and business plans <p>Broad Agency Functions are specified in the CIGOV Agency Restructuring Policy as Policy functions, Service delivery functions, Regulatory functions, and Corporate Support functions.</p> <p>Criteria for approval of changes include:</p> <ul style="list-style-type: none"> The restructuring of an Agency (<i>CIGOV, Agency Restructuring Policy refers</i>) Amendments to an Agency's functions through legislation or a Cabinet directive An Agency review to improve the effectiveness and efficiency

ANNEX 03 – ORGANISATIONAL STRUCTURE REVIEWS PROCEDURE



Heads of Ministry's (HoMs) Recruitment Policy and Procedures

Recruitment and Selection

1. **PS Commissioner approves JD**
 - **OPSC** review and update the JD for approval
2. **Advertise vacancy or pending vacancy**
 - **OPSC** prepare and arrange advertisement- receive applications - respond to queries - forward completed applications to PS Commissioner
3. **Confirm a Recruitment Panel**
 - **OPSC** prepare Cabinet paper proposing Panel members in accordance with Schedule 2 of the PS Act 2009
4. **Short-listing applicants**
 - **OPSC** contact shortlisted applicants for interview and notify unsuccessful applicants
5. **Interviews, other assessments and reference checks**
 - **PS Commissioner** prepares interview questions
 - **OPSC** prepares other assessments for the PS Commissioner to consider and use
 - **OPSC** must identify language interpreters where required
 - **OPSC** must facilitate correspondence with referees and provide these to the PS Commissioner

Notification and Appointment

6. **Panel recommendations to Cabinet**
 - **OPSC** send letters to unsuccessful interviewees
 - **OPSC** prepares Cabinet submission confirming the Panel's preferred candidates
7. **Acceptance of candidates**
 - The **PS Commissioner** notifies the successful applicants after Cabinet accept candidates for each Office
8. **Negotiation**
 - The **PS Commissioner** negotiates and agrees employment terms and conditions with the successful applicants
 - **Cabinet** will give final approval for the terms and conditions of HOMs before the signing of a contract
9. **Appointment**
 - **PS Commissioner** provides OPSC the signed employment contract
 - **OPSC** prepares the notice of appointment for the HoM to be included on the central HR and payroll system
 - **OPSC** creates a personnel file for the HOM

Other

- PRE RECRUITMENT**
PS Commissioner initiates recruitment process:
- Near end of fixed-term employment
 - Where there is premature termination of employment
- Exceptions are where:
- HoM is eligible for re-appointment after satisfactorily serving one term in that Office
 - **PS Commissioner** appoints a person as an Acting HoM
10. **Recruitment failure**
 - **PS Commissioner** must notify Cabinet when there is recruitment failure
 - **PS Commissioner** must initiate a new recruitment strategy/process
 - **OPSC** must support this process
 11. **Induction**
 - HoMs must be inducted into the role
 - **OPSC** must arrange for new HoMs to be inducted in their role
 12. **Official information retention**
 - All records relating to the process are retained for seven years

ANNEX 05 – REPRESENTATIVE FEEDBACK TEMPLATE

Annex 05 – Representative Feedback Template



REPRESENTATIVE FEEDBACK FORM

Government of the Cook Islands

Purpose:

This form is to be completed by Representatives attending Meetings/conferences/workshops in their official capacity as a representative of the Cook Islands Government. The form should inform the reader/s of the meeting/workshop objectives and outcomes, including specific benefits to the country/Government/Agency/attendee, and future actions required.

Representative Details

Name(s)	
Agency	
Position/Job held	
Sponsor (CIGOV/Donor)	

Meeting/Conference/Workshop details

Title	
Venue	
Dates	
Organising institution/s	
Key attendees from the region (e.g. NZ/Aust.)	
Theme/key topic of discussion	
Key Objectives	
General comments	
Recommendations	
Benefits to the Cook Islands	
Future actions required	
Dated and signed	

ANNEX 06 – MACHINERY OF GOVERNMENT GUIDE

Public Service Commissioner has the legal mandate to review the machinery of government and determine where functions are best placed across the public service.					
Machinery of government: main organisational designs (SSC guide adapted for the Cook Islands context)					
Functions	Degree of Ministerial influence, oversight and accountability	Ministries, Departments, Agencies	Governance and management		
<p>Non commercial functions</p>	<p>Minister's represent and implement government policy. They are answerable for their decisions or decisions taken in their name.</p> <p>Ministerial accountability to Parliament is supported by agencies that have a close relationship and interaction with Ministers.</p> <p>Functions of the Dept. should only be taken by Boards to benefit from board governance.</p>	<p>Public Service Departments: ICI, MOA, MOCD, MOE, MOH, MFEM, MFAI, MOIA, MOJ, MMR, MOT, OPM, OPSC</p> <p>Statutory Agencies: Tourism, Financial Services Development Authority, Seabed Minerals Authority, Pearl Authority, National Environment Service, Business Trade and Investment Board, Financial Supervisory Commission and Natural Heritage Trust</p> <p>Island Governments: Aitutaki, Mangaia, Atiu, Mauke, Mitiaro, Palmerston, Penryn, Rakahanga, Manihiki and Pukapuka/Nassau</p>	<p>PS Commissioner and Minister appoint and performance manage HoMs</p> <p>Minister appoints Board members Minister/Board appoint and performance manage CEOs</p> <p>Island Government/Councilors are elected with representation from Members of Parliament, House of Ariki and Aronga Mana on each island. The Council appoints and performance manages Executive Officers, with administrative support from the Chief of Staff of the Office of the Prime Minister</p>		
	<p>Commercial functions</p>	<p>Function requires independence from Ministerial influence</p> <p>Operate as a business, but Crown can specify additional policy objectives</p> <p>Principal objective to operate a successful business</p>	<p>Crown Agencies: Crown Law and Police</p> <p>100% State Owned Enterprises: Cook Islands Investment Corporation, Cook Islands Government Property Corporation, Airport Authority, Bank of the Cook Islands, Ports Authority, Te Aponga Uira o Tumutevavaro</p> <p>Partial State Owned Enterprises: Joint ventures (SBM)</p> <p>100 % State Owned Enterprises: Nil</p> <p>Partial State Owned Enterprises: Bluesky</p>	<p>Queens Representative (QR) appoints on advice from the Prime Minister No performance management</p> <p>Minister appoints Board members Board appoints and performance manages CEO</p> <p>Minister appoints Board members Board appoints and performance manages CEO</p>	
<p>Outside the Executive Branch</p>	<p>Judicial functions</p> <p>Functions that support Parliament</p>	<p>Courts (High Court, Court of Appeal) and Tribunals, including judicial authorities, committees and officers</p> <p>Crown Agencies: Crown Law, Police, Public Expenditure Review Committee and Audit Office, Office of the Ombudsman, Office of the Opposition, Office of Parliament</p> <p>Crown Agencies: Office of the Clerk of Parliament, Parliamentary Services</p>	<p>Chief Justice & Judges appointed by the QR – JPs appointed by Ministers, appointed to the 'bench' by the Chief Justice</p> <p>(Constitutional post) appointments by the QR on advice from the Prime Minister</p>		





