



KIRIBATI AUDIT OFFICE

HUMAN RESOURCES STRATEGY

2021-2024

Revised November 2023

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Auditor General's Message

It gives me great pleasure to present this revised 2021-2024 Human Resource (HR) strategic plan for the Kiribati Audit Office also known as the Supreme Audit Institution (SAI) Kiribati. The development of this four-year plan was a collaborative process involving employees at the Kiribati Audit Office and the Pacific Association of Supreme Audit Institutions (PASAI).

This plan provides a guide for the SAI Kiribati to develop and enhance human resources (HR) through a variety of strategies that we will undertake to address current and future workforce needs. Our key focus for the next four years includes:

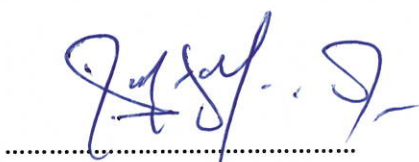
- Strengthening SAI Kiribati recruitment & on-boarding processes.
- Establishing SAI Kiribati employees' competency-based performance assessment.
- Enhancing knowledge, skills, and professional development opportunities for SAI Kiribati employees.
- Enhancing SAI Kiribati HR systems; and
- Creating a positive, safe and wellness organizational culture.

This plan aligns well with 2021-2024 KAO Strategic Plan (to be developed), the Kiribati Development Plan, and the Kiribati Vision for 20 years (KV20).

SAI Kiribati team is very excited about the future and to serving our clients and the people of Kiribati with excellence!

May God's blessings be upon us!

Te Mauri, Te Raoi, ao Te Tabomoa!



Eriati Tauma Manaima (Mr)

Abbreviations

AG – Auditor General/Head of KAO/Top Management

DAG – Deputy Auditor General

HoD – Head of Division(s)/Top Management

HR – Human Resources

HRO – Human Resource Officer/Manager/Principal Auditor (Headquarter)

HRM – Human Resources Management

IT – Information Technology

KAO – Kiribati Audit Office

MEHRD – Ministry of Employment and Human Resources Development

MFED – Ministry of Finance and Economic Development

MOH – Ministry of Health

MWYSSA – Ministry of Women, Youth, Sports and Social Affairs

PASAI – Pacific Association of Supreme Audit Institutions

PMF – Performance Management Framework

PSC – Public Service Commission

PSO – Public Service Office

SAI – Supreme Audit Institutions

WHS – Workplace Health and Safety

1. INTRODUCTION

Assessment process

Human Resource Management Background

For most of the Kiribati government ministries and offices including the KAO, the human resource management functions are administered by the Public Service Office (PSO). PSO is the HR regulating body for the KAO and is informed, involved, consulted, and collaborated with for most of the HR activities. These activities range from recruitments, employee entitlements and trainings, and employee performance assessments.

The internal responsibility of coordinating, facilitating, and implementing the human resource matters rests upon the Auditor General through the Office Manager, who collaborate with the Executive Assistant and Head of Divisions, to raise HR matters for approval from PSO.

The Public Service Commission (PSC) is mostly involved and consulted for approval of recruitment, promotions and exit strategies. The Ministry of Employment and Human Resources Development (MEHRD) is also involved with the advertisement of recruiting vacant posts, as well as sorting the applications. In terms of professional development opportunities and trainings, there is no schedule of training opportunities for employee except for the annual training program managed by PSO for eligible KAO employee, whom the Head of KAO will select suitable for the KAO's need.

In previous years, the Deputy Auditor General (DAG) had the administrative functions and tasks of the human resources manager. However, since the position was abolished in 2019, the management of human resources has been administered by the Auditor General (AG) with the support from the Administration/Registry team and the Executive Assistant.

Currently, there is no human resource manager or officer in the KAO. Part of the reason for not having a human resource manager or officer was due to the small number of employees within the KAO, which was easily handled by the Office Manager and other administration officers. However, after the KAO Performance Management Framework (PMF) Assessment was conducted in 2019, the assessment identified various areas in human resources management that would require further support and improvement. The KAO agreed that this human resource management focus should be thoroughly considered given there is an increasing number of employees in recent years.

Assessment

The Human Resource Strategy is a 4-years plan useful for guidance and information on the number of HR activities KAO Kiribati is to undertake in order to achieve its goals, and its mission and vision over the course of four years.

The establishment of this strategy is one of the outcomes identified in the KAO PMF. The overall assessment reported that the following human resource areas are weak in terms of management and systems in place:

- *Training and development of employees* – no training plan or personal/professional development plans for employees of the KAO
- *Poor training on employees' organisation of files and employees' information* – no system in place for employees' information and files, as well as poor employees' organisation of audit files.
- *No formal and documented HR Strategic Plan* – no HR plan to guide human resource management.

The KAO PMF identified the need to develop this HR Plan to address gaps in the human resources areas which focus on plans to develop and train employee, build capacity and enhance competencies of KAO employees.

2. KAO STRATEGIC GOALS

KAO Vision

The Kiribati Audit Office's (KAO) logo: **"Audit for an Impact for the Public"** is an expression of the KAO's aim to make a difference and to add value to the economy of Kiribati through its audit reports.

The KAO's vision is 'To become an independent and professional national audit institution making positive impacts for the benefits of Kiribati and its people'. The KAO's audit report should produce output, in terms of successful implementation of audit recommendations, to contribute to serving public needs through government goals and objectives. This, in collaboration, with other implementing government agencies will strengthen a healthy economy and the well-being of citizens.

KAO Mission

To **provide quality and professional auditing and assurance services** to all public entities and Parliament for enhanced transparency, accountability, governance, and economic use of public resources.

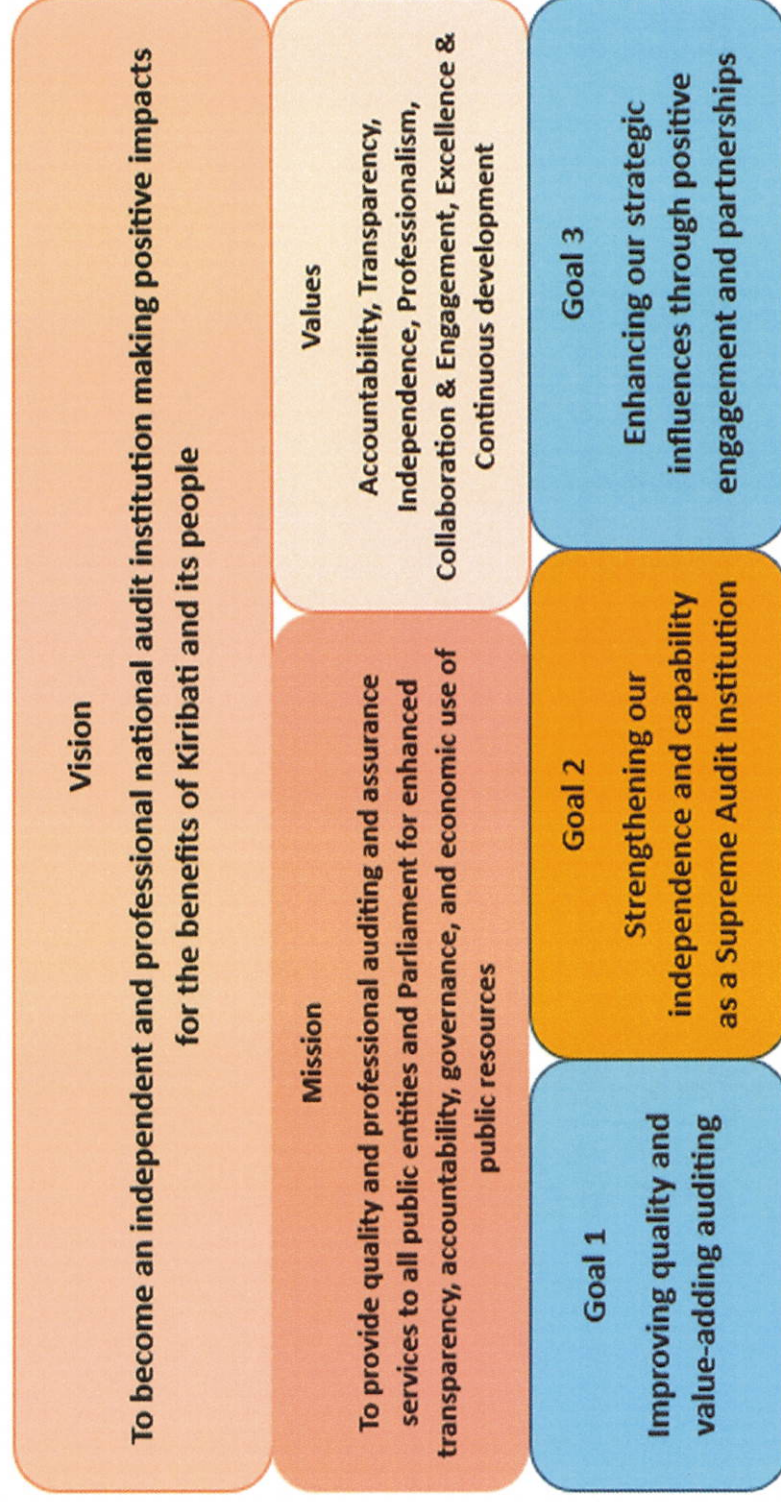
KAO Principles

The KAO's shared values are guiding work conduct and ethics for our employees, both in what they do and who they serve as clients. Our values are Accountability; Transparency; Independence; Professionalism; Collaboration & Engagement; Excellence & Continuous Development.

Strategic Goals & Objectives

The Strategic goals encapsulates the KAO's vision, mission, and core values at the high-level of the office's strategic planning. The vision, mission and values are then extended towards three different focus areas which KAO, at the time of revising this HR Strategic Plan, has identified to be the key areas to further develop, enhance and establish. The strategic goals show the linkage between the Vision and Mission and the Focus Areas. These focus areas would also be linked to the HR Strategic Goals, particularly when setting goals and objectives.

Figure 1: KAO Strategic Goals & Objectives



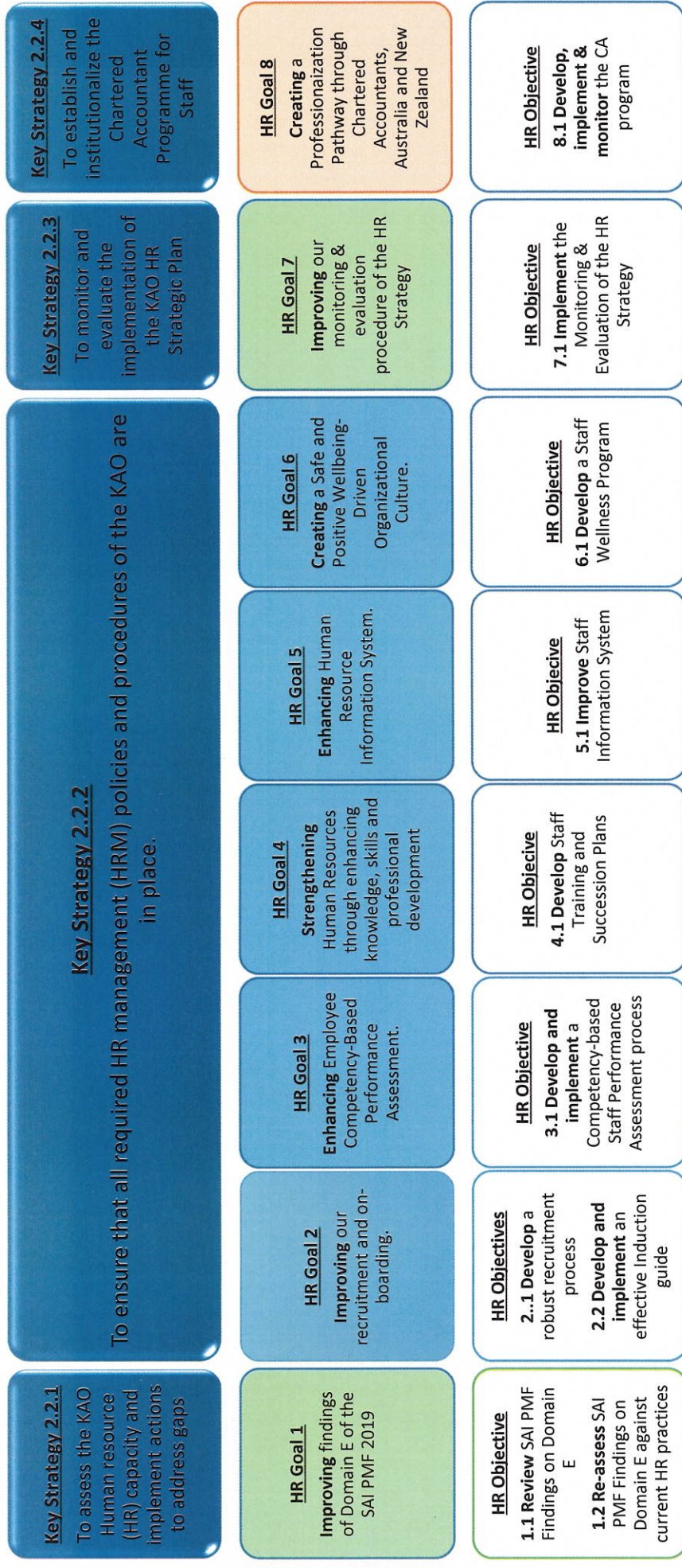
3. Human Resources GOALS & OBJECTIVE

Strategic Goal 2

Strengthening our independence and capability as a Supreme Audit Institution

Strategic Objective 2.2

To improve the KAO's human resource and operational capacity



HR Goals & objectives

The HR Strategic Goals are as follows:

Goal 1: Improving findings of Domain E of the SAI PMF 2019

Objective 1.1: Review SAI PMF findings on Domain E

Objective 1.2: Re-assess SAI PMF findings on Domain E against current HR practices.

Goal 2: Improving our recruitment and on-boarding.

Objective 2.1: Develop a robust recruitment process.

Objective 2.2: Develop and implement an effective induction process.

Goal 3: Enhancing employee competency-based performance assessment.

Objective 3.1: Develop and implement a competency-based staff performance assessment process.

Goal 4: Strengthening human resources through enhancing knowledge, skills, and professional development.

Objective 4.1: Develop staff training and succession plans.

Goal 5: Enhancing human resources information system.

Objective 5.1: Improve staff information system.

Goal 6: Creating a safe and positive wellbeing-driven organizational culture.

Goal 6.1: Develop a staff wellness program.

Goal 7: Improving our monitoring and evaluation procedure of the HR Strategy

Goal 7.1: Implement the Monitoring & Evaluation matrix of the HR Strategy

Goal 8: Creating a Professionalization Pathway through Chartered Accountants Australia and New Zealand

Goal 8.1: Develop, implement, and monitor the CA program.

Risk Analysis

Risk Analysis is a critical component of developing the goals and objectives. The analysis is an important way of identifying and assessing factors that could negatively affect the successful achievement of goals and objectives. It allows the KAO to examine these factors and aids in deciding how to move forward with a certain goal and objective. The risk analysis adopts a general qualitative method which involves identifying threats (or opportunities), how likely they are to happen (probability), potential impacts (effects), and how to mitigate the risks (mitigation).

For detailed information on this chapter, please refer to Annexure 2.

4. Implementation Process

Operational Plans for Implementation

This strategic plan will be accomplished by two Operational Plans. The first operational plan is to focus on activities for 2021 – 2022 (refer to Operational Plan 2021-2022). Meanwhile the second operational plan for years 2023 – 2024 will focus on activities for the remaining two years of this plan. The latter operational plan will be developed in the last quarter of 2022.

The accomplishment of the HR goals and objectives require strong collaboration, communication, teamwork, and good leadership from KAO Senior Management, KAO Employees, and other potential stakeholders including PSO and PSC. Different HR goals/objectives require different types and amounts of the office resources; therefore, KAO will maximize the use of its resources efficiently and effectively to complete and achieve its goals and objectives.

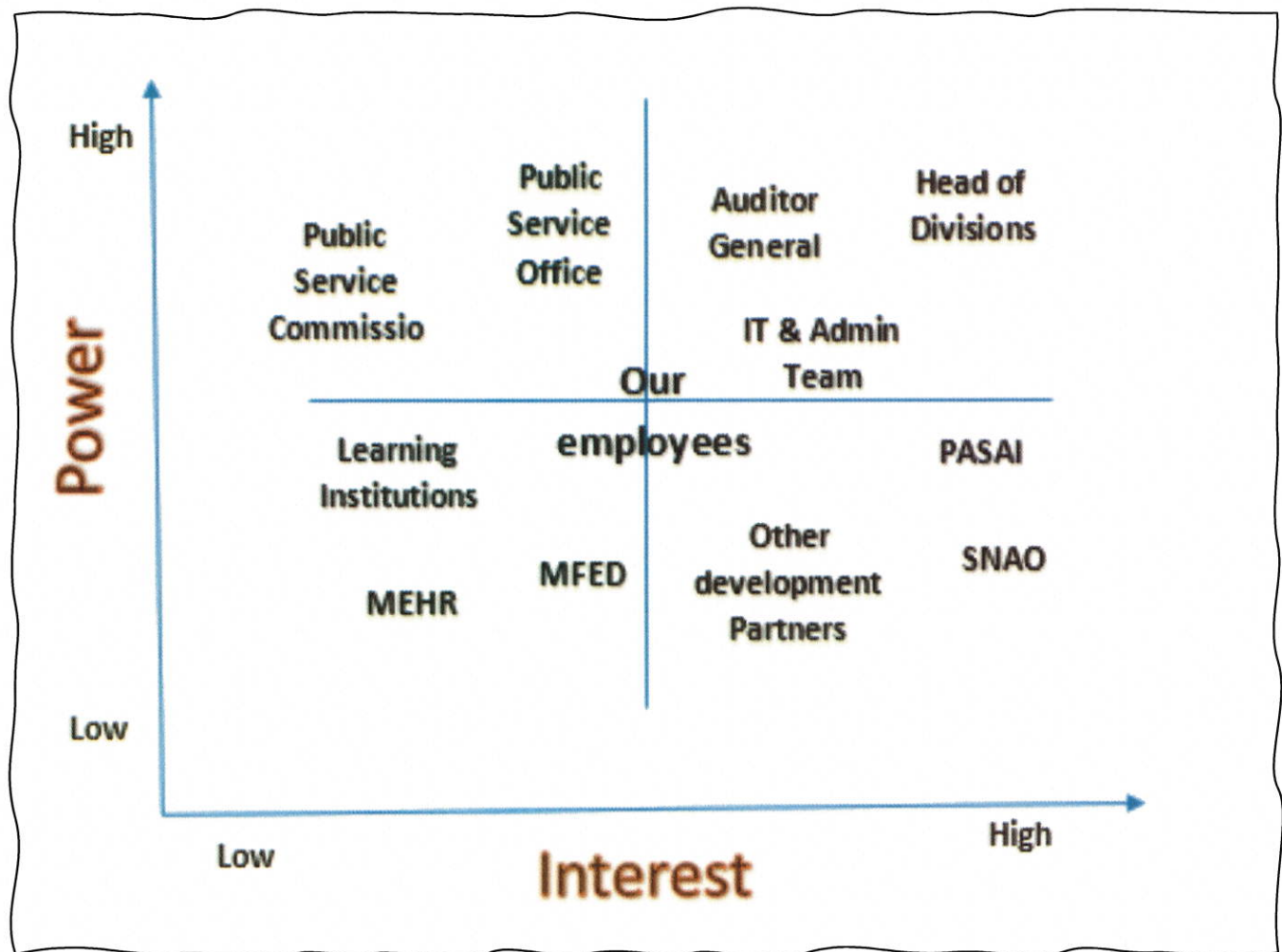
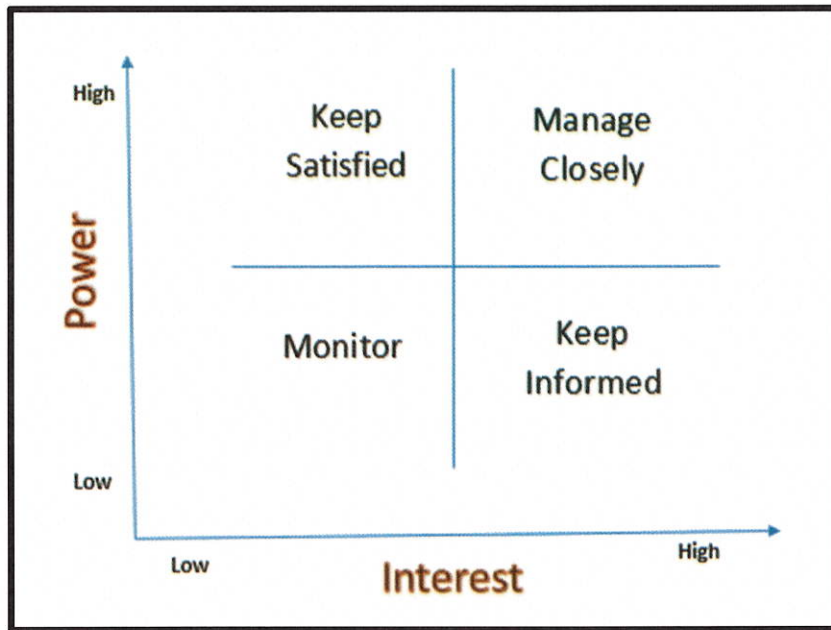
Stakeholder Mapping

Stakeholders are an important component of our implementation process. Our stakeholders include:

1. Our Employees
2. Head of Divisions
3. IT and Admin Team
4. Auditor General (Head of KAO)
5. Public Service Office (PSO)
6. Public Service Commission (PSC)
7. Ministry of Employment and Human Resources (MEHR)
8. Ministry of Finance and Economic Development (MFED)
9. Pacific Association of Audit Supreme Institutions (PASAI)
10. Swedish National Audit Office (SNAO)
11. Learning Institutions (Onsite/Online)
12. Development Partners and Donors

Overall, we identified that most of our internal stakeholders need to be managed closely through close consultation, continuous communication and exchange of information and data. Our external stakeholders such as potential donors need to be kept informed. Our other external stakeholders including the public service agencies need to be satisfied and consulted for some of the HR activities. Please refer to Figure 2 below.

Figure 2: KAO HR Stakeholder Analysis



5. Reporting and measuring progress of HR Strategy

Each of the HR goals has a period of 1 to 2 years maximum to implement, spread out between two operational plans. The operational plans will be used as a baseline of measuring progress and reporting purposes.

The operational plans clearly identified the responsible officers for each of the objectives for transparency of work, and for clear indication of responsibility for those involved in this plan. However, it is important to note that most of the goals and objectives will be administered and monitored by the Human Resource Manager (HRO) and the admin team. The HRO has the primary responsibility for measuring and reporting the progress of this HR Strategic Plan, supported by the admin team. Most of the activities will have a progress reporting period of 6 months. The Human Resource Officer (HRO) will review the progress of the HR Operational Goals carried out against the HR Strategic Plan for relevant periods. The result of the review should then be reported to the Top management for feedback. The feedback from top management will be considered to monitor and measure the progress of the HR Strategy.

The progress monitoring and reporting is guided by the Monitoring Matrix Plan (MMP) as per Annexure 3. The matrix sets out a guide for the reporting team to identify what data they will be collecting to measure progress. It further guides the monitoring team on where data for a particular review can be sourced; how frequently the data should be collected and the proposed method of collecting data. It also sets out how the reporting team can verify data collected and analyse methods of data collection to enhance the integrity of data. Please refer to Annexure 3 for further detail.

Annexure 1: GOALS, OBJECTIVES AND KEY PERFORMANCE INDICATORS

Goal 1: Improving findings of Domain E of the SAI PMF 2019 <i>Linked to Strategic Goal 2: Having benchmarks on what HR functions are in place, and what HR functions require further efforts provides an overall guide and direction of the strategy.</i>						
Objectives	Key Performance Indicators	Current	2021	2022	2023	2024
1.1. Review SAI PMF findings on Domain E	1.1.1 Number of proposals to address SAI PMF findings on Domain E		Final SAI PMF	Review of SAI PMF	HR End of Year Report	HR Mid-Year Report
1.2. Re-assess SAI PMF findings on Domain E against current HR practices	1.2.1 Number of existing HR issues 1.2.2 Higher rating for Domain E					Re-assessment of SAI PMF findings on Domain E

Goal 2: Improving our recruitment & enhanced on-boarding. <i>Linked to Strategic Goal 2: Having a robust recruitment in place will ensure the recruitment process will effectively identify the required need of skilled employees for audit purposes. Having an effective induction process for new recruits will ensure new employees are briefed on the functions and operations of the KAO to ensure they contribute to producing quality audits.</i>						
Objectives	Key Performance Indicators	Current	2021	2022	2023	2024
2.1. Develop a robust recruitment process	2.1.1 Satisfaction rate of the recruitment team on the usefulness, ease of use and simplicity of the manual	No manual in place	Draft Competency Framework Draft of recruitment manual	Draft completion of manual	Final draft of Competency Framework Final draft of recruitment manual	Review of framework and manual and rate of satisfaction by users
	2.1.2 An increased number of well-qualified and skilled recruited employees.	20% qualified employees	20% qualified employees	20% qualified employees	25% qualified employees	30% qualified employees
2.2. Develop and implement an effective induction guide	2.2.1 New recruits' feedback on the usefulness and ease of following the program	No guideline or program in place	Draft of induction guide	Draft induction guide Implementation of induction to new staff	Final draft of induction guide Full implementation of induction guide	80% satisfaction rate of new recruits

Goal 3: Enhancing Employee Competency-based Performance Assessment <i>Linked to Strategic Goal 1 & 2: Enhancing the employees assessment process will ensure the results of the assessment are well considered and addressed accordingly. The framework will be a guiding figure for the assessment. This will further enhance competency, performance, and capacity of employees to produce quality audits hence supporting Goal 1 & 2.</i>						
Objectives	Key Performance Indicators	Current	2021	2022	2023	2024
3.1. Develop and implement a competency-based staff performance assessment process	3.1.1 Number of head of divisions trained on performance assessment against Competency Framework	PSO conducted a performance assessment All outputs of the current performance assessment were held by PSO	Await the draft of Competency Framework to be incorporated in the Staff Job Descriptions, to be reflected in their Staff Performance Assessments			100% HoD Training
	3.1.2 Percentage of head of divisions trained on performance management process.					100% HoD Training
	3.1.3 Number of performance assessment conducted against Competency Framework					50% performance assessments
	3.1.4 Number of performance contracts developed on an annual basis.				10% performance assessments	50% performance assessments
	3.1.5 Employee satisfaction rate with performance assessment process					50% of the above assessed %
	3.1.6 Number of employee personal and professional development plans developed as part of the end of assessment process					50% Employees

Goal 4: Strengthening human resources through enhancing knowledge, skills, and professional development.

Linked to Strategic Goal 1 & 2: The training and professional development programme will strengthen the human resources and capacity to produce quality audit approach and reports, hence supporting Goal 1, as well as Goal 2.

Objectives	Key Performance Indicators	Current	2021	2022	2023	2024
4.1 Develop Staff Training & Succession Plans	4.1.1 Number of employees trained on annual basis.	Record of previous employee trainings	50% of employees trained	50% of employees trained	50% of employees trained	50% of employees trained
	4.1.2 Employees satisfaction on the effectiveness of training programmes		50% of employee satisfaction	70% of employee satisfaction	90% of employee satisfaction	100% of employee satisfaction
	4.1.3 Number of succession plans for key positions	Currently no succession and retention plan		100% Completion of Succession Plan	Review	Implement
	4.1.4. Increased in the number of Internal promotion rates in line with PSC procedures				20% of employee promotion	30% of employee promotion
	4.1.5 Decrease in employees' turnover rate for Top-performing employees			<10%	<6%	<4%
	4.1.6 Increase in average number of years an employee spends with KAO			2 years	4 years	More than 6 years

Goal 5: Enhancing Human Resource Information Systems

Linked to Strategic Goal 2: The HR System – employee electronic information system will ensure that all employees relevant information and data are captured on the system for ease of access, as well as for good organisation of files. The system will enhance the resources of the office, for human resource management purposes.

Objective	Key Performance Indicators	Current	2021	2022	2023	2024
5.1 Improve Staff information system	5.1.1 Users of an electronic employee information system finds the system effective	No Electronic Employee Information System	A temporary Employee Information System (Excel or Database), and trials of systems to be conducted with hopes to have the system in place this year.		10% satisfaction	100% satisfaction
	5.1.2 Ease of access to employee information and data				10% access	100% satisfaction
	5.1.3 All employee relevant information stored in the system			20% information stored	50% information stored	100% information stored

Goal 6: Creating a safe and positive wellbeing-driven organizational culture. <i>Linked to Strategic Goal 1 & 2: Employees wellness is quite critical in the workplace therefore ensuring an employees' wellness plan is in place and implemented is very important in supporting employees to produce high quality audits.</i>						
Objective	Key Performance Indicators	Current	2021	2022	2023	2024
6.1 Develop a Staff Wellness program	6.1.1 Increase employee work-life balance	None practised		50% Completion of Staff Wellness Plan	30% satisfaction of work-life balance	60% satisfaction of work-life balance
	6.1.2 Decrease in absenteeism rate due to sickness & unpredicted leave.	Not well monitored.			50% decrease absenteeism rate	25% decrease absenteeism rate
	6.1.3 Increase in a number and variety of physical activities.	Volleyball of 1 hour every Wednesday			Increased hours per week and variety of physical activities	Increased hours per week and variety of physical activities
	6.1.4 Increase satisfaction rate on Wellness Plan.	No Wellness Plan in place			30% satisfaction	80% satisfaction

Goal 7: Improving our monitoring and evaluation procedure of the HR Strategy Linked to Strategic Goal 2: A robust M&E will immediately identify current issues/outstanding gaps, which will provide timely response/addressing of the issue.						
Objectives	Key Performance Indicators	Current	2021	2022	2023	2024
7.1 Implement the Monitoring & Evaluation of the HR Strategy	7.1.1 Two M&E reports (mid- and end-of year reports of HR Strategy)				HR End of Year Report	HR Mid- and End-of-Year Report
	7.1.2 Quarterly M&E reports of the HR Strategy					

Goal 8: Creating a Professionalization Pathway through Chartered Accountants Australia & New Zealand (CAANZ)						
Linked to Strategic Goal 2: Long-term professional development complements the short capability building of staff.						
Objectives	Key Performance Indicators	Current	2021	2022	2023	2024
8.1 Develop, implement, and monitor the CA program	8.1.1 CA Program Concept Paper			CAANZ Program Research & Concept Paper Drawn	Finalization of Funding	HR Mid- and End-of-Year Report
	8.1.2 Enrolment in CA program					

6. Annexure 2: RISK ANALYSIS

Related to Objective	Risks	Effects	Probability High/Medium/Low	Mitigation
1.1	Resource and capacity to review	Untimely action on HR gaps	High	Principal Auditor, HR is delegated to focus on this strategic implementation of HR gaps as per the SAI PMF Domain E findings
1.2	Resource and capacity to re-assess	Untimely action on HR gaps	High	Principal Auditor, HR is delegated to focus on this strategic assessment of HR gaps
2.1	Resource and capacity to draw up the Competency Framework	Delay of completion and implementation of the Competency Framework	Medium	To identify workshop opportunities, seek Peer SAls support, or PASAI on how to draw up a Competency Framework that would guide employee assessments
2.1	Delayed response from PSO, PSC and MEHRD	Delay in the completion of the recruitment manual	High	To consult and inform PSO, PSC and MEHRD on a timely manner, and a request for assistance to be sent early in the process
2.2	Overwhelming new recruits with a broad induction programme	Ineffective induction process for new recruits	Medium	To specifically plan on what important information are needed for the programme, and what can be done after the programme
3.1	Lengthy of implementation of assessment process	Delay in seeing the result of the change to assessment process	Low	To stick to the reasonableness of timeline and to be proactive if time suffice.

4.1	Insufficient funding for training and professional development	The inability for employee development and training	High	To collaborate with possible training providers including PASAI and the INTOSAI community, and government finance including donors
4.1	Limitation of development and training opportunities and funding to address employee performance gaps	Ineffective enhancement of employees to perform to their highest potential	High	To collaborate with donors, PASAI and other training providers to identify and secure opportunities
4.2	Resource and capacity to draw up the succession and retention plan	Delay/Ineffective completion of succession/retention	Low	To identify workshops opportunities, seek Peer SAs support, or PASAI on how to draw up the Succession/Retention Plan
5.1	Insufficient funding for the new employee system	Delay the completion and implementation of the new system	High	To collaborate with government ministry of finance, and development partners & donors
6.1	Limitation of information compilation on employee wellness from local offices	Poor compiled policy on employee health and wellness	Medium	Consult and collaborate with peer SAs in the region
7.1	Delayed M&E process	Delay in producing M&E reports for the AG and SMM	Medium	Principal Auditor, HR is delegated to work on this with Office Manager.
8.1	Difficulty in securing financial support for the CA program	Inability to start the CA program	High	Reaching out to as many possible financiers as we can, which includes potential development partners and the GoK
8.1	Low number of potential staff to participate in the CA program	Slow implementation of the CA Program	High	Aligning our current and future recruitments to potential candidates for the CA program; Promoting the CA program to potential applicants.

8.1	Low motivation of participating staff to complete the CA program	High rate of failing courses in the CA program	High	To explore opportunities/support for staff to accommodate the CA program while undertaking daily tasks and responsibilities. For example, study days, tools required, providing room when needed, etc.
8.1	Enrolled staff not paying back their reimbursement on their course fees	Failure of the revolving fund for the program	High	A bond agreement will thoroughly include a clause on payment/reimbursement of course fees
8.1	Participating staff leaving half-way through or not completing the CA program	Rates of dropouts from the program	High	A bond agreement will thoroughly include a clause on payment/reimbursement of course fees, whether successful or unsuccessful.

7. Annexure 3: MONITORING MATRIX

Goal 1: Improving our competency-based recruitment process & enhanced on-boarding.							
Objectives	Indicator	What Data	Data Source	Collection Frequency	Gathering Method	Verifying Method	Analysing Method
1.1 Review SAI PMF findings on Domain E	Number of proposals to address SAI PMF findings on Domain E	HR Quarterly Reports, Mid-of-Year reports	HR Reports	Annually	Interview & obtaining reports	Compare to published reports on the website and on the resources or presentation to SMM	What issues are outstanding, What was implemented, When and how the implementation was conducted
1.2 Re-assess SAI PMF findings on Domain E against current HR practices	Number of existing HR issues	HR Quarterly Reports, Mid-of-year reports	HR reports	Annually	Interview & obtaining reports	Compare to published reports on website and on the resources or presentation to SMM	What issues are outstanding, what was implemented, When and how the implementation was conducted
	Higher rate for Domain E	HR Quarterly Reports, Mid-of-year reports	HR reports	Annually	Obtain reports	Compared to published reports on website, in Resources drive, or presentation to SMM	What issues were addressed, When, What and How
Responsibility:					HRO and Team, Admin Team		

Goal 2: Improving our competency-based recruitment process & enhanced on-boarding.							
Objectives	Indicator	What Data	Data Source	Collection Frequency	Gathering Method	Verifying Method	Analysing Method
2.1 To develop a competency-based recruitment manual	A Robust KAO Recruitment Manual in Place	KAO Recruitment Manual	Recruitment Process from PSO and KAO		Questionnaires and Interviews with PSO and KAO responsible employees		Where and how establish our KAO Recruitment Manual
	Recruitment Satisfaction Rate	Satisfaction Rate	Users' response and comments	Annually	Questionnaires and Polls send to users of the Recruitment Manual	Comparing how well we recruit using the manual and without using the manual	Where and How should we improve? Other actions
	Increase the number of well-qualified and skilled employees	Number of well-qualified and Skilled Employees	Employees records	Annually	Employees records, Employees Assessment results	Comparing current % of employees with required skills and qualification with target	Where and How should we improve? Other actions
	Implementation team finds the guideline/program useful and easy to use	Usefulness and ease of Guideline/Program	Implementation teams' response and comments	Annually	Questionnaires and Polls send to the implementation team	Comparing current induction program with target	Where and How should we improve? Other actions
2.2 To develop an effective induction guide	New Recruits' feedback in the usefulness and ease of the following program	Usefulness and ease of the program	New Recruits' response and comments	Annually	Questionnaires and Polls send to New Recruits	Comparing % of New Recruits who states that the program is useful and easy with the target	Where and How should we improve? Other actions
				Responsible:	HRO and Team with assistance of IT Manager		

Goal 3: Enhancing Employees Competency-Based Performance Assessment							
Objectives	Indicator	What Data	Data Source	Collection Frequency	Gathering Method	Verifying Method	Analysing Method
3.1 To develop an employee competency-based performance assessment and enhance employee performance assessment	Number of performance assessment conducted against Competency Framework	Number of performance Assessment conducted	Performance Assessment conducted, employee records	Semi-Annually	Organization records, Performance assessment conducted	Comparing number of Performance assessment conducted annually with target	Where and How to improve? Other Actions
	Number of head of divisions trained on performance assessment against competency framework	Number of Head of divisions trained	Performance Assessment conducted, employee records,	Semi-Annually	Organization records, Performance assessment conducted	Comparing number of Performance assessment conducted with HoDs annually against target	Where and How to improve? Other Actions
	Number of performance contracts assessed on an annual basis	Performance contracts assessed	Employees records, Admin records	Semi-Annually	Organization records, Performance assessment conducted	Comparing number of performance contracts assessed with target	Where and How to improve? Other Actions
	Employees satisfaction rate with performance assessment process	Satisfaction rate	Comments, feedback from employees	Semi-Annually	Survey, Polls, Questionnaires	% of all comments and feedback on performance assessment process from employees	Where and How to improve? Other Actions

Number of employees personal and professional development plans developed as part of the end of assessment process	Personal and professional development plans	Employees records, Admin records, result from assessment process	Annually	Result from assessment process	Employees training needs were identified at the end of the assessment process	Where What and How to improve? Other actions.
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Responsibility: HRO and Team, Top Management, Other related Parties

Goal 4: Strengthening human resources through enhancing knowledge, skills, and professional development.							
Objectives	Indicator	What Data	Data Source	Collection Frequency	Gathering Method	Verifying Method	Analysing Method
4.1 To develop employee training plans to enhance capacity building and professional development	Effectiveness of training programs	Effectiveness of training programs	Comments and response from Top Management and trainees	Annually	Survey, Polls and Questionnaires	% of answers compared with target.	Where and How should we improve? Other Actions
	Number of employees trained on annual basis	Number of employees trained	Employees records	Annually	Employees records, Organizational structure - % of employees trained	Comparing current % of employees trained with target	Where and How should we improve? Other Actions
	Employees personal and	Training plans for employees	Employees records and information (from	2 Years	Employees records, % of	Comparing current % of employees with	Where and How should we

4.2 To develop succession and retention planning	professional training plans		Electronic Employee Information System and Competency based measurement system)		Employees with training plans	training plans with target	improve? Other Actions
	Number of training days and cost of training for employees	Training days and costs	Trainings records	Annually	Training records and information,	Comparison of training records and plans % with target	Where and How should we improve? Other Actions
	Number of succession plan for key positions	Succession plan	Employees records	2 Years	Employees records, Organizational structure - % of employees trained for succession	Comparing the % of succession with target	Where and How should we improve? Other Actions
	Internal promotion rates	Internal promotion	Employees records	Annually	Employees records	Comparing rate of retention with previous years	Where and How should we improve? Other Actions
	Employees turnover rate for Top-performing employees	Employees turnover rate	Records of resignation	Semi-Annually	Records from admin,	Comparing rate of retention with previous years	Where and How should we improve? Other Actions
	Average number of years spends with KAO	Number of years spends with KAO	Employees records,	Annually	Employees records, records from admin etc	Comparing current average with target	Where and How should we improve? Other Actions

	Employees Satisfaction rate	Satisfaction rate	Employees comments and feedback	Annually	Survey, Questionnaires and Polls	Compare the Satisfaction rate with target	Where and How should we improve? Other Actions
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Responsible HRO and Team

Goal 5: Enhancing Human Resource Information Systems							
Objectives	Indicator	What Data	Data Source	Collection Frequency	Gathering Method	Verifying Method	Analysing Method
5.1 To develop and implement an electronic employee information system	Users of an electronic employee information system finds the system effective	Effectiveness of the system	Users' response and comments	Semi-Annually	Survey, Questionnaires and Polls send to users of the system	% of Employees with stored information compared with the target	What and where should we improve? Other Actions
	All relevant employee information stored in the system	Employees Information	Employees Records	Semi-Annually	Employees records and information, % of employees with stored information	Comparing current % with target	What and where should we improve? Other Actions

Responsible: HRO and Team with assistance of IT Manager

Goal 6: Creating a safe and positive wellbeing-driven organizational culture.							
Objectives	Indicator	What Data	Data Source	Collection Frequency	Gathering Method	Verifying Method	Analysing Method
6.1 To develop and implement an employee wellness plan	Employees health and safety plan aligned to the country's occupational health and safety regulations	Employee es health and safety plan	PSO, KAO, MOH, MEHRD, MWYSSA, etc	Annually	Survey, Info Gathering from related parties	Current % of Health and Safety Plan completion compared with target	What and How to Improve? Other Activities.
	Developed/Sourced and implemented wellness programs	Wellness program	PSO, KAO, MOH, MEHRD, MWYSSA, etc	Annually	Survey, Info Gathering from related parties	Current % of Wellness program completion compared with target	What and How to Improve? Other Activities.

Responsible: HRO, Admin Team

Goal 7: Improving our monitoring and evaluation procedure of the HR Strategy							
Objectives	Indicator	What Data	Data Source	Collection Frequency	Gathering Method	Verifying Method	Analysing Method
7.1 Implement the Monitoring & Evaluation (M&E) of the HR Strategy	Two M&E reports (mid- and end-of year reports of HR Strategy)	HR Quarterly reports, mid- and end-of-year reports	HR reports	Annually	Interview & obtaining reports	Compare to published reports on the website, or on resources drive or presented to SMM	Assess the results of the M&E reports
	Quarterly M&E reports of the HR Strategy	HR Quarterly reports, mid- and	HR reports	Annually	Interview & obtaining reports	Compare to published reports on the website, or on	Assess the results of the M&E reports

		end-of-year reports					resources drive or presented to SMM	
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Responsible
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HRO, Admin Team

Goal 8: Creating a Professionalization Pathway through Chartered Accountants Australia & New Zealand (CAANZ)								
Objectives	Indicator	What Data	Data Source	Collection Frequency	Gathering Method	Verifying Method	Analysing Method	
8.1 Develop, implement, and monitor the CA Program	CA Program Concept Paper	HR Quarterly reports, mid- and end-of-year reports	HR reports	Annually	Interview & obtaining reports	Compare to published reports on the website, or on resources drive or presented to SMM	What, When and How of the concept paper	
	Rate of enrolment in CA program	HR Quarterly reports, mid- and end-of-year reports	HR reports	Annually	Interview & obtaining reports	Compare to published reports on the website, or on resources drive or presented to SMM	How many enrolments?	

Responsible
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HRO, Admin Team