

Annual Report 2025

Public Service Commission

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INTRODUCTION

Following the establishment of the Government of the Republic of the Marshall Islands in 1979, the Public Service Commission came into existence. Article 7, Section 9 (1) of the Constitution designates the Public Service Commission as the employing authority for the Public Service and has the general oversight and control of its organization and management. That same year in 1979, the Public Service Commission Act of 1979 was established, which Section 102 authorized the Commission *to adopt and enforce all regulations necessary to execute its powers and duties under the Constitution of the Marshall Islands*.

Appointed by the Cabinet, the Commission consists of a Chairperson and two other members. The Commission makes joint decisions and is responsible in developing, coordinating, regulating and administering all personnel matters relating to and affecting the Public Service. In collaboration with the Chief Secretary as the head of the Public Service, the Commission works with the heads of departments under PSC purview. Therefore, PSC is required to conduct efficiency and economy reviews of all Government Ministries, agencies and offices. Based on the review, an annual report is furnished by the Commission to the Cabinet and Nitijela at the end of the year.

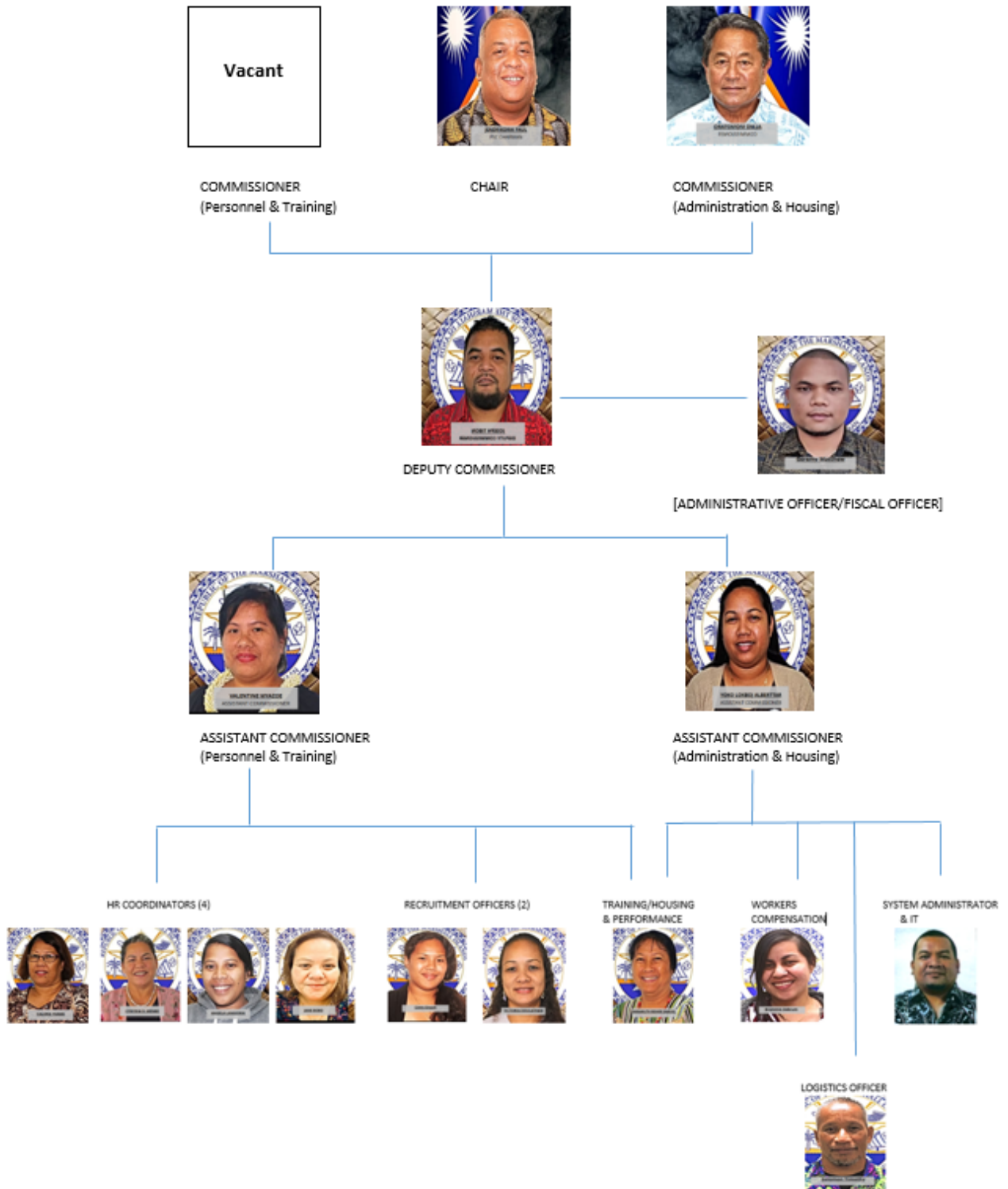
The organizational structure of the Public Service Commission, as shown on Figure 1, is organized into two functional divisions; the first division is responsible for Personnel and Training, the second division is charged with Administration and Housing matters. The Deputy Commissioner as the head of the PSC, supervises two Assistant Commissioners responsible for the two divisions. There are 4 human resource coordinators, including one located in Ebeye, a training/performance/housing coordinator, two recruitment officers, a system administrator, an administrative officer/fiscal officer, and a logistics officer. The total number of employees in the PSC office is 17, including the 3 members of the Commission. Since early 2025, the Commission has been operating with only two members. At least 2 members shall concur in any decision of the Commission, but at times the need for a third member is crucial.

This annual report captures the activities carried out by the PSC during the calendar year 2025. The review contains statistical information on the size and composition of Government Ministries and agencies in terms of employee number, ethnicity, age and gender. The data was gauged with personnel matters including hiring, promotion, reclassification, transfer, retirement, termination, performance, training; and on administrative matters such as housing and insurance. Reference is made to Ministries and agencies under PSC mandate, with the exception of Ministry of Education/Public School System (PSS) and the Marshall Islands Police Department (MIPD).

There were a few challenges during the year that limited the delivery of efficient and effective public services. Some of the issues are not new while others are a growing concern. An in-depth exploration into the problem areas will be considered in this report.

Lastly, this report will conclude with broad and specific recommendations to address the challenges that will set a way forward for an efficient public service. It is hoped that these would lead to the formulation of policy actions aiming at safeguarding the principles and values of delivering the required public service and improving outcomes to benefit the people of the Marshall Islands.

FIGURE 1: PSC ORGANIZATIONAL CHART



STATE OF THE PUBLIC SERVICE

SIZE AND COMPOSITION

At the end of the year, the total number of employees in 2025 was 1,123 with an average cost of \$24 million (\$24,280,814). Table 1 outlines the Public Service Commission profile outlook for the year. Compared to the previous year, the total number of employees in 2024 was 1,115 with personnel cost of approximately \$22 million. Although the number of employees over the past few years has remained largely the same with only 8 more employees more this year compared to last, the personnel cost increased this year by \$1,949,448.00 – mainly due to salary increments, reclassifications and promotions.

Table 1: Profile of the RMI Public Service for CY2025					
Category	Number	Percentage	Cost in Millions	Percentage	Ave. Cost Per
All Employees	1123	100%	\$24,280,814	100%	\$21,621
Female	474	42%	\$10,541,935	43%	\$22,240
Male	649	58%	\$13,738,879	57%	\$21,169
Retirees	123	11%	\$2,994,100	12%	\$24,342
Marshallese	1006	90%	\$20,119,414	83%	\$19,999
Expatriates	117	10%	\$4,161,400	17%	\$35,568

The data show there was a total of 1,006 Marshallese employees (\$20 million) while 117 were expatriates (\$4 million). Although the total number of Marshallese is about 10 times more than expats, the data indicates that expatriates were paid 77% more than the Marshallese. This is direct result of hiring in necessary higher paying skilled experts in the profession of health, engineering, finance, and law.

GENDER AND AGE

During the year, male employees continue to dominate the workforce with 58% while female was slightly below with 42%. Although female employees were fewer in number compared to their male counterparts, the data show that females earned an average of \$22,240.00 while males earned an average of \$21,169.00. Analytical review suggests the tendency for males to dominate physical blue-labor posts in the fields of construction, maintenance, procurement and shipping. Compared to their female counterparts, the data show that females continue to occupy managerial and senior level positions, thus slightly representing an impressive gain in earnings.

While these observations have manifested over past few years, the disparities may not be intentional but may be based on social norms and cultural values.

Table 2 illustrates the different age groups measured by the average cost of salary. The data suggest that the age group between 30 years of age to 50 make up more than half of the workforce, hence half of the costs was spent for this particular group with a total of \$13,137,752.00.

During the year, approximately 14% or 156 employees of the workforce consisted of the youngest age group (19-29 years of age), while 10% or 123 reached retirement age (age 60-80).

Although some of these retired employees have passed the retirement age of 63, the need to retain their employment is important in order to pass down the expertise and knowledge. Most of the younger generation may have the required educational background, but they still lack the experience and often need training.

Table 2: Age Group: 2025		
Age	# of Employees	Total Salary
19-29	156	\$ 2,757,585
30-39	303	\$ 6,480,640
40-49	308	\$ 6,657,112
50-59	233	\$ 5,391,377
60-80	123	\$ 2,994,100
Total	1,123	\$24,280,814

APPROVED ACTIONS

The data on Table 3 represents the number of personnel activities over the year. The Commission will review all requests from the Ministries/agencies. Once approved by the Commission, the circulation process of a personnel action will be issued right away providing all requirements and supporting documents are submitted.

During the year, there was a total of 117 new appointments into the public service, while 217 employment contracts were extended. Employment contracts are issued for expatriates, performance based positions, retirees and Federally funded employees. There were 46 resignations, 6 retirements, 36 end of contracts, 13 terminations and 7 deceased.

Remarkably, the cost has considerably increased over the past three years, mainly due to increase in salaries. Just two years ago in 2023, personnel cost was \$20M, while in 2025 the cost increased significantly to \$24M.

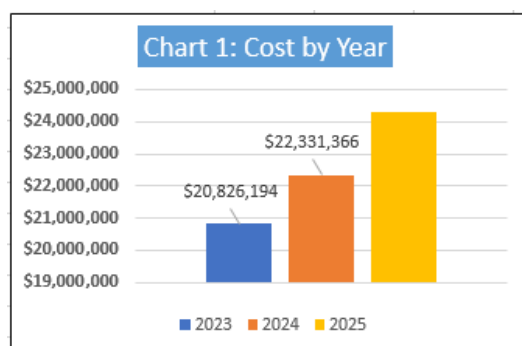


Table 3: HR Activities in 2025	#
Appointment	117
Change of Position Title	34
Change of Status Probation to Permanent	210
Change of Status Permanent to Contract	38
Change of Status Contract to Permanent	16
Contract Extension	217
Change of Account	182
Demotion	0
Position Reclassification	24
Position Conversion	17
Promotion	22
Resignation	46
Retirement	6
End Of Contract	36
Deceased	7
Salary Adjustment	279
Salary Increment	209
Salary Reclassification	272
Termination	13
Transfer	12
Transfer within Ministries/Agencies	26

COST

Total personnel costs are paid from funding sources out of the General Fund, Federal and Compact Funds, MOHHS donor funds, ROC Fund, and UNDP Fund. During the reporting period, the total personnel cost was \$24,280,824. Table 4 illustrate the source of funding by the number of employees. More than half of the workforce or 60.96% were compensated from the General fund. Although the workforce declined by only 8 employees this year compared to 2024, it is important to note the significant increase in cost this year by \$2M. While many actions were approved by the Commission during the year, the main increase in cost was due to salary increments, reclassifications and promotions.

Table 4: Fund Source 2025			
2025 Annual Funds			
Fund	# of Employees	Total Cost	Total in %
Compact Fund	263	6466480	26.63%
Federal Fund	123	2425374	9.99%
General Fund	696	14800460	60.96%
MoHHS Donor Fund	2	42000	0.17%
Roc Fund	28	297440	1.23%
UNDP Fund	11	249060	1.03%
Total	1,123	24,280,814	100%

The data on Table 5 depicts the total number of employees in each Ministry, by cost and nationality. The Ministry of Health and Human Services (MOHHS) continue to lead with the largest number of employees totaling 556 employees a with personnel cost of almost \$12M. There were 461 Marshallese and 95 expatriate employed with MOHHS. The hiring of expatriates is necessary to fill in skilled and professional

Table 5: Number of Employees by Ministry in the Year 2025						
	Expatriates		Marshallese		Ttl Emps	Ttl Amount
	# of Emps	Ttl Amount	# of Emps	Ttl Amount		
Auditor General	1	31,000	21	640,025	22	671,025
Cabinet			7	176,720	7	176,720
National Security	2	74,000	2	67,000	4	141,000
NNC	1	21,000	3	86,000	4	107,000
Office of the Chief Secretary	1	27,000	13	426,045	14	453,045
EPPSO			11	252,045	11	252,045
CCD	1	21,000	10	280,000	11	301,000
NEO			6	178,025	6	178,025
Weather			10	346,849	10	346,849
Council of Iroj			5	123,000	5	123,000
Finance (FBPS)	1	50,000	84	1,765,265	85	1,815,265
Banking Commission	1	40,000	12	317,000	13	357,000
DIDA			6	140,045	6	140,045
Foreign Affairs (MoFAT)			22	567,090	22	567,090
Health Services (MoHHS)	95	3,342,000	461	8,631,450	556	11,973,450
Culture Historic & Preservation Office (CHPO)	1	23,400	5	124,425	6	147,825
Internal Affairs (MoCIA)			45	875,365	45	875,365
Justice - Attorney General	4	195,000	22	665,630	26	860,630
Justice - Immigration			13	213,105	13	213,105
Justice - Labor			8	148,180	8	148,180
Justice - Public Defender	3	128,000	3	70,045	6	198,045
Nitijela			27	575,080	27	575,080
Public Service Commission			14	369,025	14	369,025
Public Works (MoWIU)	6	209,000	131	1,948,260	137	2,157,260
Resources & Development (NRC)			55	908,940	55	908,940
Transportation & Comm. (TC&IT)			10	224,800	10	224,800
	117	4,161,400	1,006	20,119,414	1,123	\$24,280,814

areas that the local workforce lack. Followed by MOHHS was the Ministry of Works, Infrastructure and Utilities (MOWIU) with 137 employees, falling in third was the Ministry of Finance, Baking and Postal Services (MOFBPS) with 85 employees. In contrast, the Office of National Security (ONS) and National Nuclear Commission (NNC) held the least number of employees with only 4 staff each. The NSO is a fairly new addition to the Cabinet, responsible in providing national security advice and related administrative support to the President.

GOVERNMENT LEASED HOUSING

New Rates

Pursuant to the Public Service Commission Regulations, 2008 as amended, Section 54, the Public Service Commission shall provide Government-owned or leased housing to all eligible employees of the Government.

In December 19, 2024, the Cabinet approved the updated Housing Policy, therefore endorsed new rental rates which took effect on October 1, 2025. As seen on Table 6, the previous rates were set at \$9,000.00 annually all across the board for all housing type, regardless of size. The new higher rates were based on housing type and number of bedrooms. A studio type unit remained at \$9,000.00/annual while a 1 bedroom was set at \$11,400/annual.

The increase in rates manifested in a significant rise in cost. The figures on Table 7 show that cost for 138 leased housing in FY25 (\$1,242,000.00) compared to the new rates in FY26 (\$1,722,600.00) – a substantial difference of \$480,600.00.

Table 6: Annual New Rates v/s Old Rates

Type of Housing	Old Rates	New Rates (FY26)
Studio	\$9,000	\$9,000
1 Bedroom	\$9,000	\$11,400
2 Bedroom	\$9,000	\$14,400
3 Bedroom	\$9,000	\$15,600
4 Bedroom	\$9,000	\$16,800
Office Space	\$9,000	\$9,000

Table 7: HOUSING COST CURRENT V/S NEW RATE

Type of Housing	Leased Housing in 2025	Old Rates (FY25)	Total FY25	New Rates (FY26)	Total FY26
Studio	11	\$9,000	\$99,000	\$9,000	\$99,000
1 Bedroom	71	\$9,000	\$639,000	\$11,400	\$809,400
2 Bedroom	44	\$9,000	\$396,000	\$14,400	\$633,600
3 Bedroom	11	\$9,000	\$99,000	\$15,600	\$171,600
4 Bedroom	0	\$9,000	0	\$16,800	\$0
Office Space	1	\$9,000	\$9,000	\$9,000	\$9,000
	138		\$1,242,000		\$1,722,600

At the end of 2025, the total number of leased housing dropped from 138 to 105. The reduction is a direct result of expat resignations and end of contracts.

As shown on Table 8, there were 75 leased housing on Majuro and 30 in Ebeye. Evidently, MOHHS continue to lead with 77 as the highest number of leased housing as the need to hire in expats with specialized professionals in the health field. The main concern during the year was unbudgeted leased housing. This continues to be an issue with the MOHHS, where almost half of their leased housing were requested under the supplement budget.

Table 8: Current Leased Housing by Ministry/Agency			
Ministry/Agency	Total Tenant	Ebeye	Majuro
ATTORNEY GENERAL	2		2
AUDITOR GENERAL	1		1
MoFAT	2		2
MoFBPS	1		1
MoHHS	77	28	49
NEO	1		1
NRC	1		1
NSO	2		2
OCS	1	1	
PSC	1	1	
PUBLIC DEFENDER	2		2
USP	8		8
WIU	6		6
TOTAL	105	30	75

BENEFITS

IAC – GROUP LIFE INSURANCE PLAN

Per the PSC Regulation 2008 as amended, any Government employee has the option to join the Group Life Insurance program. As the policyholder representing the RMI group entities, the Public Service Commission is responsible in negotiating the terms of the policy with the provider. All provisions and associated riders, as previously amended, remain unchanged and effective through October 31, 2026.

The data on Table 9 show that a total of \$174,000.00 claims were received during the year. While there were 7 new enrollees and 12 change of coverages, 2 claims were declined due to lapse coverage.

Table 9: IAC Claims in 2025		
Type of claim	No. of Claims	Total received
Basic Benefit	2	Equal share (1 claim = \$72,000.00)
Spouse Benefit	6	\$10,000.00x6 = \$60,000.00
Child Benefit	1	\$0.00
Parent Benefit	10	\$3,000.00x10 = \$30,000.00
Parent-in-law Benefit	4	\$3,000.00x4 = \$12,000.00
		Total: \$174,000.00

ASC – RETIREMENT SAVINGS PLAN

The Government retirement savings scheme with ASC insurance, also optional for every employee, is slowly gaining attention, especially the attractive Government contribution. After so many years since its establishment, this year the Government finally increased its contribution from 3% to 5% max.

The statistics revealed 73 employees enrolled with this plan. There were 53 applicants who increased their contributions, 2 discontinued their plans and another 2 resigned.

The PSC office is responsible in compiling applications during open enrollment period from Ministries/agencies under PSC purview to the Chief Secretary. The Chief Secretary's office oversees this scheme, collaborating closely with the ASC office in Guam.

Table 10: ASC – Retirement Savings Plan

New Enrollees	73
Increase contribution	53
Distribution	2
Discontinued	2
Total	130

WORKERS' COMPENSATION

In 2023, the Worker's Compensation Act was enforced, allowing both private and public sector employees entitlement to compensation for injuries sustained at work. Following this crucial step, the Workers' Compensation has proven to be an essential function. Table 11 outlines the number of claims during the past year. Specifically, a total of seven (7) claims were submitted, however only five (5) were completed, including one death claim currently being compensated quarterly for \$684.32, the rest were either incomplete or still in process.

Compared to the previous year in 2024, a total of four (4) claims were made, where only one (1) claim was incomplete.

Table 11: Workers' Compensation

Complete claim-5	5
Incomplete-2	2
1 still in process-complete	1
1 death claim-claim (quarterly amount of \$684.32)	1
Total	7

PERFORMANCE MANAGEMENT

SUBMISSIONS

The evaluation of the state of the public service is required pursuant to PSC Regulations. Therefore, it is mandatory that every year, all Heads of Departments required to submit the performance evaluations of the Ministry/Agency staff. The objective of the evaluation is to gauge the overall performance of an individual employee and that of the Ministry/agency as a whole, hence revealing accomplishments and challenges.

Evaluations are to be submitted to PSC by November 30th of every year. Out of a workforce of 1,123, only 569 performance evaluations were submitted on time. During the year, non-compliance (zero submission) included the Attorney General's Office, Labor, Council of Iroij, and Weather Station. Non-compliance and late submissions are very concerning because they are contributing factors to an inaccurate review of the service.

Table 12: Submission of Performance Evaluations by Ministry in 2025

Ministry/Agency	TOTAL REC'D	TOTAL EMPLOYEE	NOTES
Attorney General		37	
AG – Justice/Admin	0	16	
AG - Immigration	9	13	3 new & 1 did not submit
AG - Labor	0	8	
Auditor General	20	21	1 ED Leave
Cabinet	4	6	
CCD	10	12	2 new
Chief Secretary	8	13	1 new
CIA	25	52	2 new Ebeye
- CHPO	5	6	
Council of Irooj	0	5	
EPPSO	8	9	1 new
MoFBPS		105	
- All other Depts	72	85	3 new & 13 no submission
- Banking Commission	13	13	
- DIDA	7	7	
MoFAT	14	21	4 new & 3 no submission
MoHHS	262	579	18 new
ONS	4	4	
NEO	4	5	1 new
Nitijela	12	26	
NNC	3	3	
MNRC	24	57	
PSC	3	13	
Public Defender	5	5	
TC&IT	9	9	
Weather	0	10	
MoWIU	48	137	4 new
	569		

CHALLENGES

1. DATED PSC REGULATIONS

a) **The PSC Regulation, 2008 as amended** – During the latter part of 2025, the draft updated PSC Regulations went through the Administrative Procedure Act (APA) process. Another factor to consider into our policies is the use Artificial Intelligence or AI in the workplace. AI is slowly manifesting itself in the workplace and a deep dive into this issue is important as the digital age is rapidly growing.

2. POOR MANAGEMENT

a) **Induction** – New appointees are required to go through an induction program with PSC to familiarize and go through the necessary regulations and standard operating procedures. A notice of mandatory attendance is sent to the HODs, however, new hires are sometimes a no show later citing 'a busy schedule'.

b) **Performance evaluations** – The continued lack of serious attention and actions by Heads of Ministries to promptly submit staff performance evaluations. During the year, only 569 evaluations out of 1123 were submitted. Late submissions and non-compliance can contribute to an inaccurate state of the service review.

c) **Lease Housing** – During the year, all leased housing for MOHHS Ebeye, specifically 28 in total, were not budgeted. As a result, the Ministry was required to de-obligate funding from Majuro leased housings in order compensate the first two quarters for Ebeye. Unnecessary burden fell on landlords.

3. FUNDING

a) **Limited Financial Resources** – PSC's budget was restricted to remain within the previous year's budget. Lack of funding caused limited support to necessary trainings and capacity building across the board.

ACHIEVEMENTS

1. TRAIN THE TRAINER PROGRAM

a) What was achieved: The Public Service Commission, in close coordination with the University of the South Pacific and World Bank, conducted a Train the Trainer Program on March 17, 2025, USP Majuro. The program was facilitated by a Consultant from the Pacific Technical and Further Education, USP. A total of 20 participants from various Government Entities, Private Sectors and State Owned Enterprises attended the program. The Train the Trainer program aimed to equipped participants with the essential skills and knowledge required to design, deliver, and evaluate effective training programs. The training focused on adult learning principles, instructional design, facilitation techniques, communication skills, and assessment strategies to enhance the impact of training sessions.

b) Impact: As a result of the training, each participant received a certificate from the University of the South Pacific, Fiji. The Trainers are now **Certified Trainers** and are now equipped and committed to conduct training in their respective Ministries, Agencies, or Entities.

c) Alignment to national priorities: The program supports the Good Governance Pillars, 5.1 Public Administration, Policy Objectives (1). Improve Practices to achieve an effective, ethical, and transparent public service, local government and related public agencies, (2). Enhance capacity of public servants and employees of Public Agencies, including in particular those in the outer islands, and (3). Strengthen the connection and cooperation with civil society, private sector and outer islands.



Train the Trainers Program, 17 March 2025, USP Majuro Campus

2. MINISTRY/AGENCY VISITS TO DISCUSS PERFORMANCE MANAGEMENT & WORKERS COMP.

a) What was achieved: The Office of the Public Service Commission visited several Ministries and Agencies to conduct presentations on the topics to refresh existing employees on the requirements and importance of performance evaluation and the Government Self –funded Workers Compensation Scheme. A total of nine (9) Ministries were visited. The work is expected to complete by July 2025.

b) Impact: Existing public servants are reminded of the importance of the performance management and workers compensation. The Public Service Commission was made aware that some public servants are still not familiar with the performance manage and worker's compensation. Hence, the need to visit the Ministries was essential and necessary. Employees are reminded that without performance evaluations, contract extension, salary increments, change of employment status, and promotion will not take place.

c) Alignment to national priorities: The program supports the Good Governance Pillars, 5.1 Public Administration, Policy Objectives (1). Improve Practices to achieve an effective, ethical, and transparent public service, local government and related public agencies, (2). Enhance capacity of public servants and employees of Public Agencies, including in particular those in the outer islands.

3. Employees Induction Program

a) What was achieved: As a result of the Train the Trainer program that took place on March 17 – 21, 2025, the Public Service Commission, in partnership with the University of the South Pacific, Work Bank, and the National Training Council conducted its first Pilot Induction Program on May 26, 29, 2025, USP Majuro. A total of 20 newly recruited public servants, consisting of new employees, from each Ministry/Agency, attended the Induction Program. The purpose of the program was to familiarize the new employees with the government's regulations, code of conducts & ethics, government policies, Workplace Conduct, Workers Compensation & Occupational Safety, Financial Management & Procurement, Communication, Digital Literacy, customer services and so forth.



b) Impact: After attending the program, the new employees are now familiar with government policies, regulations and so forth. This program should help new employees with their overall performance and are now equipped with a set of guidelines to follow accordingly. The pilot program was a successful and course material and documents as well as the training was officially handed over from University of the South and Pacific & National Training Council to the Public Service Commission.

c) Alignment to national priorities: The program supports the Good Governance Pillars, 5.1 Public Administration, Policy Objectives (1). Improve Practices to achieve an effective, ethical, and transparent public service, local government and related public agencies, (2). Enhance capacity of public servants and employees of Public Agencies, including in particular those in the outer islands.

4. Public Service Regulation 2025

a) What was achieved: The Public Service Regulation 2025 was transmitted to the general public for input. As required under the Administrative Procedure Act of 1979, the regulation was distributed to all Heads of Department, local governments, the Courthouse in Majuro, the Office of the Chief Secretary, and the Mayor's Office in Ebeye. The regulation is expected to be tabled before Cabinet in December 2025. It also includes the revised Public Service Commission pay scale, which will increase the salaries of all employees under the purview of the Public Service Commission.

b) Impact: With a growing population and the increase in demand for quality public services, the revisions of the regulation will promote fairness, accountability, ethical conduct, maintain the rule of law and trust in the government. The revised regulation ensures that government actions are safe, fair transparent and effective – ultimately supporting public trust.

c) Alignment to national priorities: The revision of the regulation supports the Good Governance Pillars, 5.1 Public Administration, Policy Objectives (1). Improve Practices to achieve an effective, ethical, and transparent public service, local government and related public agencies.

5. Minimum Wage Raise

a) What was achieved: The Minimum Wage (Amendment) Act, 2025, approved the minimum wage raise from \$4.00 to \$4.50 an hour, which became effective on October 1, 2025. The Commission has updated personnel actions and employment contract to ensure alignment with the new wage.

b) Impact: The upgrade of the minimum wage to \$4.50/hour was necessary. Effective October 1, 2025, the Public Service Commission raised all employees under the current minimum wage of \$4.00/hour to \$4.50/hour. While the increase may increase government's expenses, the overall impact is anticipated to be positive for workers and the local economy.

c) Alignment to national priorities: The implementation Minimum Wage Act directly supports the National Strategic Plan priorities under Thematic Area 2: Good Governance and Thematic Area 3: Economic Growth and Resilience. By ensuring reasonable compensation, the Act

strengthens civil service performance and aligns with actions to review compensation, pay scales, and benefits.

6. Dialogue

a) What was achieved:

1. A Government employee forum was in September 2025, in Ebeye, Kwajalein Atoll. Specifically organized and targeted the Ebeye Community, the forum was an opportunity to discuss with public servants on regulations, policies and key areas to strengthen good governance and improving public services.

2. The Public Service Commission attended the Annual Pacific Public Service Leaders' Conference, Fiji, November 2025. The Pacific Public Service Leaders met to exchange ideas that would strengthen regional collaboration, share best practices, and contribute to discussions on public sector priorities, governance and innovation. The Republic was represented by Chairman Jendrikdrik Paul, Commissioner Almo Momotaro and Assistant Commissioner Yoko L. Alberttar.



**Government Employee Forum,
September 2025, Ebeye, Kwajalein**

b) Impact:

1. The goal of the Forum in Ebeye was to discuss how to provide quality services and promote efficiency and economy in the public service. The open dialogue created an opportunity for feedback. The forum was attended by government Ministries, State Owned Enterprises, local government, and other relevant agencies in Ebeye.

2. Attending the Pacific Public Service Leaders' Conference strengthened the Republic's engagement in regional public sector collaboration. Key outcomes include endorsement of the FALE annual planning and reporting model, adoption of the Pacific Public Service Workforce Planning Guidelines, and confirmation of funding from New Zealand for five years. These developments will directly support RMI's efforts to improve public service delivery, enhance governance, and align national priorities with regional strategies. The networking opportunities and sub-regional conferences fostered stronger partnerships for the RMI.

c) Alignment to national priorities: The achievements are aligned with the Good Governance Pillar of the NSP, Good Governance Pillars, 5.1 Public Administration, Policy Objectives (1). Improve Practices to achieve an effective, ethical, and transparent public service, local government and related public agencies.

CONCLUSION

The 2025 reporting year reflects steady progress within the Public Service despite ongoing operational challenges. While the overall workforce remained stable at 1,123 employees, personnel costs continued to rise due to salary adjustments, reclassifications, and promotions. Demographic data further highlights the continued reliance on expatriate professionals in specialized fields and the need for sustained investment in capacity-building for local staff.

Key achievements—including the Train the Trainer Program, the Pilot Induction Program, performance management outreach, the release of the updated Public Service Regulation 2025, and implementation of the new minimum wage—demonstrate the Commission’s commitment to strengthening good governance and improving service delivery. However, issues such as delayed performance evaluations, funding limitations, and unbudgeted leased housing continue to affect efficiency.

Moving forward, the Commission remains committed to addressing these challenges and advancing reforms to ensure a more capable, accountable, and responsive public service. Strengthening compliance, modernizing policies, and enhancing workforce development will be essential to meeting the growing expectations of the government and delivering quality services to the people of the Republic of the Marshall Islands.

