



PAPUA NEW GUINEA

**PUBLIC SERVICES COMMISSION**

# 2015 ANNUAL REPORT



**PROMOTING GOOD GOVERNANCE IN THE PUBLIC SERVICE**



**PAPUA NEW GUINEA**

# **PUBLIC SERVICES COMMISSION**

## **2015 ANNUAL REPORT**



PAPUA NEW GUINEA

## PUBLIC SERVICES COMMISSION

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PSC Reference: PSC1-1-GEN

#### **His Excellency, The Governor General**

Grand Chief Sir Michael Ogio, GCL, GCMG, KSt.J.,  
Government House,  
**KONEDOBU, NCD.**  
Papua New Guinea.

Your Excellency,

#### **RE: PUBLIC SERVICES COMMISSION- 2015 ANNUAL REPORT**

In accordance with Section 17(1) of the *Public Services (Management) Act 2014* and Section 191 (4) of the *National Constitution of Papua New Guinea*, I have the honour of submitting to you for presentation to Parliament, the 2015 Annual Report of the Public Services Commission.

The 2015 Annual Report covers the period from January 01<sup>st</sup>, 2015 to December 31<sup>st</sup>, 2015, and entails the activities, constraints, achievements and recommendations of the Commission with relevant appendices.

I am, your obedient servant,

**DR. PHILIP KEREME, PhD**

Chairman- PSC



# TABLE OF CONTENTS

(1)CHAIRMAN'S OVERVIEW .....	PAGE 2
(2) STATEMENT FROM COMMISSIONER NATIONAL.....	PAGE 6
(3) STATEMENT FROM COMMISSIONER PROVINCIAL.....	PAGE 9
(4) INTRODUCTION.....	PAGE 12
(5) PUBLIC SERVICES COMMISSION.....	PAGE 13
(6) MISSION STATEMENT.....	PAGE 14
(7) CORPORATE INFORMATION.....	PAGE 15
(8) MEMBERS OF THE COMMISSION.....	PAGE 16
(9) THE PSC SECRETARIAT.....	PAGE 18
(10) 2015 PERFORMANCE	
(i) NATIONAL REVIEW DIVISION.....	PAGE 22
(ii) PROVINCIAL REVIEW DIVISION.....	PAGE 26
(iii) INVESTIGATION DIVISION.....	PAGE 28
(iv) LEGAL, ADVISORY & LITIGATION DIVISION.....	PAGE 31
(v) CORPORATE SERVICES DIVISION.....	PAGE 33
(11) 2015 FINANCIAL YEAR REPORT.....	PAGE 42
(12) ORGANIZATIONAL STRUCTURE.....	PAGE 45
(13) STAFF ON STRENGTH.....	PAGE 46
(14)CONSTRAINTS.....	PAGE 48
(15) ACHIEVEMENTS.....	PAGE 48
(16) RECOMMENDATION.....	PAGE 50
(17) CONCLUSION.....	PAGE 51
(18) APPENDICES.....	PAGE 52
(19) MANAGEMENT STRUCTURE.....	PAGE72

# CHAIRMANS' OVER-VIEW



The Public Service Commission (PSC) had continued to discharge its Constitutional roles and functions throughout the year without fear or favour despite financial constraints, policy and legislative changes that affected the operations of the Commission in 2015.

## **Policy Changes Affecting the Public Services Commission**

In September, 2014, Parliament amended Sections 193, 208A, 208B of the Constitution and provisions of the *Public Services (Management) Act* which effectively removed PSC's powers relating to appointments, re-appointments, suspensions and revocation of appointments of Departmental Heads, Provincial Administrators and Chief Executive Officers (CEO's) of Statutory Authorities.

These powers have now been vested in the newly created Ministerial Executive Appointments Committee (MEAC). The members of MEAC are comprised of the Minister for Public Service as Chairperson, Minister responsible for portfolio functions of the Department concerned, Minister responsible for Treasury Functions, Minister responsible for National Planning functions and Minister responsible for Justice and Attorney General Functions.

A direct consequence of these constitutional and legislative amendments was the abolition of the Commission's (PSC's) Assessment Division; six (6) senior staffs were made unattached and the Secretariat had re-deployed them to funded vacant positions in the Investigation Division and in two review Divisions.

However, after some months of the implementation of these new amendments, it has become clear that these amendments do not affect the Commission's role in the appointment of the Police Commissioner, Defence Force Commander, and that of the National Broadcasting Corporation (NBC) as relevant sections under the Constitution relating to these offices were not amended.

Thus, PSC had to be consulted by MEAC in 2015 before appointing a Managing Director of a Statutory Authority which was not affected by the Constitutional amendments made by Parliament in 2014. Therefore, in 2016, the Commission may consider re-establishing the Assessment Division within the Commission (PSC).

Due to the serious implications of the constitutional amendments on the functions and powers of the PSC, the PSC in 2015 had unanimously agreed to seek judicial interpretation on the validity of the above mentioned amendments as well as the constitutional validity of the District Development Authority Act 2014.

The reason for seeking judicial interpretation as viewed by the Commission (PSC) is that there were breaches of the Constitution when Parliament had passed the Constitutional amendments under Sections 193, 208A, 208B of the Constitution and relevant Organic Laws and certain provisions enacted in the *Public Services (Management) Act 2014* and the District Development Authority Act 2014.

The Commission had therefore filed a Supreme Court Reference in December, 2015, asking the Supreme Court to interpret the validity of these constitutional and legislative amendments.

## **PSC & Vision 2050**

PSC's Corporate Plan 2014-2018 provides corporate goals linked to Vision 2050 with specific activity programs to improve service delivery pertaining to PSC's roles and functions under the Constitution. These programs outline activities for action by each division and in 2015 the Commission had maintained its core functions to ensure that PSC's corporate objectives are achieved. These core functions are: (a) review of personnel matters; (b) review of organizational matters, and (c) Consultation matters.

There are three (3) pillars of the Vision 2050 which are relevant and related to PSC's mandate under the Constitution. These are: (1) Institutional Development and Service Delivery, (2) Human Capital Development, Gender, Youth and People Empowerment and (3) Strategic Planning, Integration and Control. The PSC's Corporate Plan 2014 – 2018 has reflected corporate objectives aimed at achieving these and other goals in the Vision 2050. We will review PSC's activities at the end of the planned period (2014-2018) to redefine PSC's corporate goals and objectives to ensure that we are working towards set targets to achieve expected outcomes set by Vision 2050.

## **Review of Personnel Matters**

As far as personnel review matters are concerned, the Commission had continued its routine review of applications received from aggrieved officers under **Section 18** of the *Public Services (Management) Act 2014* and other case files transferred from 2014 to 2015. The detailed statistics on the review of personnel matters and reports of activities carried out during the year are adequately covered by Commissioner (N) and Commissioner (P) – the two Commissioners responsible for review matters in each division.

## **Review of Organizational Matters**

There were no reviews of organizational matters in 2015, as there were no complaints received from concerned persons and no issues raised by corporate bodies. Also, this function of the Commission and its role has not been properly defined by Law. This is one of the issues that the Commission will be seriously addressing in future policy discussions in the overall Government reform agenda.

## Consultation Matters

All consultation matters were handled by MEAC in 2015, as per the amendments to the relevant sections of the Constitution (s193, 208A, 208B) and the *Public Service (Management) Act 2014*.

However, we had learned during the year that the Constitutional amendments and relevant amendments to the *Public Service (Management) Act 2014* did not affect the consultations relating to the appointments of the Police Commissioner, Defence Force Commander and the appointments of the National Broadcasting Corporation (NBC) Board and the Managing Director of NBC. Thus, MEAC had consulted PSC prior to the appointment of the NBC Board and that of the NBC Managing Director.

There were general queries on the appointments of certain Departmental Heads and CEOs of some Statutory Authorities, but they were advised to take those matters up to MEAC as PSC had no jurisdiction to deal with them.

The Commission will re-establish the Assessment Division in 2016 with at least two or three staff to handle consultation matters for those few but most significant Departments and Statutory Authorities that were not affected by the Constitutional amendments.

## Financial Constraints

In the second quarter of 2015, the Department of Treasury had directed all Government agencies to make some cuts to their budgets allocated for 2015 as it was predicted that some serious financial constraints were imminent and that significant financial cuts to each agency of government was required, forcing all agencies to make significant cuts to their annual budget allocations for the year.

The PSC's budget approved by the Government for 2015 was K8.4 million. However, the Department of Treasury had imposed upon the PSC to cut K1.9 million during the second quarter, this had seriously affected PSC's work plan for the year. Furthermore, an additional K998, 885.00 for November and December warrants for PSC was not released by Treasury. Thus, PSC's total budget cut imposed by the government in 2015 was K2.9million.

Excluding the outstanding warrants for 2015, the K1.9million cut had affected the following planned activities and programs as the cuts were spread across a number of programed activities: (1) Routine Maintenance – K400, 000-00; (2) Furniture & equipment – K150,000-00; (3) Personnel emoluments – K987,482-00, most of it was absolved into 15 funded vacant positions, and 11 positions in the Assessment Division (4) Travel & subsistence – K28,000-00; (5) Duty travel – K150,000-00; (6) Materials & supplies – K10,000-00; (7) Office Transport & Fuel – K5,000-00; (8) Retirement Benefits – 155,878-00 etc.

These budget cuts had seriously affected PSC's routine operations and impacted upon duty travels to provinces for the Commission hearings; deferred the roll out of PSC's awareness program in the provinces; halted the second phase of the Case Management System (CMS project) earmarked for the integration of the Registry and the Legal and

Investigation Divisions into the Case Management System; deferred the retirement of a most senior staff of the Secretariat and cut down other essential operational activities of the Commission. Also, PSC experienced power and water disruptions throughout the year.

However, despite these challenges, PSC maintained its Constitutional functions in line with its work plan and programed activities to allow smooth flow of services.

The Commission continued to conduct its scheduled meetings; a total of 165 personnel review matter cases from the National Review Division (NRD) were completed and files closed and aggrieved officers have been advised of Commission decisions; 85 uncompleted case files from the (NRD) were brought forward to 2016 while a total of 139 cases from the Provincial Review Division (PRD) were completed, files closed, advices dispatched and 123 uncompleted case files were brought forward to 2016. Also, some review officers were given on the job training to use the Case Management System to improve skills on data entry and monitoring to ensure that case officers gained the relevant skills to complete personnel review matter cases within the 90 days statutory time frame.

## **Conclusion**

I am pleased to report that in 2015 the Public Services Commission continued to discharge its Constitutional roles and functions without fear or favour despite financial constraints and other policy challenges which had directly affected the operations of the Public Services Commission.

May I sincerely thank and acknowledge the following individuals and corporate bodies for supporting the Commission to perform its Constitutional roles and functions in 2015: Commissioners - Apeo Fuata Sione and Hansel Kakimo; Acting Secretary - Judith Stenis, all hard working staff of the PSC Secretariat; the Government and other service providers.

On behalf of the Commission may I sincerely thank you all for providing technical, financial and moral support to the Commission to undertake its Constitutional roles and functions in 2015.

Thank you for your kind and loyal support.

**Dr. Philip Kereme (Ph.D.)**  
Chairman PSC



# STATEMENT OF COMMISSIONER NATIONAL



**T**o begin with, the purpose of this section of the 2015 Annual Report is to report on one of the functional role of the Commission, and that is Review of Personnel Matters connected with the National Public Service, performed by the National Review Division (NRD).

This basically concerns conducting of Review of Personnel Matters or complaints lodged by aggrieved officers of National Departments, Statutory Organizations (or Government Bodies) and Public Hospitals that fall within the ambit of the Commission's review powers as set out under *Section 191 of the National Constitution* and *Section 18 of the Public Service*

*(Management) Act 2014.*

The National Review Division has a staff on strength of ten (10) officers with Mr. Joshua Ngawi as its Director. The Review Officers include; Mr. Steven Haibaku (Principal Review Officer), Mr. David Hanaromo (Principal Review Officer), Mr. Brian Avuti (Acting Principal Review Officer), Mrs. Dorothy Murray (Senior Review Officer), Mr. Timothy Waringe (Acting Senior Review Officer), Mr. Vali Vanua (Acting Senior Review Officer) and Mr. Spinola Pagun (Review Officer). The Administrative Assistants are Mrs. Mary Yano (Senior Administrative Assistant to Commissioner National) and Mrs. Norris Sevese (Administrative Assistant to Director National).

The year 2015 commenced with the Members of the Commission, those of the Legal and Review Divisions anticipating to shift from the 1<sup>st</sup> floor of the Tan Investment Building that houses PSC, to the newly renovated 2<sup>nd</sup> floor, whilst the Corporate Services Division remained on the ground floor. The continuous renovations carried out on the 1<sup>st</sup> floor, did not in any way deter the usual disturbances at work until all was completed sometime towards the middle of 2015. The newly renovated '*state of the art*' office premise instilled a spirit of excitement, belongingness and cooperation amongst staff of the National Review Division and also the PSC Secretariat as a whole. It appeared that this was the first time since the Commission moved into the Tan Investment Building in 2002, that such unprecedented initiative was demonstrated by the Landlord.

At the commencement of 2015, the Review Divisions looked forward to the year as a '*year of implementation*' in view of the Commissions' Annual Budget Allocation being boosted with an increase of K2 million as compared to 2014. That is, with the increase in the allocation of funds in the *Vote 121- Designated Duty Travel*, the Review Divisions (inclusive of the NRD) purport to embark on duty travel to conduct review hearings in the provinces to have review matters disposed of and determined in a timely manner and within the statutory time-lines.

Also, the Commission at the commencement of 2015, anticipated on working on a Supreme Court Reference (SCR) to challenge the constitutionality and validity of the *Public Services (Management) Act 2014*. It successfully engaged the Nemo Yalo Lawyers to take up the challenge for it, after the Ombudsman Commission declined to take up same, after being requested.

Despite the challenges it faced, the Division was duty bound to have all review cases for 2015 fully disposed and determined forthwith. At the end of 2014, a total of **136 review cases** were carried over into 2015 as '*outstanding review matters*', whilst **157 were newly registered review matters**. Thus the NRD had a total carriage of **293 review matters**.

During 2015, the Division was able to close a total of **165 review cases** and out of this total, 72 were identified to be from registered cases in 2015, while the other 93 were from '*outstanding review matters*' from the year 2014 and others. A total of **128 review cases were carried over to year 2016**.

As depicted from the above statistics, the performance of the division was clearly at an appreciated level in the disposal of review cases. Similar to the previous year (2014), the year 2015 was a challenging year for the Division in view of the work-load it had to undertake and also because of other factors which have been outlined below.

Firstly, financial constraints and budget cuts has always been an ongoing challenge for the Division every year. And for this year, it once again hampered the performance of the Division in regards to the funding of '*Duty Travels*' to the provinces to conduct Commission Appearances or Directional Hearings. In many instances, monthly warrants from the Department of Treasury were not released on time, and other times, they were never released at all. Apart from the impact it had on '*Duty Travels*', it also affected the daily operations of the Division and the Commission as a whole, in-terms of logistics or utilities and stationary supplies for the office.

To an extent, the financial constraints and budget cuts also affected the implementation of the Commissions *Corporate Plan Outcomes 1.1, 1.2 and 1.3* particularly in regards to '*Workshops and Conducting of Awareness Campaigns*' in the provinces.

Secondly, similar to the year 2014, the imminent amendments to the *National Constitution* and enabling legislations such as the *Public Services (Management) Act 2014* to effectively remove PSC from the Appointment process had some adverse impact on the performance of the Staff and the Division as a whole. That is, the change created uncertainties and doubts in the mindsets of Staff of the Division concerning the future of the Commission, and the likely implications on their career paths. But, as we know, a Supreme Court Reference has already been filed, sometime towards the end of 2015 to challenge the new law.

Thirdly, the ongoing office refurbishments or renovations and the constant disturbances that were unbearable, and the continuous power outages throughout 2015 had a bearing on the low performance output from Review Officers and the Division as a whole.

Lastly, the water rationing by Eda Ranu as a result of El Nino effects experienced throughout the country to an extent, affected the performance of Review Officers and the Division as a whole. That is, at times when low levels are experienced at Sirinumu Dam at the Sogeri Plateau and water is rationed, staffs are usually sent home when there is no water in the office.

It is also established that the general staff attitude or professionalism at the work place continues to impede on the performance of the Division. This is particularly in terms of both quality and quantity of work out-put. As observed, only a few Review Officers are faithfully producing submissions and are able to dispose their required quotas or number of review cases allocated for the year. For those who are not able to meet their required quotas, it is because of 'petty' internal administrative issues encountered, which can be improved for better output of results in future.

A way forward for the review of personnel matters is the need for the *Review Committee* to conduct a review of the current existing internal processes for the Review Applications. The objective of which is to have a turn-around time that is shorter than the *90 days statutory time period* in the disposal or determination of a review matter.

Similar to the previous year (2014), this year was quite challenging for the Division to complete and close review cases within the time-frame accorded by law. Further, the Division is more focused than ever to continue to reduce and fully dispose outstanding review cases.

In conclusion, I wish to thank the Chairman, Dr. Philip Kereme and the Members of the Commission for the support they continue to accord the National Review Division. I extend my appreciation to the staff of the Legal, Advisory & Litigation Division for the excellent job performed in relation to clearances of all advices and provision of legal opinions sought from the Division; and staffs of the Corporate Services Division for the logistical and financial support they provide. I would also like to thank all the hard working Review Officers and staff of the National Review Division for their untiring efforts and commitment to their respective duties in ensuring that the Commission successfully discharged its constitutional responsibilities without any difficulty. And above all, thank you to the awesome great God for his leading and guidance in bringing the Commission to where it is now.

**Mr. Apeo Fuata Sione, M.PP**  
Commissioner (National)

# STATEMENT OF COMMISSIONER PROVINCIAL



**T**he Provincial Review Division (PRD) continued in carrying out the Commissions' responsibilities under Section 191 – *Functions of the Public Services Commission* specifically relating to (1) (a) & (b) of the Constitution of the Independent State of Papua New Guinea and ss. 18 and 19 of the *Public Services (Management) Act 2014 (as amended)* on Review of Personnel Matters connected with the National Public Service and Review of Organizational Matters.

The Review functions are being organized into two divisions: (i) National Review Division (NRD) which reviews decisions of National Departments and Statutory Authorities; and (ii) the Provincial Review Division (PRD) which review decisions of Provincial Administrators and Chief Executive Officers (CEO's) of Public Hospitals and Provincial Health Authorities in Papua New Guinea (PNG) in relation to personnel matters.

My role as Commissioner Provincial is to over-see the operations of the Provincial Review Division, particularly in conducting directional hearings in the provinces; coordinate all personnel review matters; conduct divisional meetings from time to time and ensure quality assurance on all review submissions before their presentation to the Commission for decision.

In addition to the above roles, as a Public Service Commissioner, I am also involved in performing other functions such as providing consultation on appointments of Commander of the Defence Force, Commissioner of the Royal Papua New Guinea Police Constabulary and Chief Executive Officers under the *Regulatory Statutory Authorities (Appointment to Certain Officers Act 2004)*.

The Provincial Review Division has an approved and funded staff ceiling of thirteen (13); of which ten (10) are currently filled with three (3) vacant; that will need to be filled once the Department of Personnel Management (DPM) lifts the ban it imposed on recruitment towards the end of 2015 on all Government agencies. Despite the capacity gap and the budget cuts by the Government, the divisions' level of performance has been consistently high.

The report also highlight the challenges, changes and organization development interventions it undertook towards improving service delivery to its stakeholders and the outlook for the Provincial Review Division in 2016 and beyond.



## **Sub-Section 18 & 19- Review of Personnel Matters and Continuous Review of State Services and Services of other Government Bodies.**

The Provincial Review Division received a total of two-hundred and sixty-six (266) applications for review from aggrieved officers on personnel decisions, and this figure is further broken down into specific requests, namely; *Selection, Discipline and Terms & Conditions*.<sup>1</sup>

The Organization Review function is not being performed by the Public Services Commission (PSC) as there exist ambiguity on “*who performs what?*” between the Department of Personnel Management and PSC. Furthermore, the Provincial Review Division is unable to undertake organization reviews due to non-availability of proper documented and approved business process.

### **Corporate Plan 2014 – 2018**

Success in achieving the Corporate Outcomes is attributed to the Commissions desire to improve efficiency in delivery of review matters and the modernizing and automation of the Case Management System (CMS) that is currently being installed and operationalized.

#### **❖ *Corporate Outcome 1.1 – Improvement in Compliance with mandatory Functions and requirements of PSC.***

Most review cases dealt with were completed within the mandatory time-frame and where there were delays experienced due to information not being received on time, extensions were then sought from the Commission.

#### **❖ *Corporate Outcome 1.2 – Reduction in the number of Review Cases received by PSC.***

This objective would only be realized, if the Commission has an on-going public service program, to continuously inform both public servants and heads of agencies on proper processes, and about the time-limitations, within which review applications must be dealt with.

Additionally, where agencies have competent human resource capacity to deal with aggrieved staff adequately in-house, and then we should see a reduction in actual review applications.

#### **❖ *Corporate Outcome 1.3 – Effective Review System***

The current ‘*Directional Hearing*’ practice minimizes what would be a serious confrontation between the aggrieved officer and agency representatives’. It also reduces time spent on one case as opposed to a full hearing and where applicant or agency representatives are not available, thus delays are experienced.

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<sup>1</sup> Refer to Appendix A

## **Outlook for 2016- 2017**

The year 2016, sees a number of major challenges at all levels of the economy, such as the preparation for the National General Elections in 2017 and the down-turn in commodity prices affecting the projected revenue to be collected. These issues will invariably impact on our ability to fund normal operations of the Commission in one-way or the other. These therefore, challenge us to explore alternative approaches to better deal with work as some of these constraints are involuntarily super imposed by the environment, thus affecting our current business processes and work practices.

We value our staff and embrace GESI principles at the work-place, by maintaining a positive and respectful work environment for all staff, free of any form of discrimination. In the Provincial Review Division, we encourage and foster a culture of team work, discourage individuals from working in isolation and encourage a learning culture through social interaction at all times.

The Division will continue to ensure our staffs upgrade their investigative skills, verbal and writing skills and project/review presentation skills. Furthermore, we will continue to promote professionalism, good governance and maintain ethical standards as values that underpin the work and conduct of the Commission.

Finally, I wish to acknowledge all the officers contribution to the over-all performance of the Division in 2015. It has been a learning curve for me, performing the Commission duties and responsibilities to that of policy and operation functions at agency level which I have been used to, for over thirty (30) years of service in the National Public Service of Papua New Guinea.

**Mr. Hansel Kakimo, L.M**  
Commissioner (Provincial)

# INTRODUCTION

This is the 20<sup>th</sup> Annual Report of the Public Services Commission. It is produced and submitted in accordance with Section 17 (1) of the *Public Services (Management) Act 2014* and Section 191 (4) of the *National Constitution of Papua New Guinea*.

The report covers the performance of the Public Services Commission in 2015 covering the period from January 01<sup>st</sup>, 2015 to December 31<sup>st</sup>, 2015.

The Annual Report begins with the Chairman's over view outlining the general performance of the Commission, followed by two separate statements from Commissioner National and Commissioner Provincial pertaining to the performance of the two Review Divisions (National & Provincial).

The next section of the report contains general information on the establishment of the Commission and its core roles and functions as stipulated under Section 191 and Section 193 of the *National Constitution* and Section 18 and 19 of the *Public Service (Management) Act 2014*.

The main body of the report provides a detailed account of tasks performed by the Commission from January 01<sup>st</sup>, 2015 to December 31<sup>st</sup>, 2015. The bulk of the activity for this reporting period surrounds the Review of Personnel and Organizational Matters.

The report also contains an unaudited Financial Statement on the Commissions budget for the 2015 Fiscal year and highlights the constraints and achievements faced by the Commission.

The 2015 Annual Report concludes with recommendations on how the work of the Commission could be improved to adequately fulfil its Constitutional role.

Furthermore, all relevant Acts and legislation alluded to in the main body of this report is annexed to the appendices.

# PUBLIC SERVICES COMMISSION

The Public Services Commission (PSC) is a Constitutional body established under Section 190 of the *National Constitution of the Independent State of Papua New Guinea*.<sup>2</sup>

The functions of PSC are set out under Section 191 of the *National Constitution* and Sections 18 and 19 of the *Public Services (Management) Act 2014*.<sup>3</sup>

The independence of the Commission is derived under Section 192 of the *National Constitution* and its statutory powers pertaining to its review functions that is vested under Section 13 of the *Public Services (Management) Act 2014*.<sup>4</sup>

In the 1986 Public Service Reform, *Constitutional Amendment No. 08 of 1986* brought about the enactment of the *Public Services (Management) Act 1986* which effectively separated the Public Services Commission (referred to as PSC) and created the Department of Personnel Management (referred to as DPM).<sup>5</sup>

Prior to the 1986 reform, the functions of both institutions co-existed within an organization called the Department of Public Services Commission (DPSC).

The consequential effect of the separation in the 1986 reform saw the emergence of the Department of Personnel Management performing the executive powers and functions of policy and decision making, implementation and monitoring over matters of the public service, whilst the Commission was relegated to perform a *semi-quasi-judicial* role to conduct reviews of personnel and organizational matters from the public service.<sup>6</sup>

The only exception is that the Commission is seen to be performing an executive function or role in the area of appointment, suspension and revocation of appointments of Departmental Heads as provided by Section 193 (1) (1A) to (1D) of the *National Constitution* and Sections 31A to 31D and 60A to 60C of the *Public Services (Management) Act 1995 (as amended)* and Sections 4, 7, 8, 9 and 10 of the *Regulatory Statutory Authorities (Appointments to Certain Offices) Act 2004*. This was the result of the amendment to the 1986 Act and 1995 Act in 2002, in which the Commission was given this added responsibility.<sup>7</sup>

However, the recommendation of the appointment function was removed from the Commission on the 01<sup>st</sup> of October, 2014 as per legislative amendments carried out and revised into the *Public Services (Management) Act 2014*.

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<sup>2</sup> Refer to Appendix B

<sup>3</sup> Refer to Appendix C

<sup>4</sup> Refer to Appendix D

<sup>5</sup> Refer to Appendix E

<sup>6</sup> Refer to Appendix F & G

<sup>7</sup> Refer to Appendix H & I



# MISSION STATEMENT

## VISION

The Vision of the Public Services Commission is to promote good governance within the National Public Service of Papua New Guinea. This can only be achieved by ensuring that the Public Service is highly transparent, accountable, harmonious and free from discrimination, harassment, fear or favour in the delivery of quality services to the people and in meeting the aspirations of the Government of Papua New Guinea.

## MISSION

The Commissions' Mission as an independent Constitutional institution is to ensure a fair, honest and just treatment of public servants through an efficient and effective review of personnel and organizational matters.

## PROFESSIONAL VALUES

The Commission values;

- Our Staff;
- Our Parties to Review Proceedings;
- Our Professionalism;
- Our Decisions; and
- Our Stakeholders.

# CORPORATE INFORMATION

The Public Services Commission is headed by a Chairman (who is also a Public Service Commissioner) and two (2) other Commissioners, National and Provincial.

The Commission members are appointed by the Head of State, acting within, and in accordance with the advice of the Public Services Commission Appointments Committee [*National Constitution-Section 190 (2)*].

The Committee consists of;

- The Prime Minister as Chairman;
- The Chief Justice;
- The Leader of the Opposition;
- The Chairman of the Permanent Parliamentary Committee on Appointments; and
- The Chief Ombudsman.



PSC Chairman Dr. Philip Kereme (Ph.D.) presenting the Commissions 2014 Annual Report to His Excellency, the Governor General of Papua New Guinea, Grand Chief Sir Michael Ogio, GCL, GCMG, KSt.J., at Government House.

# MEMBERS OF THE COMMISSION

The Members of the Commission for this report period are Dr. Philip Kereme, PhD as Chairman; Mr. Apeo Fuata Sione, M.PP as Commissioner National and Mr. Hansel Kakimo, L.M as Commissioner Provincial.

Profiles of the Chairman with both Commissioners as set out below;

## CHAIRMAN PSC - DR. PHILIP KEREME, PhD



Dr. Kereme is an academic and teacher by profession. He holds a Bachelor of Arts (BA) Degree in Education and a Bachelor of Education (B.Ed.) with Honours from the University of Papua New Guinea (UPNG) in the years 1978 and 1980 respectively.

He completed a Master of Arts (MA) Degree in Education from the University of Reading in the United Kingdom in 1982. In 1998, Dr. Kereme completed his Doctorate at the University of Canberra, A.C.T in Australia. Prior to his appointment as the Chairman, Dr. Kereme served as the

Commissioner Provincial since 2007. He was an academic and Dean of Education at UPNG and the University of Goroka. He was also Director General of the Office of Higher Education (OHE).

Dr. Kereme has 37 years of professional experience in the National Public Service of PNG.

## COMMISSIONER NATIONAL - MR. APEO FUATA SIONE, M.PP



Commissioner Apeo Fuata Sione has well over 17 years of professional experience in the Public Service in the areas of Governance; Policy Development; Review and Investigation.

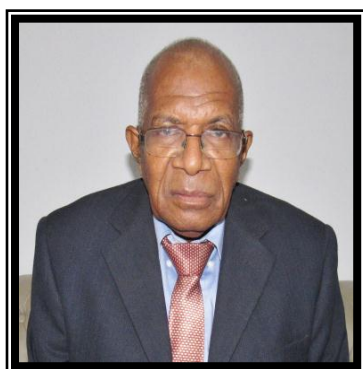
Mr. Sione holds a Masters in Public Policy, specializing in Development Administration (with Merit) from The Australian National University (ANU) in the year 2005. He also holds a graduate Diploma in Public Administration from ANU in 2004, and a Bachelor of Arts Degree majoring

in Public Administration with a minor in Industrial Organizational Psychology from the University of Papua New Guinea in the year 1994.

Mr. Sione was appointed Commissioner National on 02<sup>nd</sup> May, 2012. Prior to his appointment, he was the Permanent Secretary of the Public Services Commission (PSC) Secretariat, since his appointment on 30<sup>th</sup> May, 2011. Commissioner Sione was initially appointed to head the PSC Secretariat as the Acting Secretary on 14<sup>th</sup> September, 2009, when the incumbent, Late. Andol Sione left to take up a posting in the Autonomous Region of Bougainville. Prior to that, Commissioner Sione held concurrently the position of Substantive Director of the National Review Division and Acting Director of the Assessment Division.

He is part of the Alumni of the Pacific Executive (PACE) Program under the auspices of the Australia and New Zealand School of Governance (ANZSOG).

## **COMMISSIONER PROVINCIAL - MR. HANSEL KAKIMO, L.M**



Commissioner Provincial Mr. Hansel Kakimo graduated with a Bachelor of Arts Degree in Anthropology and Sociology from the University of Papua New Guinea in 1980.

Prior to his appointment as Commissioner Provincial on 17<sup>th</sup> November 2014, Mr. Kakimo held various senior positions in the National Public Service. He was the Deputy Secretary Operations with the Department of Personnel Management (DPM) from 2009 – 2010 and as Human Resource Adviser to the Department of Prime Minister & NEC from 2010 – 2011. From 2013 – 2014 he was the Public Service Adviser to the National Coordination Office for Bougainville Affairs on the transfer of powers and functions of the National Government to the Autonomous Bougainville Government.

Commissioner Kakimo has numerous achievements during his 30 years of service within the Public Service some of which include being awarded the Executive Manager of the Year Award in 2007 with DPM and Logohu Medal (LM) for services to the National Public Service. In 2008, he championed the devolution of powers and functions of DPM to the National Departments, Provincial Administrations and Public Hospitals throughout the PNG.



# THE PSC SECRETARIAT

The Public Services Commission (PSC) Secretariat is established under Section 17A of the *Public Services (Management) Act 2014*.

It plays a supportive role in providing the Commission the required resources needed to carry out its Constitutional responsibilities and mandate, set out under Section 191 of the *National Constitution*.

The PSC Secretariat comprises of the Office of the Secretary and five (5) divisions that were created under the approved restructure in 2007. They include National Review, Provincial Review; Investigation; Legal, Advisory and Litigation and Corporate Services Divisions.

The Divisions are headed by five (5) Directors who report directly to the Office of the Secretary of the PSC Secretariat on all operational matters. The Secretary serves as the Head of the Secretariat and the Senior Executive Management (SEM), and performs the responsibilities and duties of the Office with the enabling powers accorded to it under Section 17A (5) (c) of the said Act and the *General Orders* for the purposes of management and administration of staff within the Secretariat.

The PSC Secretariat is headed by Acting Secretary Ms. Judith Stenis, who is the Substantive Director of the Provincial Review Division. Ms. Stenis took office as the Acting Secretary in May, 2014.

The profile of the Acting Secretary and five (5) of the Divisional Directors that make up the SEM are captured below;

## ACTING SECRETARY PSC SECRETARIAT - MS. JUDITH STENIS



Ms. Stenis has sixteen (16) years of professional experience within the National Public Service of PNG. She started her career as a Research Officer with the Department of Personnel Management (DPM) in November 2000, after graduating from the University of Papua New Guinea with a Bachelor of Arts Degree, majoring in Public Policy Management. She worked in that role for almost seven (7) years before joining the Public Services Commission in March 2007 as a Principal Review Officer.

Ms. Stenis has attained a Master of Business Administration (MBA) from the University of Technology in Sydney, Australia in 2013. Her hard work, commitment and dedication in her role as Principal

Review Officer together with her successful completion of her MBA degree, saw her elevated to the position of Director of the Provincial Review Division upon her return in 2013. On the 27<sup>th</sup> of May, 2014, Ms. Stenis was appointed Acting Secretary of the PSC Secretariat, the position she holds to date.

### **DIRECTOR NATIONAL REVIEW DIVISION - MR. JOSHUA NGAWI**



Mr. Joshua Ngawi joined the Public Services Commission in 2009 as a Review Officer and was soon promoted to Senior Review Officer in 2010, and again to Principal Review Officer in 2011.

In September 2011, Mr. Ngawi was appointed the Acting Director of the National Review Division. Mr. Ngawi's confirmation as the Director of the National Review Division in August 2013 was made after serving in that position for two (2) years in the capacity of Acting Director.

Mr. Ngawi graduated from the University of Papua New Guinea (UPNG) with a Bachelor of Arts Degree in Public Policy Management.

He has well over sixteen (16) years of professional experience both in the private as well as the public service.

### **ACTING DIRECTOR PROVINCIAL REVIEW DIVISION - MR. TERENCE TUPI**



Mr. Terence Tupi joined the Public Services Commission (PSC) in 2007 as an Investigator in the Investigation Division. In 2008, after an internal recruitment, Mr. Tupi moved to the National Review Division as a Senior Review Officer (Selection).

In 2010, Mr. Tupi was promoted to Principal Review Officer after which he resigned to pursue further studies abroad at the China Foreign Affairs University- Institute of International Relations in Beijing, China. He successfully completed and defended his research program and attained a Master's Degree in International Relations, graduating in July, 2012.

Upon his return from his studies in 2013, he applied for and won the position of Principal Review Officer (Discipline) in the Provincial Review Division.

Mr. Tupi has a Bachelor of Arts Degree in Social Work and a Bachelor of Business Management (Public Policy Management) Degree with Honors from the University of Papua New Guinea which he acquired in 2005 and 2010 respectively. His first employer

after completing studies at UPNG was with the Department of National Planning & Monitoring as a Monitoring & Evaluation Officer.

## **ACTING DIRECTOR INVESTIGATION DIVISION - MS. RACHEL WII**



Ms. Rachel Wii has a Bachelor of Arts Degree in Public Policy Management from the University of Papua New Guinea (UPNG) in 2003.

Ms. Wii commenced her career in the National Public Service in January 2004 when she joined the Internal Revenue Commission as a Revenue Assessment Officer. In 2006, she moved on to join the Ombudsman Commission as an Assessor in the Annual Statement Assessment Unit under the Leadership Division, a position she held for two and a half years before being promoted to the position of Local Level Government Investigator. In August 2009, Ms. Wii joined the

Public Services Commission (PSC) as the Principal Assessment Officer for Provincial Administration with the Assessment Division, and a little-over two years she was promoted to Director of the Assessment Division.

Ms. Wii has also acted in various Senior Executive Management (SEM) positions within PSC, which include Acting Secretary of the PSC Secretariat and as Acting Commissioner Provincial from July 2013 – October 2014.

Following amendments to the *Public Services (Management) Act 1995 (as amended)*, that saw the removal of the Assessment Division, Ms. Wii was moved to the Investigation Division as Acting Director.

Ms. Wii has well over ten (10) years of professional experience in the National Public Service.

## **ACTING DIRECTOR LEGAL, ADVISORY & LITIGATION DIVISION - MR. KADAI MANIO**



Mr. Kadai Manio is currently the Acting Director of the Legal, Advisory & Litigation Division, assuming the role in December 2014 following the retirement of Mr. Eremas Andrew.

Mr. Manio attained his Bachelor of Law Degree at the University of Papua New Guinea in 2002. He was first employed in 2004 with Maphiro (PNG) Ltd as a Provincial Centre Coordinator based in Lae, Morobe Province. In 2005 he successfully completed his training at the Legal Training Institute and was admitted to the Bar to Practice Law. After LTI, Mr Manio joined the National Fisheries

Authority Assisting the Legal Officer. Towards the end of 2005 he joined Paul Paraka Lawyers as a Legal Officer (Litigation) and was based in Goroka, Eastern Highlands Province. His tenure with Paraka Lawyers saw him move to Kokopo, East New Britain Province in the same capacity as Legal Officer (Litigation).

Mr. Manio then joined Warner Shand Lawyers in Kokopo as a Legal Officer (Litigation) and worked there from 2008 – 2010. He then joined the Legal Training Institute as Litigation Lawyer and Senior Academic, and whilst employed there, he successfully completed a Certificate for Training for Trainers program at the Institute of Business and Banking Management in NCD. He worked with LTI as an academic until 2012, when he left to join the Public Services Commission as the Principal Legal Officer (Litigation).

### **DIRECTOR CORPORATE SERVICES - MR. GENO GAPI**



Mr. Geno Gapi holds a Diploma in Public Finance & Accounting and a Certificate in Accounting from the Administrative College of Papua New Guinea.

He started his career in the National Public Service prior to Papua New Guinea gaining Independence in 1975.

In 1974, Mr. Gapi was employed with the then Bank of Commonwealth as a Bank Officer. The following year he joined the National Housing Commission where he served for two (2) years as a Reconciliation Clerk, then moved on to the Department of Works in 1977.

In 1992, he joined the National Judicial Staff Services before moving to the Public Services Commission in 1995 as the Chief Finance & Administrative Officer. This position was renamed and upgraded to Director Corporate Services in the 2007 Restructure.

Whilst employed with PSC, Mr. Gapi served in three (3) substantive positions as Chief Finance & Administrative Officer from 1995 to 2002; Senior Provincial Review Officer from 2002 to 2007, then after the restructure in 2007, Mr. Gapi was appointed the Director Corporate Services; a position he holds to date.



# 2015 PERFORMANCE

## NATIONAL REVIEW DIVISION

### INTRODUCTION

The National Review Division is responsible for the review and investigation of *Personnel Matters or complaints* lodged with the Commission by officers of National Departments in the National Public Service, some Statutory Authorities (*where it has jurisdiction to review personnel matters*) and the Port Moresby General Hospital.

The Division is headed by Commissioner National Mr. Apeo Fuata Sione. The Director of the National Review Division is Mr. Joshua Ngawi.

There are currently ten (10) officers in the Division; eight (8) are Review Officers including a Senior Admin Assistant to Commissioner National and an Admin Assistant to Director National as indicated in the table below;

### OFFICERS OF THE NATIONAL REVIEW DIVISION

NO.	STAFF	DESIGNATION
1.	Mr. Joshua Ngawi	Director National Review Division
2.	Mr. Steven Haibaku	Principal Review Officer (Discipline)
3.	Mr. David Hanaromo	Principal Review Officer (Selection)
4.	Mr. Brian Avuti	Acting Principal Review Officer (Terms & Condition)
5.	Mr. Timothy Waringe	Acting Senior Review Officer (Selection)
6.	Mr. Vali Vanua	Acting Senior Review Officer (Terms & Condition)
7.	Mrs. Dorothy Murray	Senior Review Officer (Discipline)
8.	Mr. Spinola Pagun	Review Officer (Terms & Condition)
9	Mrs. Mary Yano	Senior Admin Assistant to Commissioner National
10.	Mrs. Norris Sevese	Admin Assistant to Director National

## PERFORMANCE REPORT

The overall performance of the National Review Division in 2015 has been consistently exceptional with the completion and closure of **165 Review Matters** in what can be described as a very challenging year; although comparatively less than the performances of 2014 and 2013. The division closed more Submissions (96) than Information papers (69) in 2015, than any other years before, which is a tremendous effort.

### ACHIEVEMENTS

The Division had five (5) main aims or goals to achieve in 2015, which include the following;

- (i) To close all review matters that did not qualify for *Submissions* or substantive reviews to be closed through *Information papers* through continuous submissions to the Commission on *Round Robin Bases*.
- (ii) A lot more Review Matters (*Outstanding & 2015 matters*) were closed; and that is evident with *96 Submissions* being closed in that year. Also, 96 submissions in my view could be the highest number in recent years, with only *69 Information Papers* being closed in the same period. Normally, more *Information Papers* have been closed through-out recent years than *Submissions*.
- (iii) The Division performed exceptionally well in 2015 to fulfil the statutory requirement of timely disposals of personnel matters. We hope the office renovation exercise will be completed within February, 2016, and all the Divisions of the Commission will be relocated to their permanent floors by March, 2016.

In 2015, a total of **157 Review Matters** were received and registered by the National Review Division through the Office of the Commissioner National. And of that total 72 cases were completed. By the end of 2015, the National Review Division carried-over *128 cases as Outstanding Matters*.

Of the *128 Outstanding Matters*, 28 cases have been prepared as *Information Papers* and are currently under Commissions' determination, which we believe the Commission will close accordingly. Hence, that leaves the National Review Division with *100 Outstanding Cases*.

The general performance of the Division from 2013- 2015 are consistently exceptional, however, unlike previous years, the National Review Division closed more *Submissions* in 2015 than *Information Papers*.

One of the factors that contributed to the exceptional performance of the Division over the last three (3) years is largely due to the hard work of its officers and also the continuous, consistent and objective leadership provided by the Director for the division and staff to work hard and continuously close Review Matters through *Submissions*.

## KEY ISSUES & SUMMARY POINTS

- ❖ In 2015 the National Review Division (NRD) had a carriage of 293 *Review Matters*; whilst 136 cases were carried over from 2014 as *Outstanding Review Matters*; 157 were Review Matters registered in 2015.
- ❖ In 2015, the NRD registered 157 *Review Matters*. Of that total, 72 cases have been closed in the same period.
- ❖ In 2015, the NRD completed a total of 165 *Review Matters*; meaning that whilst 72 *Review Matters* were those received and registered in 2015, the other 93 *Review Matters* were from 2014 and other years back.
- ❖ In 2015, the National Review Division completed *ninety-six (96) Submissions* than *Information Papers* which was about *sixty-nine (69)* unlike in the previous years, which means our hardworking Review Officers prepared more *Submissions* for Commissions' decisions and disposal of Review Matters.
- ❖ 128 *Outstanding Review Matters* were carried-over to 2016; whereas twenty-eight (28) have been prepared for *Information Papers* and are currently under Commissions' determination as at 2<sup>nd</sup> December, 2015.
- ❖ The NRD has 100 *Outstanding Review Matters* under review. That is *forty-nine (49) cases* are pending Submissions and Re-Submissions; *thirty-five (35) cases* are pending Reviews at various stages of the Review Process or proceedings; *seven (7) cases* are pending Commission decisions; and *nine (9) cases* are pending Legal Advices/Opinions/Submissions.
- ❖ Twelve (12) *Review Matters* registered in 2015 from the 100 outstanding review matters carried over into 2016 are from the Provinces. For the 2016 Provincial Work Plan to conduct the *Commission's Direction Hearings* for these 12 matters. Duty Travels have been scheduled from February 21<sup>st</sup>, 2015 – May 27<sup>th</sup>, 2015 by NRD, and will be implemented in-conjunction and coordination with the provincial Review Division through the normal *Combine Duty Travels Program* undertaken by the two (2) Review Divisions since 2013.

## STATISTICAL SUMMARY OF REVIEW MATTERS BY THEIR NATURE OF COMPLAINTS & REVIEWED - 2015

CASES	DISCIPLINE	SELECTION	TERMS & CONDITION	OTHERS	TOTAL
<i>Registered</i>	107	11	29	10	157
<i>Completed</i>	48	3	18	3	72
<i>Pending</i>	59	8	11	7	85

NB: 100 Review Matters/cases are Outstanding Matters and have been carried over into 2016.

## CHALLENGES

This reporting period (2015) was by far the most challenging year, largely due to Government warrants not being released in a timely manner; some monthly warrants were not released at all; and eventually a total sum of K1.9 million was remitted back to the Department of Treasury by the Commission from its 2015 budgetary allocation. Towards the end of the 3<sup>rd</sup> and 4<sup>th</sup> quarters, monthly warrants were not released on time or were not paid completely to the Commission by the Department of Treasury. This had a profound effect on the daily operations of the Division and the Commission as a whole in terms of logistics.

The financial constraints badly affected the Divisions' Duty Travel to the provinces to attend to about twelve (12) Review Matters. The financial constraints and budget cuts did not only affect the National Review Division, but also the Provincial Review Division and the Commission as a whole. For three (3) quarters of 2015 (2<sup>nd</sup>, 3<sup>rd</sup> & 4<sup>th</sup> quarters) the normal '*Combine Duty Travels*' between the two Review Divisions could not be funded. Thus, Duty Travels have been carried- over into 2016 for those review matters from the provinces.

The lack of funds also affected the implementation of one of the Commission's projects captured in the PSC Corporate Plan 2014 -2018 under Outcomes 1.1, 1.2 and 1.3- which is to conduct *Workshops, Seminars and Awareness Programs in the provinces*.

The Constitutional amendments made for the *Functions of the Commission* and the legislative changes to the *Public Services (Management) Act 1995 (as amended)* by the National Parliament, brought its challenges, uncertainties and negative impacts on the staff in general, thus affecting their performance outputs. However, this matter has been left to the Members of the Commission and its lawyers to deal with; thus the Commissions' lawyers have already filed a Supreme Court Reference for the same. Furthermore, other challenges that slightly affected the work of officers include the continuous power and water rationing and the office renovations.

## CONCLUSION

Although 2015 was a very challenging year, I believe the National Review Division performed exceptionally well to complete and close 165 *Review Matters*. I further believe that the Division has been consistent with its performances for the last three (3) years with almost full-staff strength on board since October, 2014.

The Division has carried-over 100 *Review Matters* as *Outstanding Matters* into 2016. Some of those matters are *Pending Submissions*; whilst some have been identified to be closed through *Information Papers*. Yet others are pending legal advice on *issue of jurisdiction*. Thus, the Division will try its best to maintain the *Rate of Performances* conducted in the last three (3) years in 2016 and beyond.

# PROVINCIAL REVIEW DIVISION

## INTRODUCTION

The Provincial Review Division performs one of the core functions of the Commission, particularly in the Review of Personnel Matters under Section 18 of the *Public Services (Management) Act 2014*.

The Division is responsible for the review of personnel matters arising from aggrieved public servants employed in the Provincial Administrations and Public Hospitals throughout the Public Service, with the only exception of the Port Moresby General Hospital, which falls within the administrative jurisdiction of the National Review Division.

Activities that entail the core review functions of the division include, but are not limited to;

- ❖ Review of Personnel Matters through investigations pertaining to *Discipline, Selection* and *Terms & Conditions* of employment in nature from Provincial Administrations and Public Hospitals.
- ❖ Prepare case briefs and summons for the Commissions' direction hearings.
- ❖ Conduct the Commissions' direction hearings in Provinces.
- ❖ Prepare submissions for Commission decisions.
- ❖ Prepare advice to all parties based on Commissions' decisions.

The Provincial Review Division is under the leadership of Commissioner Provincial Mr. Hansel Kakimo and is assisted by Mr. Terence Tupi who is the Acting Director of the Provincial Review Division following the appointment of the Substantive Director Ms. Judith Stenis as Acting Secretary of the PSC Secretariat.

The Division is made up of ten (10) officers; eight (8) of whom are Review Officers including a Senior Admin Assistant to Commissioner Provincial and an Acting Admin Assistant to Director Provincial as indicated in the table below;

### OFFICERS OF THE PROVINCIAL REVIEW DIVISION

NO.	STAFF	DESIGNATION
1.	Mr. Terence Tupi	Acting Director – Provincial Review Division
2.	Mr. Malaburgh Imeha	Principal Review Officer (Terms & Conditions)
3.	Mrs. Schola Muou	Acting Principal Review Officer (Selection)



4.	Ms. Koya Leslie	Acting Principal Review Officer (Discipline)
5.	Mr. William Vulolo	Senior Review Officer (Discipline)
6.	Mr. Victor Lismond	Acting Senior Review Officer (Terms & Conditions)
7.	Mr. Allen Nano	Acting Senior Review Officer (Selection)
8.	Mr. Joshua Heape	Review Officer (Discipline)
9	Ms. Dorothy Memafu	Senior Admin Assistant to Commissioner Provincial
10.	Mrs. Mary Koike	Acting Admin Assistant to Director Provincial

## PERFORMANCE REPORT

The objective of the Provincial Review Division is to conduct *Review of Personnel Matters* of aggrieved Public Servants in the Provinces, who lodge in their complaints in compliance with Section 18 of the *Public Services (Management) Act 2014*.

### ACHIEVEMENTS

- ❖ One-hundred and thirty-two (132) *Review Cases* on **Discipline** was received in 2015, which is inclusive of some carry-over cases from 2014.
- ❖ Thirty-three (33) were **Selection** cases and twelve (12) were on **Terms & Conditions**, that are all inclusive of carry over cases from 2014.
- ❖ Approximately eight (8) Directional Appearances have been conducted in the provinces during the 1<sup>st</sup> and 2<sup>nd</sup> quarters of 2015. Four (4) were combined hearings along with the National Review Division. There were no Direction Hearings conducted in the 3<sup>rd</sup> and 4<sup>th</sup> quarters due to financial constraints stemming from budget cuts imposed by the National Government.
- ❖ A total of one-hundred and forty-three (143) Review cases were completed in 2015. The figures were obtained from respective Review Officers case lists allocated.<sup>8</sup>
- ❖ Approximately one-hundred and thirty-six Review cases were carried over to 2016, which was largely due to budget cuts.
- ❖ The Provincial Review Division in the 1<sup>st</sup> Quarter completed 139% out of 271% of all carried-over cases from 2014, including the new ones received in 2015.
- ❖ Review Officers underwent one (1) day of Case Management System (CMS) training at Datec Training Centre. The CMS will most probably be used in 2016.

<sup>8</sup> Refer to Appendix I

## PROGRESS TOWARDS PSC CORPORATE PLAN INDICATORS

1. 2015 PSC Annual Awareness Program – from the 1<sup>st</sup> – 4<sup>th</sup> quarter of 2015, work on implementing this project progressed steadily steered by the PSC Awareness Committee. The result was the production and printing of three brochures outlining the Review Function of PSC; the Role of PSC and the Role of the National & Provincial Review Divisions. Other materials include a pamphlet, poster on the Review Process and two PowerPoint presentations were produced and endorsed by the Commission.

Amid financial constraints brought on by the budget cuts imposed by the Government, PSC successfully launched its Awareness Program at the Gateway Hotel on the 18<sup>th</sup> of November, 2015. The turn-out by various government departments, institutions, statutory bodies and stakeholders was overwhelming. It's envisioned that the roll-out and implementation of the project will be in 2016 and will be piloted in the Highlands region.

## CHALLENGES

There were a number of challenges faced by officers in the Provincial Review Division which was largely due to the budget cuts imposed by the National Government, hindering implementation of various planned programs like *Combined Duty Travel* into provinces for Commission Hearings. Lack of proper office logistics and continuing funding constraints coupled with poor staff attendance and punctuality to work were challenges that the Division worked hard to over-come in this reporting period.

# INVESTIGATION DIVISION

## INTRODUCTION

The core function of the Division is to conduct investigations into serious allegations made against Departmental Heads, Provincial Administrators and Chief Executive Officers of Regulatory Statutory Authorities. This is captured in the Public Services Commission Corporate Plan 2014 – 2018 under Corporate Outcome 4.1: *To conduct effective investigations.*

The Division has a staffing strength of only two (2) officers as indicated in the table below;

## OFFICERS OF THE INVESTIGATION DIVISION

NO.	STAFF	DESIGNATION
1.	Ms. Rachel Wii	Acting Director Investigation Division
2.	Mrs. Ravugerea Ginis	Principal Investigations Officer

*NOTE: The Investigation Division has a total of eight (8) positions with six (6) funded positions yet to be filled.*

## PERFORMANCE REPORT

The Investigation Division although understaffed performed very well. In this reporting period it has focused on three (3) corporate strategies under Corporate Outcome 4.1; Conduct Effective Investigations; Development of an Investigation Guideline and Conduct Awareness.

## CHALLENGES

There were a number of challenges faced which has hindered the Division from performing some of its duties well. One major challenge the division is faced with is incapacity. For the most part of the year, there was only one officer in the division that was carrying out all the investigations and at the same time performing administrative duties of the division.

*Corporate Outcome 4.1* requires the division to conduct effective investigations into serious allegations made against Departmental Heads, Provincial Administrators and CEO's of Regulatory Statutory Authorities. However, when the new *Public Services (Management) Act 2014* was passed by Parliament, it effectively took away the powers and functions of appointment being undertaken by the Commission under the Constitution, the *Public Services (Management) Act 1995* and other respective laws and regulations. Even though PSC retained its investigation powers to undertake investigations into cases involving appointment, it would not have any say in the recommendations relating to reinstatement or appointment as this power was taken away following the passage of the law and therefore Investigations would serve no purpose.

Furthermore, cases that were previously instituted under the old *Public Services (Management) Acts* ranging from 2013 to 1995 and other relevant laws and regulations have been effectively repealed, thereby stopping the Commission from dealing with any prior investigations, unless they were '*Transition provisions*' that specifically require investigations to be conducted into Departmental Heads to continue under the new Act. Therefore, the Division mainly focuses on other investigations referred from the Office of the Chairman, and or Acting Secretary- PSC.

Therefore, there is a need for the roles and responsibilities of the Investigation Division to be clearly defined. A PSC Review Committee was set up this year to basically to conduct a review on the current existing structure and operations that we have, and research the structure used in other Commonwealth nations and then adopting a model that is most similar to that of the Papua New Guinea PSC in order to shape PSC into what

we think it should look like in the future. The Division is also involved in this project, and so the model chosen through this research should assist the Division. Also, the Division has been working closely with the Legal, Advisory & Litigation Division to conduct further research to review the current objectives of the Division and its core functions, roles and responsibilities. Once this is established, the division will progress to incorporate the roles and functions of the Investigation Division in PSC in the Awareness Program.

Another challenge is the lack of support and feedback on projects and activities that have been completed and submitted for approval and endorsements from the Commission within a timely manner. This has caused unnecessary delays and has been continuously reported in the divisions' quarterly reports as '*outstanding matters*'. Funding constraint is also a major challenge encountered in the year as there were a number of budget cuts to PSCs' budget.

## **ACHIEVEMENTS**

The division has achieved two (2) projects which include a Draft Standard Operating Procedure Manual and an Information Paper. Another achievement is its involvement in the development and completion of the awareness material for the Awareness Program that will be rolled out in 2016, and the successful launching of the Awareness Program in November, 2015.

Apart from the projects, the division was able to draft a Submission for Organizational Review function to be revived. This is basically to initiate discussions, and to gauge views as this function is not being utilized. This is a task that is currently being undertaken by the Review Committee.

## **CONCLUSION**

In 2015, the Investigation Division has performed well. The division continues to contribute meaningfully as and when required to work on other projects from time to time.

The way forward now is to work with the Legal, Advisory & Litigation Division and the Review Committee to draw up the Investigation Division's new objectives and job descriptions for positions within the Division and the Organizational Review function.

Furthermore, the division be strengthened and revived by recruiting officers to assist with the operations of the division.

# LEGAL, ADVISORY & LITIGATION DIVISION

## INTRODUCTION

The core function of the Legal, Advisory & Litigation Division is to provide sound legal advice to the Commission members and staff of the PSC Secretariat and to defend proceedings on all litigation matters affecting the Commission. This core function of the division is captured in *Corporate Outcome 5.1- To provide effective and efficient legal, advisory and litigation services-* of the *PSC Corporate Plan 2014- 2018*.

The Division consists of two (2) branches, namely the Advisory branch and the Litigation branch.

The main functions of the Advisory Branch are to;

- Provide legal opinion upon request by the Commission and Secretariat;
- Correct Draft Advices of the Commissions' decisions on Review Matters for the Chairman's signature;
- Attend Commission hearings;
- Represent the Commission or accompany members of the Commission to Legal conferences whenever required; and
- Attend Section 18 Commission hearings.

The main functions of the Litigation Branch are to;

- Prepare Court matters in which the Commission is a party to;
- Appear for the Commission in Legal Proceedings in which the Commission is a party to;
- Liaise with private law firms representing other parties to legal proceedings in which the Commission is also a party to; and
- Attend Section 18 Commission hearings.

The division is made up of six (6) officers as indicate in the table below;

### OFFICERS OF THE LEGAL, ADVISORY & LITIGATION DIVISION

NO.	STAFF	DESIGNATION
1.	Mr. Eremas Andrew	Director Legal, Advisory & Litigation Division (LA&L) *
2.	Mr. Kadai Manio	Principal Legal Officer (Litigation)



3.	Ms. Monica Kale	Principal Legal Officer (Advisory)
4.	Ms. Maristella Kewa	Senior Legal Officer (Advisory) *
5.	Mr. Richard Simbil	Senior Legal Officer (Litigation)
6.	Mrs. Mary Mais	Acting Admin. Assistant to Director LA&L

(\*In November, 2015, Mr. Andrew retired from the public service and Ms. Kewa underwent a promotional transfer to the Department of Treasury.

## PERFORMANCE REPORT

The Legal, Advisory & Litigation Division in 2015 focused on completing twenty (20) projects under *Corporate Plan Outcome 5.1*. This report will indicate what the division has achieved in 2015 as well as the challenges faced whilst also offering up recommendations.

### ACHIEVEMENT

The Division achieved the following respective projects in 2015. They include;

- (a) The successful completion and disposal of twelve (12) cases out of the thirty-two (32); which is inclusive of some carry over cases from 2014.
- (b) A library for legal officers was set up allowing easy access to laws with the installation of latest updates on case authorities.
- (c) The successful drafting and overhauling of five (5) review submissions that was done entirely by the Division and referred for Commission decisions; Supreme Court reference challenging the constitutionality and validity of the *Public Services (Management) Act 2014*.
- (d) Conducted two (2) Section 18 hearings upon delegation in Madang Province and NCD respectively.

The division has also embarked on implementing various other activities aside from its normal duties and have done so in close consultation with the former Director of the Division, whom the Commission retained on a consultancy basis to take carriage of these duties. The activities include; Amalgamation of the Commission and the PSC Secretariat; Developing Training Manuals for Legal Officers and Review Officers and the Supreme Court Reference.

### CHALLENGES

The major constraint faced by the Legal Division is in-capacity. Following the retirement of the Divisions Director and the promotional transfer of one of its Senior Legal Officers, the division is left with three (3) officers to take carriage of the duties and

responsibilities which at most times can be over-whelming due to the huge number of cases that come in requiring legal interpretation. The division clearly needs an additional three (3) legal officers to add strength to the already understaffed and incapacitated legal division.

The Division does not have a proper records management system in place, resulting in the lack of data being kept on the number of cases/advices/opinions attended to by the division on a yearly basis. This at most times has resulted in cases being left unattended to for longer periods of time.

Budget constraint is also another hindrance in which the division has been faced with over the years which is largely due to the absence of Annual Work Plans submitted to the Senior Executive Management (SEM) for divisional budget appropriation. The way forward is for the divisional head to meet on a regular basis with SEM to discuss priority areas for division to be allocated a budget for operational purposes.

### **RECOMMENDATION**

It is strongly recommended that the Legal Division be strengthened to its maximum capability and devise appropriate packages and incentives with an aim to retain the lawyers, rather than to simply offer them employment through recruitment to assist with the operations of the division and to ensure that activities under Corporate Outcome 5 are achieved. The Legal Division seriously require the recruitment of preferably six (6) lawyers into the division. Moreover, the Division needs appropriate budget allocation to assist the division to function effectively.

### **CONCLUSION**

The Division has had a mixed performance indication in 2015, but it continues to contribute meaningfully as and when directed on its responsibilities to work on its required tasks, duties and responsibilities without fear and favour, subject to direction and control from the Office of the Chairman and Secretariat.

## **CORPORATE SERVICES DIVISION**

### **INTRODUCTION**

The primary role of the Corporate Services Division is to provide a high standard of corporate support and administrative services to assist the operational divisions in achieving the Commissions' mission and objectives, as outlined in the Public Services Commission Corporate Plan 2014 – 2018.

The Division is made up of five (5) branches, that consist of; Human Resource Management, Finance, Information Technology (IT), Media & Publication and Registry. The Director Corporate Services heads this division and oversees twenty-three (23) personnel as indicated in the table below;

#### **OFFICERS OF THE CORPORATE SERVICES DIVISION**

<b>NO.</b>	<b>STAFF</b>	<b>DESIGNATION</b>
1.	Mr. Geno Gapi	Director Corporate Services
2.	Mr. Michael Sakius	Manager Finance
3.	Mrs. Mary Solomon	Manager Human Resource Management
4.	Mr. Peter Timan	Manager Information Technology (I.T)
5.	Ms. Dorah Gawi	Principal Media & Publication Officer
6.	Mr. Rogana Mala	Network Administrator (I.T)
7.	Mr. Douglas Formai	Senior Human Resource Officer
8.	Mr. Daera Papua	Senior Registry Clerk
9.	Ms. Christine Gorogo	Internal Auditor
10.	Mr. Goodwin Beliga	Budget Officer
11.	Mrs. Geraldine Sema	Human Resource Officer
12.	Ms. Miriam Namesi	Examiner
13.	Mr. Lavi Lavi	IT Support Officer
14.	Mr. Eli Iwa	Assistant Registry Clerk
15.	Mr. Jaymex Elia	Registry Clerk
16.	Ms. Lydia Loko	Admin Assistant to Director Corporate Services
17.	Mrs. Kerry Gapi	Admin Assistant – Receptionist
18.	Mr. Julius Omuru	Driver
19.	Mr. Toby Teine	Driver – Casual
20.	Mr. Leo Paiera	Driver – Casual

21.	Mr. Joe Rove	Executive Security – Casual
22.	Mr. James Kepe	Front Desk Security – Casual
23.	Mrs. Serah Manda	Auxiliary Staff (Cleaner) – Casual
24.	Mrs. Tonica Nano	Auxiliary Staff (Cleaner) - Casual

## PERFORMANCE REPORT

Each of the Branches within the Corporate Services Division have highlighted their performance for 2015 as indicated;

### HUMAN RESOURCE MANAGEMENT BRANCH

The Human Resource Management Branch is responsible for the proper management of human resource functions and activities within the Commission and Secretariat. This is done through continuous communication with staff and assessment of the human resource capacity; enhancement of training and capacity building; strengthening and ensuring effective coordination of organization methods, functions and manpower planning; ensuring compliance with the Public Service Laws and Regulations; and effective management of human resource policy implementation and staff recruitment.

#### Manpower & Recruitment

There has been an increase in manpower after the recruitment of new staff, with the total number at sixty-two (62). Towards the end of 2015, two (2) officers exited the Secretariat on promotional transfers to other Government departments and one (1) Senior Officer exited on retirement.

In May, 2015 a total of twenty-two (22) vacant positions were advertised. Other positions included in this year's recruitment exercise, were those withdrawn in 2014, that are identified with (\*). There was a delay in the recruitment process due to the restriction on recruitment into the Public Service, as per *Department of Personnel Management (DPM) Circular Instruction No. 15 of 2015*.

#### POSITIONS ADVERTISED IN 2015

NO.	POSITION NO.	DESIGNATION	CLASSIFICATION
1	COMEX.005	Manager Gender Equity & Social Inclusion. [GESI]	Grade 16
2	COMEX.006	Senior GESI Officer	Grade 14
3	COMNR.004	Review Officer (Discipline)	Grade 12
4	COMNR.006	Senior Review Officer (Selection) *	Grade 14

5	COMNR.007	Review Officer (Selection)	Grade 12
6	COMNR.008	Principal Review Officer (Terms & Condition)*	Grade 16
7	COMPR.005	Principal Review Officer (Selection)	Grade 16
8	COMPR.001	Admin Assistant- Provincial Review Division *	Grade 08
9	COMI.001	Director Investigation*	Grade 18
10	COMI.003	Senior Investigator	Grade 14
11	COMI.005	Principal Investigator (Provincial Administration)	Grade 16
12	COMI.006	Senior Investigator	Grade 14
13	COMI.008	Admin Assistant- Investigation Division	Grade 08
14	COML.001	Director Legal, Advisory & Litigation	Grade 18
15	COML.004	Legal Advisor	Grade 13
16	COML.007	Legal Counsel	Grade 13
17	COML.008	Administrative Assistant- Legal Division	Grade 08
18	COMCS.001	Director Corporate Services	Grade 17
19	COMCS.007	Certifying Officer	Grade 12
20	COMCS.010	Paymaster	Grade 10
21	COMCS.014	Help Desk Officer	Grade 10
22	COMCS.016	Senior Media & Publication Officer	Grade 14

## Training, Workshops & Conferences

### LONG-TERM TRAINING

NO.	NAME	DIVISION	INSTITUTION	PROGRAM
1.	Mrs. Mary Solomon	Corporate Services	Divine Word University	Bachelor Management
2.	Ms. Koya Leslie	Provincial Review	Divine Word University	Diploma Human Resource Management
3.	Mrs. Dorothy Murray	National Review	Divine Word	Diploma Human Resource



			University	Management
4.	Mrs. Christine Gorogo	Corporate Services	Divine Word University	Diploma Management
5.	Mrs. Raga Wele	Executive	Divine Word University	Diploma Human Resource Management
6.	Ms. Dorothy Memafu	Provincial Review	Divine Word University	Diploma Human Resource Management
7.	Mr. Douglas Formai	Corporate Services	PNG Human Resource Institute	Bachelor Human Resource Management
8.	Mr. Francis Koaba	Executive	University of Victoria, Melbourne, Australia.	Master of Business Management

*NOTE: Mr. Koaba graduated in April, 2015.*

#### SHORT-TERM TRAINING

NO.	NAME	DIVISION	INSTITUTION	PROGRAM
1.	Mr. Allen Nano	Provincial Review	Legal Training Institute	Legal Training (8 months)

#### WORKSHOP & CONFERENCES

NO.	NAME	DIVISION	TYPE OF WORKSHOP/CONFERENCE	FACILITATOR
1.	Ms. Miriam Namesi	Corporate Services	PGAS Training- East New Britain Province	Department of Finance

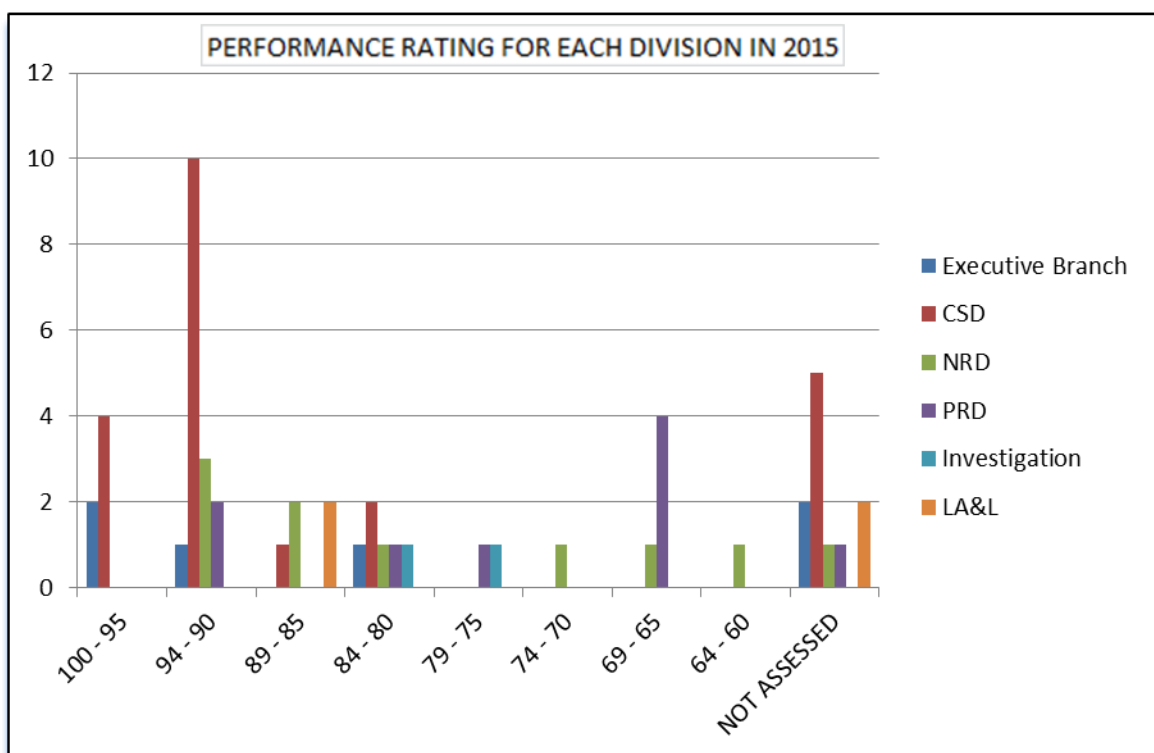
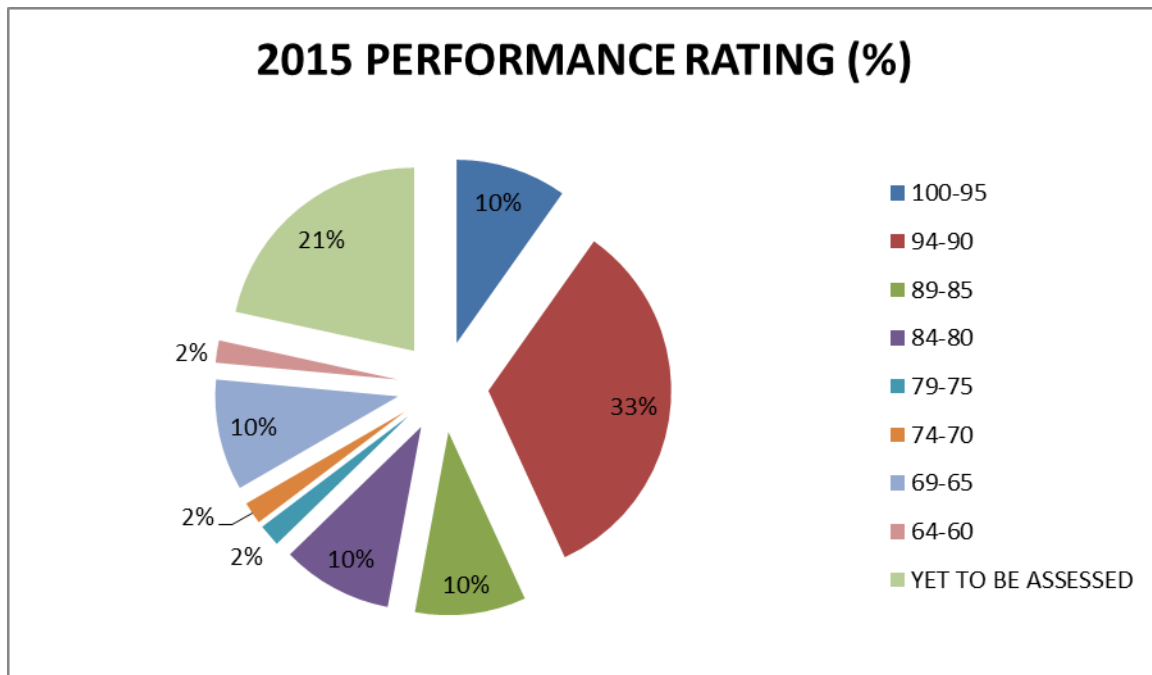
#### Senior Management Officers Contracts

In 2015, there were a total of twenty-one (21) Senior Management Officers on Contract. Further to an approval by NEC on the increase in Contract Allowances in the different categories of Contract, officers were effectively paid their back-pay in Pay 17 and Pay 18.

#### Performance Based Salary Structure (PBSS)

Staff Performance Appraisals (SPA) were completed by staff and assessed by their supervisors for the period 01<sup>st</sup> January to 30<sup>th</sup> June, 2015 and 01<sup>st</sup> July to 31<sup>st</sup> December, 2015. Those eligible for an increase in the salary structure have been awarded,

excluding those eligible officers on salary point 5 as DPM is yet to award the 5% one-off-payment.



## FINANCE BRANCH

The Finance Branch ensures there is an effective leadership, management and monitoring of financial records and transactions; planning, organizing, leading, coordinating and reconciliation of financial activities, relative to accounting and

budgeting; provision of prudent and sound financial advice to the Director Corporate Services on all financial matters; preparation of the Commissions' Annual Budget submission; ensuring an effective implementation of the Commissions' budget; ensuring proper certification and examination of all claims and issuance of transaction cheques and provision of competent advice on fund appropriation.

The 2015 Appropriation given to the Public Services Commission was **K8, 418,500 million**, out of this: *Personnel Emoluments (PE)* totalled K5, 864,200 million and *Goods & Services (GS)* stood at K2, 554,300 million.

During the year, a review was made by the National Government to adjust the expenditure on all Government agencies; as a result, PSC got a cut of K1.9 million from its appropriated budget.

***[Refer to the Financial Report for the Commissions 2015 Financial Performance]***

## **INFORMATION TECHNOLOGY (IT) BRANCH**

The Information Technology (IT) branch is responsible for effective planning, implementation, organization, procurement and installation of required IT required facilities. The branch is also required to provide effective advice to the management on all IT activities.

Apart from the normal day to day support and management of the Commission's IT system, below are some of the notable achievements of the IT Branch in 2015.

### **ACHIEVEMENTS**

- Completed the Case Review component of the newly developed Case Management System (CMS). Additional funding will now be requested for the implementation of the 2<sup>nd</sup> phase of the CMS project to include the Registry Branch, Investigation Division and Legal, Advisory & Litigation Division into the CMS Database System.
- Successfully disposed and BOS'ed all old and faulty IT equipment and updated our IT Register.
- Started work on creating a website for PSC. Tests are completed and in the process of migrating to live environment in preparation for hosting.
- Completed all CMS training with the developer.
- Installed and configured two (2) new Multi-function Printing Devices.

### **CONSTRAINTS**

The major constraint faced in this reporting period was the lack of funds, which was largely due to the budget cut experienced by the Commission. The budget cut greatly affected the implementation of the 2<sup>nd</sup> phase of the CMS project including upgrades and

installation of new IT hardware and software that were scheduled to be carried out in 2015 to our network. All that had to be put on hold pending the availability of funds.

## **MEDIA & PUBLICATION BRANCH**

The Media & Publication Branch is responsible for the direction, co-ordination, monitoring and compilation of the Commissions' Annual Reports to Parliament as well as other publications and for the authorized distribution of information to the Commissions' clients and stakeholders and to offer support in drafting and compiling future policies, programs and activities of the Commission.

### **ACHIEVEMENTS**

- The Branch successfully completed and printed material that will be used during the implementation phase of the PSC Awareness Program in 2016. Information compiled in these materials involved contributions from members of the Awareness Committee.
- The Branch was able to help facilitate and carry out a successful launch of the PSC Awareness Program in November, 2015. Prior to the launch, Commission Members, Acting Secretary and Directors of the National & Provincial Review Divisions went on air at the National Broadcasting Corporation (NBC) Radio station to highlight the significance of the awareness program as well as the roles and functions of PSC.
- The Branch was able to successfully compile the 2014 Annual Report which the Chairman presented to the Governor General in August, 2015 at Government House.
- The PSC Implementation schedule was successfully compiled, printed in-house and submitted to the Acting Secretary's Office for distribution to Divisional heads and their officers.

### **CONSTRAINTS**

- Funding was a major hindrance in 2015, as most materials, publications and reports endorsed for printing had to be put on hold due the budget cut.
- The branch is in dire need of another officer to assist the Principal Media & Publication Officer implement programs and projects. The initiation of new projects like the Awareness Program and others in the future will need to be balanced well alongside the normal duties of the branch.

The performance of the Media & Publication branch in 2015 was exceptional despite the lack of funding and issues on in-capacity. For the most part, it was due to the on-going assistance from various staff within the Secretariat and members of the Commission that contributed to a successful year for the branch.

Moreover, the branch has been successful in creating a Draft Media Operational Guideline which is in-line with *Corporate Outcome 7.1* of the PSC Corporate Plan 2014 – 2018. The Guideline will be submitted to SEM for comments in early May, 2016.

## REGISTRY BRANCH

There have been some notable achievements in the Registry Branch in 2015 coupled with challenges and constraints that were faced.

In January, there was a continuation on case files, commission meeting files and general correspondence from 2014 carried over into 2015 which resulted in the successful completion of the PSC filing series **PSC 1 to 17**.

In July, the branch scanned and destroyed *eight-hundred & fifty-one (851) Personnel Files*. Sixty (60) files were archived for Commission Meetings from the Secretary's Office; eighty (80) from Commissioner Provincials' Office and sixty-eight (68) from the Chairman's' Office. For the Review Divisions, one-hundred and twenty-four (124) case files were from the National Review Division and seventy-four (74) were from the Provincial Review Division. Mail posted totalled four-hundred and nineteen (419) including the acknowledgement correspondence for review applications and review advice.

Due to funding constraints faced by the Commission, the Records Management Course as well as the Case Management System (CMS) Course had to be put on hold. Aside from the funding issue, the lack of a scanner and archive boxes hindered the successful completion of some of the work.

Despite the challenges faced in 2015, the two major achievements for the branch was the completion of the first draft of a Registry Policy and the completion of the PSC Filing Series. The Registry Policy has been submitted to the Director Corporate Services for further deliberation and legal interpretation from the Legal, Advisory & Litigation Division.



Assistant Registry Clerk Mr. Eli Iwa archiving completed personnel review matters in the Registry Storage Unit.



# 2015 FINANCIAL REPORT

The Public Services Commissions' budget appropriated for 2015 totalled **K8, 418,500 million**. Refer to the Consolidated Financial Status Report as at 31<sup>st</sup> December, 2015, consisting of;

- **Personnel Emoluments – K5,864,200 million**
- **Goods & Services – K2,554,300 million**

## **Expenditure on Salary & Allowances (Item 111)**

PSC has sixty-two (62) staff on strength on the payroll, including Commission Members who are appointed leaders.

At the end of 2015, the funds released via warrants issued under ITEM 111 totalled *K3, 433, 800 million*. The actual expenditure for the year to date was *K4, 430, 459 million*. The expenditure against the warrant received showed a difference of over *K996, 749. 14 million*.

The outstanding warrant of *K666, 458* **was not released**; resulting in actual expenditure figure recorded was more than the warrants. If the outstanding warrant of *K666, 458 million* was released, the estimated overspending on salaries and allowances would stand as *K330, 291. 14 million*.

Also, the following are the payments made to officers in which seven-percent (7%) of salaries were over-spent.

- Eighteen (18) National Contract Officers from Grade 15 and upwards and that include Managers, Legal Officers, Directors and Secretary all had their housing rental allowances increased and back-dated from 01/01/2015 as per the approval by NEC.
- Three (3) Members of the Commission consisting the Chairman and two (2) Commissioners also had their salaries paid on the new salary rate in 2015 and backdated to 01/01/2015 as per the approval by the Parliamentary Salaries & Remuneration Committee.

The expenditure made on ITEM 111-Salaries and Allowances, had an impact on the seven-percent (7%) of salaries over-spent, which was above the warrant received as per the reasons stated above.

## **Goods & Services**

The expenditure on goods & services including the fixed cost, had their funding affected by the *K1.9 million budget cut*, but PSC managed to utilize the funding that was available to meet important programs and activities for the year ending 2015.

We have managed to utilize the spending on goods and services, and spent within our budget. There were adjustments made on *ITEM 222- Purchase of Vehicles*- we received K136, 600. 00 through Section 3, for the purchase of Commissioner Provincials' official vehicle.

Funding not received totalled K998, 885.00 which was for the month of November and December, 2015. [*Personnel Emoluments- K677, 140.00 & Goods & Services- K321, 745*].

## DEPARTMENT OF PUBLIC SERVICES COMMISSION

### SUMMARY OF RECURRENT EXPENDITURE

#### AS OF 31<sup>ST</sup> DECEMBER, 2015

Item No.	Description	Original Budget Appropriation	Revised Budget Appropriation	Warrant Authority Received	Expenditure Year to Date	Outstanding Commitments	Total Expenditure & Commitments	Fund Available	Balance of Approp. Not Released via WA	% of Exp against Current Approp
							(6)+(7)	(9)-(8)	(4)-(5)	(6)/(4)*100
1	2	3	4	5	6	7	8	9	10	11
	<b>PERSONNEL EMOLUMENTS</b>	<b>5,864,200</b>	<b>4,678,880</b>	<b>4,001,740</b>	<b>4,998,489</b>	<b>-</b>	<b>4,998,489</b>	<b>(996,749.14)</b>	<b>677,140</b>	
111	Salary and Allowances	5,126,400	4,100,258	3,433,800	4,430,549	-	4,430,549.14	(996,749.14)	666,458	108
113	Overtime	10,000	10,000	10,000	10,000	-	10,000	-	-	100
114	Leave fares	163,900	160,600	160,600	160,600	-	160,600	-	-	100
141	Retirement, Pensions, Gratuities and Retrenchment	563,900	408,022	397,340	397,340	-	397,340	-	10,682	97
	<b>GOODS AND SERVICES TOTAL</b>	<b>2,554,300</b>	<b>2,003,520</b>	<b>1,681,775</b>	<b>1,681,775.00</b>	<b>-</b>	<b>1,681,775.00</b>	<b>-</b>	<b>321,745.00</b>	
	<b>Fixed Costs (Goods &amp; Services)</b>	<b>494,000</b>	<b>494,000</b>	<b>345,900</b>	<b>345,900.00</b>	<b>-</b>	<b>345,900.00</b>	<b>-</b>	<b>148,100.00</b>	
122	Utilities	294,000	294,000	215,900	215,900	-	215,900	-	78,100	73
126	Administrative Consultancy Fees	200,000	200,000	130,000	130,000	-	130,000	-	70,000	65
	<b>Variable costs (other Goods &amp; Services)</b>	<b>2,060,300</b>	<b>1,509,520</b>	<b>1,335,875</b>	<b>1,335,875.00</b>	<b>-</b>	<b>1,335,875.00</b>	<b>-</b>	<b>173,645.00</b>	
121	Travel and Subsistence	437,675	290,000	284,285	284,285	-	284,285	-	5,715	98
123	Office Materials and Supplies	102,500	92,500	63,500	63,500	-	63,500	-	29,000	69
125	Transport and Fuel	82,000	77,000	67,800	67,800	-	67,800	-	9,200	88
128	Routine Maintenance	825,100	425,100	306,800	306,800	-	306,800	-	118,300	72
135	Other Operational Expenses	100,025	138,660	138,660	138,660	-	138,660	-	-	100
136	Education, Training and Workshops	103,000	89,660	89,490	89,490	-	89,490	-	170	100
142	Membership Fees, Subscriptions and Contributions	10,000	10,000	10,000	10,000	-	10,000	-	-	100
221	Furniture and Equipments	300,000	150,000	138,740	138,740	-	138,740	-	11,260	92
222	Purchase of Vehicles	100,000	236,600	236,600	236,600	-	236,600	-	-	-
	<b>PUBLIC SERVICES COMMISSION TOTAL</b>	<b>8,418,500</b>	<b>6,682,400</b>	<b>5,683,515</b>	<b>6,680,264.14</b>	<b>-</b>	<b>6,680,264.14</b>	<b>(996,749.14)</b>	<b>998,885</b>	
				2,249,715	1,682,375	-	1,682,375	-		
				5,683,515						
				4,100,258			6,680,264			
				345,900			345,900			
				1,237,367			4,430,549			
				27000			1,903,815			
				1,284,367						

## Purchase of Vehicles (Item 222)

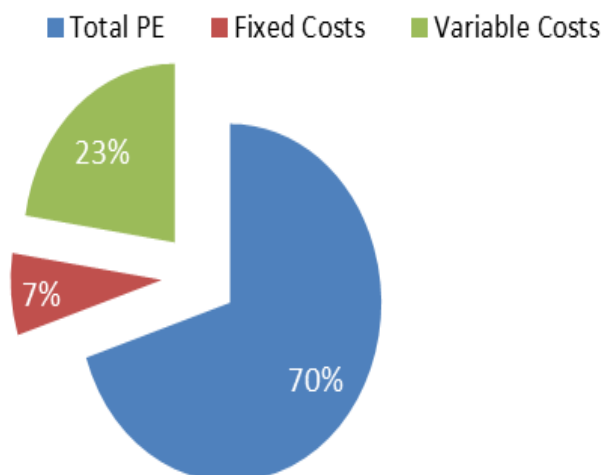
The Commission recruited Commissioner Provincial in late 2014. By law, the Commission Members are appointed leaders, and therefore we requested for a section transfer of some funding to purchase a vehicle for the Commissioner through Treasury and there was an amount of K136, 600 allocated under this item. The vehicle was purchased for the Commissioner at Niuford Motors.

The Commission for this reporting period has kept within its budget. In-terms of *Goods and Services*, the Commission underspent by 16% but overspent on *Personnel Emoluments* by 7%. The over-all expenditure for PSC therefore stands at 9% underspent, measured against *Pro rata*.

## DATA FOR THE COMMISSION

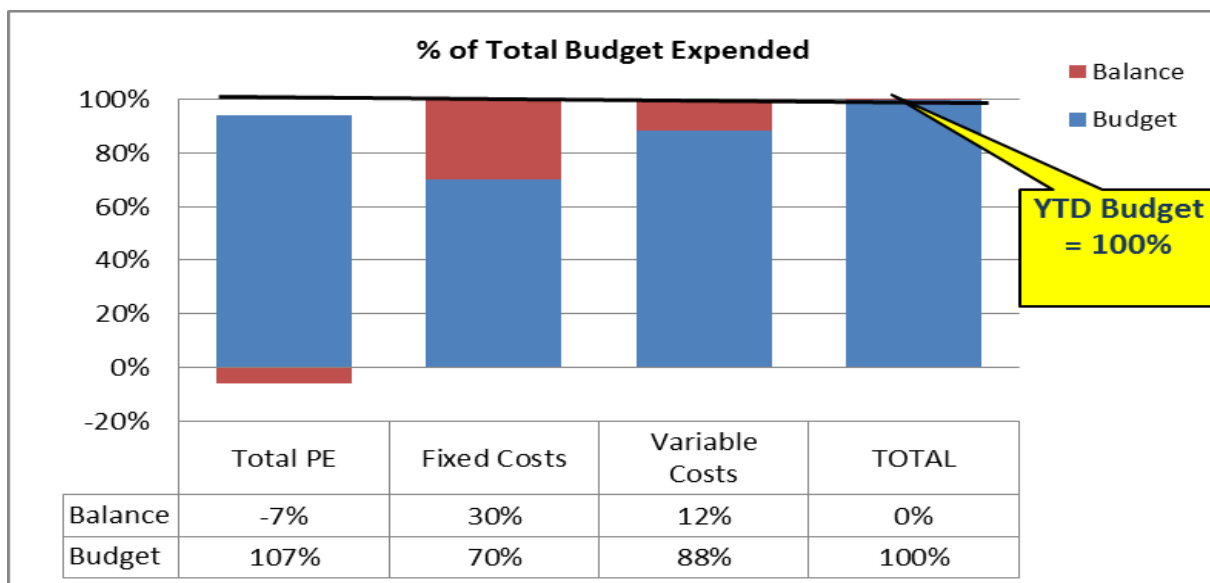
Total PE	4,678,880
Fixed Costs	494,000
Variable Costs	1,509,520

### Total Expenditure By Classification Whole Department



## DATA FOR YTD EXPENDITURE BY CLASSIFICATION COMPARED TO BUDGET

	<u>Budget</u>	<u>Balance</u>			<u>Budget</u>	<u>Actual</u>
Total PE	107%	-7%			4,678,880	4,998,489
Fixed Costs	70%	30%			494,000	345,900
Variable Costs	88%	12%			1,509,520	1,335,875
<b>TOTAL</b>	<b>100%</b>	<b>0%</b>			<b>6,682,400</b>	<b>6,680,264</b>
					<b>Balances</b>	<b>Balances</b>



## ORGANIZATIONAL STRUCTURE

The Public Services Commission (PSC) comprises the Commission and Secretariat.

PSC's last restructure was in mid-2007 and approved by the Department of Personnel Management (DPM) on 27<sup>th</sup> July, 2007. Apart from the offices of the Chairman, Commissioner (National), Commissioner (Provincial) and the Secretary; the Secretariat's structure is made up of five (5) divisions with a total staff ceiling of ninety-one personnel.

For this reporting period, there are sixty-two (62) staff on strength currently employed with PSC. Two (2) Gender, Equity & Social Inclusion (GESI) positions as per the *NEC decision No. 172/2012*; have been included in our staff establishment.

## STAFF ON STRENGTH

Twenty-two (22) vacant positions were advertised in this reporting period. Four (4) of the positions were those that were withdrawn in 2014. However, recruitment was put on hold indefinitely as per *Circular Instruction No. 15 of 2015* from the Department of Personnel Management.

### POSITIONS ADVERTISED IN 2015

NO.	POSITION NO.	DESIGNATION	CLASSIFICATION
1	COMEX.005	Manager Gender Equity & Social Inclusion. [GESI]	Grade 16
2	COMEX.006	Senior GESI Officer	Grade 14
3	COMNR.004	Review Officer (Discipline)	Grade 12
4	COMNR.006	Senior Review Officer (Selection)	Grade 14
5	COMNR.007	Review Officer (Selection)	Grade 12
6	COMNR.008	Principal Review Officer (Terms & Condition)	Grade 16
7	COMPR.005	Principal Review Officer (Selection)	Grade 16
8	COMPR.001	Admin Assistant- Provincial Review Division	Grade 08
9	COMI.001	Director Investigation	Grade 18
10	COMI.003	Senior Investigator	Grade 14
11	COMI.005	Principal Investigator (Provincial Administration)	Grade 16
12	COMI.006	Senior Investigator	Grade 14
13	COMI.008	Admin Assistant- Investigation Division	Grade 08
14	COML.001	Director Legal, Advisory & Litigation	Grade 18
15	COML.004	Legal Advisor	Grade 13

16	COML.007	Legal Counsel	Grade 13
17	COML.008	Admin Assistant- Legal Division	Grade 08
18	COMCS.001	Director Corporate Services	Grade 17
19	COMCS.007	Certifying Officer	Grade 12
20	COMCS.010	Paymaster	Grade 10
21	COMCS.014	Help Desk Officer	Grade 10
22	COMCS.016	Senior Media & Publication Officer	Grade 14

Positions that were withdrawn in 2014 and added to the 2015 recruitment include;

- (i) COMI.001 – Director Investigation – Grade 18
- (ii) COMNR.008 – Principal Review Officer (Terms & Conditions) – Grade 16
- (iii) COMNR.006 – Senior Review Officer (Selection)- Grade 14
- (iv) COMPR.001- Admin Assistant (PRD) – Grade 08



**The Human Resource Branch sorting out numerous applications of candidates for the positions advertised.**



# CONSTRAINTS

The Public Services Commission continues to fulfil its Constitutional role under extreme conditions, largely due to inadequate funding and in-capacity issues that still affects the operations of the Commission.

Listed are some of the constraints faced by the Commission;

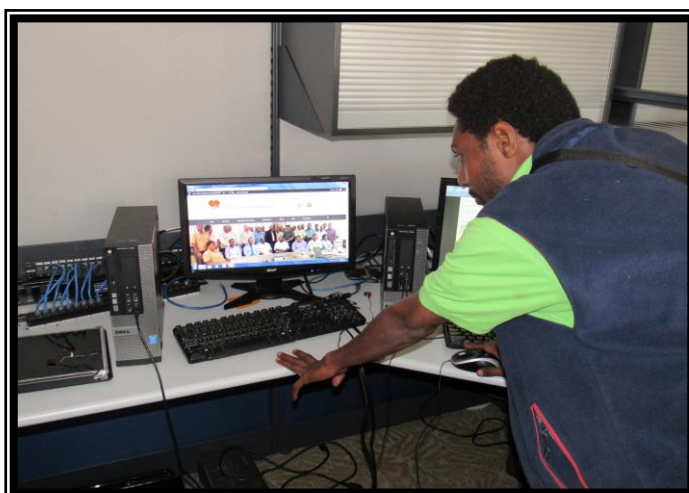
- The major constraint faced in this reporting period was the lack of funding largely due to Government warrants not being released in a timely manner. Towards the end of the 3<sup>rd</sup> and 4<sup>th</sup> Quarters, monthly warrants were not released at all that gravely affected the operations of the Commission.
- The Commission's budget allocation by the National Government was cut back, with K1.9 million remitted back to the Department of Treasury. This budget cut affected the implementation of various major projects of the Commission, one being the roll-out of the PSC Awareness Program.
- Duty Travel to provinces to attend to 12 Review matters for the National Review Division was deferred due to the unavailability of funds.
- The Commission continues to be affected by incapacity issues in all five (5) Divisions, after instructions were issued by the Department of Personnel Management halting all recruitment into the National Public Service.
- Funding constraints have also contributed to the lack of proper logistics, stationary and office equipment needed within the Commission.

# ACHIEVEMENTS

The following are the outstanding achievements of the Commission in this reporting period, despite numerous constraints faced.

- National Review Division closed one-hundred and sixty-five (165) Review Matters. One-hundred & thirty-six (136) were from 2014 and another one-hundred and fifty-seven (157) was registered in 2015.
- National Review Division successfully closed ninety-six (96) *Submissions* and sixty-nine (69) *Information Papers*, more than any in the previous years.
- The Provincial Review Division closed one-hundred and thirty-two (132) cases on discipline, inclusive of carry over cases from 2014.

- Provincial Review Division in the 1<sup>st</sup> Quarter completed 139% out of 271% of all cases carried over from 2014, including the new ones in 2015.
- Investigation Division achieved two projects in 2015. One was the formulation of a Draft Standard Operation Procedure Manual and another was a submission to the Commission for the Organizational Review function to be revived. Another notable achievement of the division was its participation in the compilation of awareness material for the roll-out of the PSC Awareness Program in 2016.
- Legal, Advisory & Litigation Division successfully completed all litigation cases, advisory duties and review file and legal opinion for the Commission. The Division was also able to set up a library for legal officers to access laws with the installation of latest updates on case authorities.
- The Legal, Advisory & Litigation Division continue to successfully draft and overhaul Review submissions for Commission decisions.
- The Commission successfully launched the PSC Awareness Program in November, 2015 at the Gateway Hotel. There was an overwhelming turnout from Government Departments, Provincial Health Authorities and Statutory Bodies.
- The Case Review component of the Case Management System (CMS) was successfully completed. Further funding in 2016 will result in the implementation of the 2<sup>nd</sup> Phase which is to link up the Registry Branch the Investigation Division and Legal, Advisory & Litigation Division into the CMS Database System.
- The IT Branch successfully disposed all faulty IT equipment and updated the IT registry.
- Work has commenced on creating a website for the Commission. A dummy page has already been created with work progressing at a steady pace.



**IT Officer Mr. Lavi Lavi viewing the dummy page of the proposed PSC Website.**

# RECOMMENDATION

It is the objective of the Public Services Commission to see a fair and proper administration of personnel management matters of public servants in the National Public Service, through rigorous checks and balances, to ensure a fair treatment in employment and access to the delivery of goods and services.

The objective is a formidable task in itself, given the challenges highlighted in this report, but one that can be achieved favourably through the recommendations provided.

- The Commission and the PSC Secretariat should be '*amalgamated*' through an Act of Parliament to enhance its status of independence as a Constitutional body in the National Public Service of Papua New Guinea.
- The annual budget allocation to the Commission be increased to cater for the major projects highlighted in the annual work programs, in-line with its Corporate Plan 2014 -2018 and to enable the Commission to carry out its statutory duties and functions.
- The Commission is an independent body and must be seen to be independent. It should not be subjected to the control, direction and or any influence in relation to its Constitutional roles and functions by any other organization or individual.
- Incapacity issues being faced by Divisions within the PSC Secretariat be strengthened by recruiting qualified individuals to assist in the operational activities to ensure that they are achieved.

# CONCLUSION

The Public Services Commission is a Constitutional body established under Section 190 of the *National Constitution of Papua New Guinea*. Its principal functions are to *Review Personnel Matters in the National Public Service and Organizational Matters*.

In 2015, The Commission reviewed a total of four-hundred and fifty-eight (458) Personnel Review Matters undertaken by both the National Review and Provincial Review Divisions, of which two-hundred & ninety-three (293) were charged to the National Review Division that successfully closed 165 cases that year, whilst the remaining one-hundred & twenty-eight (128) cases were carried over to 2016. The Provincial Review Division went through two-hundred & sixty-six (266) cases and managed to close one-hundred & forty-three (143) cases with the remaining one-hundred & twenty-three (123) cases carried over into 2016.

The Commission in this reporting period embarked on implementing one of its projects outlined in the *PSC Corporate Plan 2014 – 2018* under Corporate Outcome 1.1, 1.2 and 1.3 which is to conduct ‘workshops, seminars and awareness programs’ on the roles and functions of the Commission to clients and stakeholders in provinces. The awareness program was successfully launched in November, 2015; however, due to funding constraints, the actual roll out of the program was put on hold for an indefinite period, awaiting the availability of funds.

The awareness program is just one of the many projects being undertaken in 2015; other projects include; *Amalgamation of the Secretariat with the Commission; Establishment of regional PSC Offices; Implementation of the 2<sup>nd</sup> phase of the Case Management System; Development of a PSC Website; Establishment of an effective Review System and revive the Organizational Review structure; Development of a Investigation Guideline and the initiation of a PSC Home Ownership Scheme*. Most of these projects are well and truly on their way towards being implemented, however, funding remains a constant challenge each year in achieving our goals.

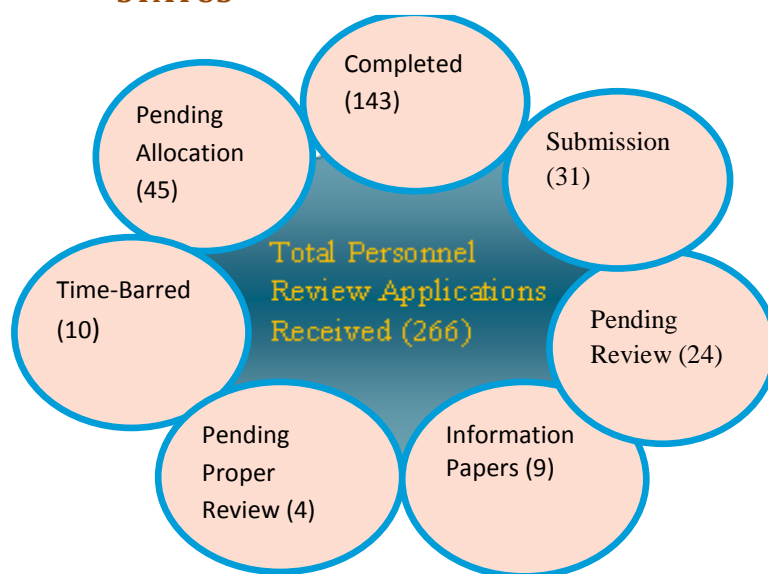
Furthermore, its envisioned that the Commission and the PSC Secretariat be amalgamated through an *Act of Parliament* to enhance its status of independence as a Constitutional body in the National Public Service of Papua New Guinea.

# APPENDICES

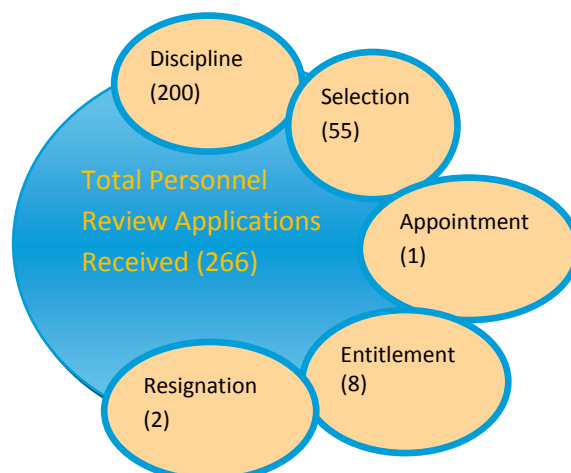
## APPENDIX A

### 2015 PERSONNEL REVIEW APPLICATIONS

**FIGURE 1- SHOWING CASES PROGRESS STATUS**



**FIGURE 2- SHOWING NUMBER OF CASES BY CATEGORY**



**FIGURE 3 – SHOWING NUMBER OF CASES BY AGENCY**

### Provincial Hospitals / Health

#### Authorities

MBPHA/Alotau	(0)
Kerema	(7)
Daru	(5)
Popondetta	(1)
Angau	(3)
Modilon	(3)
Boram/ESPHA	(4)
Vanimo	(0)
Goroka (EHPHA)	(0)
Kundiawa	(2)
WHPHA	(2)
Wabag	(4)
Mendi	(0)
Lorengau	(2)
Kavieng	(5)
Nonga /ENB	(0)
Kimbe	(2)
Buka	(1)
Paiam	(1)



### Provincial Administrations

Milne Bay	(3)
Gulf	(4)
Western	(4)
Central	(3)
Northern	(4)
Morobe	(14)
Madang	(0)
East Sepik	(0)
West Sepik	(6)
Eastern Highlands	(6)
Simbu	(12)
Jiwaka	(6)
Western Highlands	(17)
Enga	(2)
Southern Highlands	(10)
Hela	(94)
Manus	(14)
New Ireland	(3)
East New Britain	(9)
West New Britain	(12)
AROB	(0)
OHE	(1)

## APPENDIX B

### Section 190 – Establishment of the Commission

- (1) The Public Services Commission is hereby established.
- (2) The Commission shall consist of three members who shall be appointed for a term of five years by the Head of State, acting with, and in accordance with the advice of the National Executive Council given after consultation with any appropriate Permanent Parliamentary Committee.
- (3) All of the Members of the Commission must be citizens who have gained substantial experience in the National Public Service.
- (4) Subject to this Constitution, an Act of Parliament shall make a provision or, and in respect of, the appointment and the conditions of employment of the members of the Commission, and for, and in respect of its Constitution, powers and procedures.



## APPENDIX C

### Section 191 – Functions of the Commission

- (1) The Public Services Commission shall be responsible, in accordance with an Act of the Parliament, for –
  - a. the review of personnel matters connected with the National Public Service; and
  - b. the continuous review of the State Services ( *other than the Papua New Guinea Defence Force*), and the services of other governmental bodies, and to advise, either on its own initiative or on request, the National Executive Council and any authority responsible for any of those services, on organizational matters.
- (2) The Public Services Commission has such other functions as may be prescribed by or under a Constitutional Law or an Act of the Parliament.
- (3) In carrying out its function under Subsection (1)(b), the Public Services Commission–
  - a. shall take into account the government policy on a particular matter when advising the National Executive Council and other authorities responsible for those services; and
  - b. shall not have any power to direct or control a State Service or the services of other government bodies.
- (4) The Public Services Commission shall, in respect of each year, prepare and forward to the Speaker for presentation to Parliament, a report on the advice it has given during the year to the National Executive Council or other authorities in accordance with Subsection (1)(b) indicating in particular the nature of advice given and whether or not that advice was accepted.

## APPENDIX D

### Section 192 – Independence of the Commission

The Public Services Commission is not subject to direction or control when carrying out its function under Section 191 (1) (a) (Functions of the Commission).

## APPENDIX E

### Section 12 – Powers of the Commission

- (1) The Commission may at any time for the purpose of performing its functions-
- a. enter the premises occupied or used by-
    - (i) a department of government; or
    - (ii) any State Service (other than the Defence Force); or
    - (iii) any Provincial Government; or
    - (iv) any other governmental service; and
  - b. summons a person whose evidence appears to be material to the determining of any subject, inspection, inquiry, review or investigation being conducted by the Commission; and
  - c. take evidence on oath or affirmation and for that purpose administer oaths and affirmations; and
  - d. require any person to produce documents within his possession or subject to his control.
- (2) A person who not knowingly makes any false or misleading statements in any evidence before the Commission commits an offence.

***Penalty: A fine not exceeding K200.00***

- (3) Any officer who neglects or fails, without reasonable cause (the burden of proof of which lies upon him), to attend in obedience to a summons under Subsection (1), or to be sworn or answer questions or produce documents relevant to the subject of an inspection, inquiry or investigation when required to do so under that Subsection, commits an offence.

***Penalty: A fine not exceeding K200.00***

- (4) A person other than an officer who, after payment or tender of reasonable expenses, neglects or fails, without reasonable cause (the burden of proof of which lies upon him) to attend in obedience to a summons under Subsection (1) or to be sworn or answer questions or produce a document relevant to the subject of an inspection, inquiry or investigation when required to do so under that Subsection, commits an offence.

***Penalty: A fine not exceeding K200.00***

- (5) Nothing in this section renders any person compellable to answer any question that might tend to incriminate him.
- (6) In this section, 'officer' means –

- a. an officer of the National Public Service; and
- b. a contract officer employed under the *Public Employment (Non-Citizens) Act 1978*; and
- c. an officer of the Police Force; and
- d. an officer or employee of a Provincial Government; and
- e. an officer of any government service; and
- f. an employee of a service or force referred to in paragraphs (a),(c ), (d) or (e); and
- g. an employee, but does not include a member of the PNG Defence Force.

## APPENDIX F

### Section 18 – Review of Personnel Matters

- (1) The Commission shall, following a complaint made by an officer to the Commission in accordance with Subsection (2), review any decision on a personnel matter relating to appointment, selection or discipline connected with the National Public Service, where that officer has been affected by the decision.
- (2) A complaint referred to in Subsection (1) shall be –
  - a. in writing; and
  - b. made to the Commission by the officer within 60 days of the date on which the decision is made, but the Chairman may waive the time limit where the delay beyond the period of 60 days was beyond the control of the person seeking to make the complaint; and
  - c. copied to the Departmental head of the Department of Personnel Management by the officer making the complaint.
- (3) The Commission shall summon-
  - (a) the departmental head of the Department of Personnel Management or his delegate; and
  - (b) the departmental head of the Department in which the officer is or was employed, or his delegate; and
  - (c) the officer making the complaint who may at his request and at his own cost, be represented by an industrial organization of which he is a member, or by a lawyer.

(4) The person summonsed under Subsection (3) shall make himself available to appear before the Commission within 14 days of the date of summons;

(5) The Commission shall-

(a) consider all the facts relative to the matter, including –

- i. the views of persons summonsed under Subsection (3); and
- ii. the personnel management policies of the National Public Service; and
- iii. the cost implications of any decision which it may make; and

(b) make a decision to uphold, vary or annul the decision, the subject of the complaint; and

(c) give immediate notification of its decision to the persons summonsed under Subsection (3).

(6) The decision of the Commission under Subsection(5)(b)-

(a) shall be made within 90 days from the date of receipt by the Commission of the complaint , but this period maybe extended by the Commission where the reason for the delay is beyond the control of the Commission; and

(b) shall become binding after a period of 30 days from the date of the decision.

## APPENDIX G

### Section 19 – Review of Organizational Matters

(1) In the performance of its duty under Section 191 (1)(b) (*Functions of the Commission*) of the **Constitution**, the Commission shall, before deciding whether advice should be given to the National Executive Council or other authority on a particular matter, consider –

(a) the relative importance of that matter; and

(b) any advice, recommendations, opinions or views submitted by any governmental body.

(2) In formulating its advice, the Commission shall have, as its principal objective, the communication of the views of the individual members of the Commission as representatives of officers of long-standing and experience in the National Public Service.

## APPENDIX H

### Section 193 – Appointment of Certain Officers

- (1) This section applies to and is in respect of the following offices and positions–
- a. all offices in the National Public Service, the occupants of which are directly responsible to the National Executive Council or to a Minister; and
  - b. the offices of the members of the Boundaries Commission; and
  - c. the office the occupant of which is responsible for the administration of the Government broadcasting service, or, if that responsibility rests with a board or commission, the chairman or president of the board or commission; and
  - d. the offices of the persons (including members of the boards or commissions) responsible for the administration of any State Services; and
  - e. the office of the Commissioner of Police; and
  - f. the office of the Commander of the Defence Force; and
  - g. the office of the Secretary of the National Executive Council; and
  - h. such other officers and positions as are prescribed by an Act of the Parliament for the purpose, other than the offices of the members of the Public Services Commission.
- (2) All appointments (whether temporary or substantive) to offices to which Subsection (1) (b), (c), (e) and (h) apply shall be made by the Head of State, acting with, and in accordance with, the advice of the National Executive Council given after consultation with the Public Services Commission and any appropriate Permanent Parliamentary Committee, and a report concerning each of them shall be given to the Parliament by the responsible Minister as soon as possible after it has been made.
- (3) All appointments (whether temporary or substantive) to which Subsection (1) (a), (d), (f) and (g) apply and such offices and positions as a prescribed by an Act of the Parliament for the purpose of this subsection, shall be made by the Head of State, acting with, and in accordance with, the advice of the National Executive Council given after consultation with the Public Services Commission.
- (4) An Act of the Parliament may make provision for and in respect of a temporary appointment to an office to which this section applies until such time as it is practicable to make an appropriate substantive appointment in accordance with Subsection (2).

## APPENDIX I

### Appointment of Departmental Heads

#### (1) Section 25: Filling of Vacancies in Certain Offices of Departmental Head

Subject to Section 193 (*Appointment to Certain Offices*) of the *National Constitution*, a vacancy in an Office or Departmental Head may be filled;

(a) by the promotion or transfer of an officer by the Head of State, acting on advice; or

(b) by an appointment in accordance with Section 27.

#### (2) Section 27: Appointment of Offices of Departmental Head

(a) this section is subject to Section 193 (*Appointment of Certain Offices*) of the *National Constitution*.

(b) a Departmental Head shall be appointed by the Head of State, acting on advice given after consultation with the Public Services Commission.

## APPENDIX J

### PROVINCIAL REVIEW DIVISION

#### REVIEW FILE UPDATE FOR 2015

NO.	DEPARTMENT/PROVINCE	REVIEW CASE NUMBER	DATE RECEIVED	NATURE OF CASE
1	Milne Bay Provincial Administration	PSC3-10-MBPA:135/2009	8/12/2009	Discipline
2	Modillion General Hospital	PSC2-10N-MOGH:350/2013	18/10/2011	Selection
3	Modillion General Hospital	PSC2-10N-MOGH:351/2013	18/10/2011	Selection
4	Morobe Provincial Administration	PSC3-11-MOPA:60/2013	16/07/2013	Selection
5	Southern Highlands Provincial Administration	PSC3-16-SHPA:66/2013	26/07/2013	Discipline
6	Oro Provincial Administration	PSC3-14-OPA:63/2013	12/08/2013	Appointment
7	Gulf Provincial Administration	PSC3-07-GPA:64/2013	12/08/2013	Discipline
8	Angau Memorial Hospital	PSC3-11-ANGMH:70/2013	13/08/2013	Discipline
9	Oro Provincial Administration	PSC3-14-OPA:73/2013	22/08/2013	Selection
10	Angau Memorial Hospital	PSC3-11-ANGMH:02/2014	3/09/2013	Selection
11	Daru General Hospital	PSC3-17-DAGH:90/2013	18/09/2013	Selection
12	Daru General Hospital	PSC3-17-DAGH:82/2013	18/09/2013	Entitlement
13	Daru General Hospital	PSC3-17-DAGH:91/2013	18/09/2013	Selection
14	Western Provincial Administration	PSC3-17-WPA:109/2013	15/10/2013	Discipline
15	Central Provincial	PSC3-02-CPA:39/2014	6/11/2013	Discipline



	Administration			
16	East New Britain Provincial Administration	PSC3-03-ENBPA:05/2014	3/12/2013	Discipline
17	New Ireland Provincial Administration	PSC3-12-NIPA:15/2014	6/01/2014	Selection
18	Morobe Provincial Administration	PSC3-10-MOPA:10/2014	15/01/2014	Selection
19	Morobe Provincial Administration	PSC3-11-MOPA:11/2014	15/01/2014	Selection
20	Morobe Provincial Administration	PSC3-11-MOPA:17/2014	16/01/2014	Selection
21	Oro Provincial Administration	PSC3-14-OPA:33/2014	29/01/2014	Discipline
22	Morobe Provincial Administration	PSC3-11-MOPA:22/2014	3/02/2014	Selection
23	Morobe Provincial Administration	PSC3-11-MOPA:24/2014	13/02/2014	Selection
24	Central Provincial Administration	PSC3-02-CPA:41/2014	10/04/2014	Discipline
25	East New Britain Provincial Administration	PSC3-03-ENBPA:36/2014	24/04/2014	Discipline
26	Simbu Provincial Administration	PSC3-5-SPA:46/2014	19/05/2014	Selection
27	East New Britain Provincial Administration	PSC3-03-ENBPA:50/2014	29/05/2014	Discipline
28	Morobe Provincial Administration	PSC3-11-MOPA:55/2014	12/06/2014	Selection
29	West New Britain Provincial Administration	PSC3-19-WNBPA:58/2014	20/06/2014	Discipline
30	Milne bay Provincial Administration	PSC3-10-MBPA:43/2014	4/07/2014	Discipline
31	Simbu Provincial Administration	PSC3-20-SAPA:66/2014	17/07/2014	Discipline
32	Western Provincial Administration	PSC3-17-WPA:67/2014	21/07/2014	Discipline
33	Central Provincial Administration	PSC3-02-CPA:59/2014	27/07/2014	Discipline
34	Manus Provincial Administration	PSC3-09-MAPA:62/2014	28/07/2014	Discipline
35	Manus Provincial Administration	PSC3-09-MAPA:68/2014	28/07/2014	Discipline
36	Manus Provincial Administration	PSC3-09-MAPA:71/2014	28/07/2014	Selection
37	Manus Provincial Administration	PSC3-09-MAPA:72/2014	28/07/2014	Entitlement
38	Simbu Provincial Administration	PSC3-15-SPA:76/2014	29/07/2014	Entitlement
39	Manus Provincial Administration	PSC3-09-MAPA:69/2014	29/07/2014	Selection
40	Manus Provincial Administration	PSC3-09-MAPA:74/2014	31/07/2014	Discipline
41	Manus Provincial Administration	PSC3-09-MAPA:73/2014	31/07/2014	Discipline
42	Manus Provincial Administration	PSC3-09-MAPA:73/2014	31/07/2014	Discipline
43	Morobe Provincial Administration	PSC3-11-MOPA:12/2014	9/08/2014	Selection

44	East New Britain Provincial Administration	PSC3-03-ENBPA:78/2014	11/08/2014	Discipline
45	Jiwaka Provincial Administration	PSC3-22-JPA:85/2014	18/08/2014	Discipline
46	Sandaun Provincial Administration	PSC3-20-SAPA:84/2014	18/08/2014	Discipline
47	Kimbe General Hospital	PSC3-19-KIMGH:81/2014	20/08/2014	Selection
48	West New Britain Provincial Administration	PSC3-19-WNBPA:87/2014	1/09/2014	Selection
49	West New Britain Provincial Administration	PSC3-19-WNBPA:88/2014	1/09/2014	Selection
50	Western Provincial Administration	PSC3-17-WPA:89/2014	4/09/2014	Discipline
51	Morobe Provincial Administration	PSC3-11-MOPA:56/2014	5/09/2014	Selection
52	Popondetta General Hospital	PSC3-14-POPGH:90/2014	9/09/2014	Discipline
53	Kerema General Hospital	PSC3-07-KEGH:92/2014	1/10/2014	Discipline
54	New Ireland Provincial Administration	PSC3-12-NIPA:94/2014	2/10/2014	Discipline
55	Western Provincial Administration	PSC3-17-WPA:83/2014	14/20/2014	Discipline
56	Southern Highlands Provincial Administration	PSC3-16-SHPA:93/2014	15/10/2014	Discipline
57	Hela Provincial Administration	PSC3-21-HPA:111/2014	20/10/2014	Discipline
58	Hela Provincial Administration	PSC3-21-HPA:116/2014	20/10/2014	Discipline
59	Hela Provincial Administration	PSC3-21-HPA:117/2014	20/10/2014	Discipline
60	Hela Provincial Administration	PSC3-21-HPA:112/2014	20/10/2014	Discipline
61	Hela Provincial Administration	PSC3-21-HPA:104/2014	20/10/2014	Discipline
62	Hela Provincial Administration	PSC3-21-HPA:103/2014	20/10/2014	Discipline
63	Hela Provincial Administration	PSC3-21-HPA:99/2014	20/10/2014	Discipline
64	Hela Provincial Administration	PSC3-21-HPA:118/2014	20/10/2014	Discipline
65	Hela Provincial Administration	PSC3-21-HPA:114/2014	20/10/2014	Discipline
66	Hela Provincial Administration	PSC3-21-HPA:96/2014	20/10/2014	Discipline
67	Hela Provincial Administration	PSC3-21-HPA:121/2014	20/10/2014	Discipline
68	Hela Provincial Administration	PSC3-21-HPA:120/2014	20/10/2014	Discipline
69	Hela Provincial Administration	PSC3-21-HPA:98/2014	20/10/2014	Discipline
70	Hela Provincial Administration	PSC3-21-HPA:119/2014	20/10/2014	Discipline
71	Hela Provincial Administration	PSC3-21-HPA:113/2014	20/10/2014	Discipline
72	Hela Provincial Administration	PSC3-21-HPA:110/2014	20/10/2014	Discipline
73	Hela Provincial	PSC3-21-HPA:124/2014	20/10/2014	Discipline

	Administration			
74	Hela Provincial Administration	PSC3-21-HPA:127/2014	21/10/2014	Discipline
75	Hela Provincial Administration	PSC3-21-HPA:95/2014	21/10/2014	Discipline
76	Hela Provincial Administration	PSC3-21-HPA:101/2014	21/10/2014	Discipline
77	Hela Provincial Administration	PSC3-21-HPA:102/2014	21/10/2014	Discipline
78	Hela Provincial Administration	PSC3-21-HPA:97/2014	21/10/2014	Discipline
79	Hela Provincial Administration	PSC3-21-HPA:100/2014	21/10/2014	Discipline
80	Hela Provincial Administration	PSC3-21-HPA:126/2014	21/10/2014	Discipline
81	Hela Provincial Administration	PSC3-21-HPA:107/2014	21/10/2014	Discipline
82	Hela Provincial Administration	PSC3-12-NIPA:105/2014	21/10/2014	Discipline
83	Hela Provincial Administration	PSC3-21-HPA:125/2014	23/10/2014	Discipline
84	Hela Provincial Administration	PSC3-21-HPA:106/2014	23/10/2014	Discipline
85	Hela Provincial Administration	PSC3-21-HPA:108/2014	23/10/2014	Discipline
86	Hela Provincial Administration	PSC3-21-HPA:109/2014	23/10/2014	Discipline
87	Hela Provincial Administration	PSC3-21-HPA:132/2014	23/10/2014	Discipline
88	Hela Provincial Administration	PSC3-21-HPA:130/2014	23/10/2014	Discipline
89	Hela Provincial Administration	PSC3-21-HPA:133/2014	23/10/2014	Discipline
90	Hela Provincial Administration	PSC3-21-HPA:134/2014	23/10/2014	Discipline
91	Hela Provincial Administration	PSC3-21-HPA:131/2014	23/10/2014	Discipline
92	Hela Provincial Administration	PSC3-21-HPA:129/2014	23/10/2014	Discipline
93	Hela Provincial Administration	PSC3-21-HPA:128/2014	23/10/2014	Discipline
94	Hela Provincial Administration	PSC3-21-HPA:115/2014	23/10/2014	Discipline
95	Hela Provincial Administration	PSC3-21-HPA:135/2014	24/10/2014	Discipline
96	Hela Provincial Administration	PSC3-21-HPA:136/2014	24/10/2014	Discipline
97	Manus Provincial Administration	PSC3-09-MAPA:137/2014	29/10/2014	Discipline
98	Gulf Provincial Administration	PSC3-07-GPA:176/2014	30/10/2014	Discipline
99	Manus Provincial Administration	PSC3-09-MAPA:138/2014	31/10/2014	Selection
100	Manus Provincial Administration	PSC3-09-MAPA:188/2014	31/10/2014	Discipline
101	Manus Provincial Administration	PSC3-09-MAPA:189/2014	31/10/2014	Entitlement

102	Hela Provincial Administration	PSC3-21-HPA:139/2014	3/11/2014	Discipline
103	Hela Provincial Administration	PSC3-21-HPA:140/2014	3/11/2014	Discipline
104	Hela Provincial Administration	PSC3-21-HPA:141/2014	3/11/2014	Discipline
105	Hela Provincial Administration	PSC3-21-HPA:142/2014	3/11/2014	Discipline
106	Hela Provincial Administration	PSC3-21-HPA:143/2014	3/11/2014	Discipline
107	Hela Provincial Administration	PSC3-21-HPA:144/2014	3/11/2014	Discipline
108	Hela Provincial Administration	PSC3-21-HPA:145/2014	3/11/2014	Discipline
109	Hela Provincial Administration	PSC3-21-HPA:146/2014	3/11/2014	Discipline
110	Hela Provincial Administration	PSC3-21-HPA:147/2014	3/11/2014	Discipline
111	Hela Provincial Administration	PSC3-21-HPA:148/2014	3/11/2014	Discipline
112	Hela Provincial Administration	PSC3-21-HPA:149/2014	3/11/2014	Discipline
113	Hela Provincial Administration	PSC3-21-HPA:150/2014	3/11/2014	Discipline
114	Hela Provincial Administration	PSC3-21-HPA:151/2014	3/11/2014	Discipline
115	Hela Provincial Administration	PSC3-21-HPA:152/2014	3/11/2014	Discipline
116	Hela Provincial Administration	PSC3-21-HPA:153/2014	3/11/2014	Discipline
117	Hela Provincial Administration	PSC3-21-HPA:154/2014	3/11/2014	Discipline
118	Hela Provincial Administration	PSC3-21-HPA:155/2014	3/11/2014	Discipline
119	Hela Provincial Administration	PSC3-21-HPA:156/2014	3/11/2014	Discipline
120	Hela Provincial Administration	PSC3-21-HPA:157/2014	3/11/2014	Discipline
121	Hela Provincial Administration	PSC3-21-HPA:158/2014	3/11/2014	Discipline
122	Hela Provincial Administration	PSC3-21-HPA:159/2014	3/11/2014	Discipline
123	Hela Provincial Administration	PSC3-21-HPA:160/2014	3/11/2014	Discipline
124	Hela Provincial Administration	PSC3-21-HPA:161/2014	3/11/2014	Discipline
125	Hela Provincial Administration	PSC3-21-HPA:162/2014	3/11/2014	Discipline
126	Hela Provincial Administration	PSC3-21-HPA:163/2014	3/11/2014	Discipline
127	Hela Provincial Administration	PSC3-21-HPA:164/2014	3/11/2014	Discipline
128	Hela Provincial Administration	PSC3-21-HPA:165/2014	3/11/2014	Discipline
129	Hela Provincial Administration	PSC3-HPA:166/2014	3/11/2014	Discipline

130	Hela Provincial Administration	PSC3-21-HPA:167/2014	3/11/2014	Discipline
131	Hela Provincial Administration	PSC3-21-HPA:168/2014	3/11/2014	Discipline
132	Hela Provincial Administration	PSC3-21-HPA:169/2014	3/11/2014	Discipline
133	Hela Provincial Administration	PSC3-21-HPA:170/2014	3/11/2014	Discipline
134	Hela Provincial Administration	PSC3-21-HPA:171/2014	3/11/2014	Discipline
135	Hela Provincial Administration	PSC3-21-HPA:172/2014	3/11/2014	Discipline
136	Hela Provincial Administration	PSC3-21-HPA:173/2014	3/11/2014	Discipline
137	Hela Provincial Administration	PSC3-21-HPA:174/2014	3/11/2014	Discipline
138	Hela Provincial Administration	PSC3-21-HPA:175/2014	3/11/2014	Discipline
139	Hela Provincial Administration	PSC3-21-HPA:177/2014	3/11/2014	Discipline
140	Hela Provincial Administration	PSC3-21-HPA:178/2014	3/11/2014	Discipline
141	Hela Provincial Administration	PSC3-21-HPA:179/2014	3/11/2014	Discipline
142	Hela Provincial Administration	PSC3-21-HPA:180/2014	3/11/2014	Discipline
143	Hela Provincial Administration	PSC3-21-HPA:181/2014	3/11/2014	Discipline
144	Hela Provincial Administration	PSC3-21-HPA:182/2014	3/11/2014	Discipline
145	Hela Provincial Administration	PSC3-21-HPA:183/2014	3/11/2014	Discipline
146	Hela Provincial Administration	PSC3-21-HPA:184/2014	3/11/2014	Discipline
147	Hela Provincial Administration	PSC3-21-HPA:185/2014	3/11/2014	Discipline
148	Hela Provincial Administration	PSC3-21-HPA:186/2014	3/11/2014	Discipline
149	Hela Provincial Administration	PSC3-21-HPA:187/2014	3/11/2014	Discipline
150	Morobe Provincial Administration	PSC3-11-MOPA:193/2014	18/11/2014	Selection
151	Sandaun Provincial Administration	PSC3-20-SAPA:194/2014	24/11/2014	Discipline
152	West New Britain Provincial Administration	PSC3-19-WNBPA:195/2014	5/12/2014	Discipline
153	Eastern Highlands Provincial Administration	PSC3-05-EHPA:201/2015	16/12/2014	Discipline
154	Kavieng General Hospital	PSC3-12-KVGH:01/2015	6/01/2015	Discipline
155	Western Highlands Provincial Administration	PSC3-18-WHPA:04/2015	13/01/2015	Discipline
156	Simbu Provincial Administration	PSC3-15-SPA:05/2015	20/01/2015	Discipline
157	Southern Highlands Provincial Administration	PSC3-16-SHPA:138/2014	28/01/2015	Resignation
158	West New Britain Provincial	PSC3-19-WNBPA:07/2015	29/01/2015	Selection

	Administration			
159	Manus Provincial Administration	PSC3-09-MAPA:10/2015	18/02/2015	Discipline
160	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:12/2015	25/02/2015	Discipline
161	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:17/2015	25/02/2015	Discipline
162	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:16/2015	25/02/2015	Discipline
163	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:18/2015	25/02/2015	Discipline
164	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:19/2015	25/02/2015	Discipline
165	Wewak General Hospital	PSC3-04-WEKGH:21/2015	10/03/2015	Discipline
166	Simbu Provincial Administration	PSC3-15-SPA:23/2015	11/03/2015	Discipline
167	Simbu Provincial Administration	PSC3-15-SPA:03/2015	12/03/2015	Discipline
168	Kerema General Hospital	PSC3-07-KEGH:22/2015	12/03/2015	Selection
169	Sandaun Provincial Administration	PSC3-20-SAPA:29/2015	16/03/2015	Discipline
170	Morobe Provincial Administration	PSC3-11-MOPA:24/2015	17/03/2015	Selection
171	Wewak General Hospital	PSC3-04-WEGH:201/2014	17/03/2015	Discipline
172	Wabag General Hospital	PSC3-06-WAGH:31/2015	14/04/2015	Discipline
173	Kavieng General Hospital	PSC3-12-KAVGH:30/2015	14/04/2015	Selection
174	Simbu Provincial Administration	PSC3-15-SPA:33/2015	16/04/2015	Discipline
175	Wabag General Hospital	PSC3-06-WAGH:35/2015	17/04/2015	Discipline
176	Kundiawa General Hospital	PSC3-15-KUGH:32/2015	27/04/2015	Discipline
177	Jiwaka Provincial Administration	PSC3-22-JPA:34/2015	30/04/2015	Entitlement
178	Modillion General Hospital	PSC3-08-MODGH:36/2015	1/05/2015	Entitlement
179	Wewak General Hospital	PSC3-04-WEGH:38/2015	18/05/2015	Discipline
180	West New Britain Provincial Administration	PSC3-19-WNBPA:39/2015	26/05/2015	Discipline
181	Southern Highlands Provincial Administration	PSC3-16-SHPA:43/2015	29/05/2015	Selection
182	Kavieng General Hospital	PSC3-12-KAVGH:41/2015	29/05/2015	Resignation
183	Enga Provincial Administration	PSC3-06-EPA:4/2015	4/06/2015	Discipline
184	Southern Highlands Provincial Administration	PSC3-16-SHPA:47/2015	10/07/2015	Discipline
185	Southern Highlands Provincial Administration	PSC3-16-SHPA:47/2015	14/07/2015	Selection
186	Wabag General Hospital	PSC3-06-WAGH:48/2015	27/07/2015	Discipline
187	Southern Highlands Provincial Administration	PSC3-16-SHPA:58/2015	10/08/2015	Selection
188	Simbu Provincial Administration	PSC3-15-SPA:53/2015	20/08/2015	Discipline
189	Jiwaka Provincial Administration	PSC3-22-JPA:55/2015	28/08/2015	Selection
190	Kavieng General Hospital	PSC3-12-KAVGH:56/2015	28/08/2015	Selection
191	East Sepik Provincial Administration	PSC3-04-ESPA:76/2015	14/09/2015	No Jurisdiction
192	Western Highlands Provincial	PSC3-18-WHPA:74/2015	2/10/2015	Selection



	Administration			
193	Simbu Provincial Administration	PSC3-15-SPA:64/2015	6/10/2015	Discipline
194	Jiwaka Provincial Administration	PSC3-22-JPA:72/2015	8/10/2015	Selection
195	Western Highlands Provincial Administration	PSC3-18-WHPA:70/2015	8/10/2015	Selection
196	Western Highlands Provincial Administration	PSC3-18-WHPA:63/2015	8/10/2015	Selection
197	Western Highlands Provincial Administration	PSC3-18-WHPA:65/2015	8/10/2015	Selection
198	Western Highlands Provincial Administration	PSC3-18-WHPA:66/2015	8/10/2015	Selection
199	Western Highlands Provincial Administration	PSC3-18-WHPA:67/2015	8/10/2015	Discipline
200	Western Highlands Provincial Administration	PSC3-18-WHPA:68/2015	8/10/2015	Selection
201	Western Highlands Provincial Administration	PSC3-18-WHPA:69/2015	8/10/2015	Selection
202	Hela Provincial Administration	PSC3-21-HPA:122/2014	20/10/2015	Discipline
203	Hela Provincial Administration	PSC3-21-HPA:123/2014	20/10/2015	Discipline
204	Southern Highlands Provincial Administration	PSC3-16-SHPA:79/2015	5/11/2015	Selection
205	Sandaun Provincial Administration	PSC3-20-SAPA:88/2015	11/11/2015	Discipline
206	Enga Provincial Administration	PSC3-06-EPA:85/2015	20/11/2015	Discipline

SUMMARY - PERFORMANCE REPORT OF 2015			
	COMPLETED CASES	SUBMISSION PAPERS: REVIEW IN PROGRESS	INFORMATION PAPERS: TO BE CLOSED
<b>SUB-TOTAL</b>	144	55	9
<b>GRAND TOTAL</b>	208		

## PENDING PROPER REVIEW APPLICATIONS TO BE FILED

NO.	DEPARTMENT/ PROVINCE	REVIEW CASE NUMBER	DATE RECEIVED	NATURE OF CASE
1	Morobe Provincial Administration	PSC3-11-MOPA:60/2015	09/09/2015	Discipline
2	Milne Bay Provincial Administration	PSC3-10-MBPA:75/2015	09/10/2015	Selection
3	Simbu Provincial Administration	PSC3-15-SPA:89/2015	03/12/2015	Discipline
4	Kerema General Hospital	PSC3-07-KGH:97/2015	10/12/2015	Selection

## TIME BARRED REVIEW APPLICATIONS

NO.	DEPARTMENT/ PROVINCE	REVIEW CASE NUMBER	DATE RECEIVED	NATURE OF CASE
1	Kerema General Hospital	PSC3-07-KGH:77/2015	21/10/2015	Selection
2	Morobe Provincial Administration	PSC3-11-MOPA:84/2015	27/10/2015	Discipline
3	East New Britain Provincial Administration	PSC3-03-ENBPA:83/2015	29/10/2015	Discipline
4	Southern Highlands Provincial Administration	PSC3-16-SHPA:80/2015	05/11/2015	Discipline
5	Western Highlands Provincial Health Authority	PSC3-18-WHPHA:81/2015	11/11/2015	Discipline
6	Kavieng General Hospital	PSC3-12-KAVGH:87/2015	30/11/2015	Selection
7	Hela Provincial Administration	PSC3-21-HPA:88/2015	01/12/2015	Discipline
8	Hela Provincial Administration	PSC3-21-HPA:91/2015	04/12/2015	Discipline
9	East New Britain Provincial	PSC3-3-ENBPA:95/2015	09/12/2015	Discipline

	Administration			
10	Lorengau General Hospital	PSC3-09-LGH:98/2015	15/12/2015	Entitlement

## CASES PENDING ALLOCATION

NO.	DEPARTMENT/ PROVINCE	REVIEW CASE NUMBER	DATE RECEIVED	NATURE OF CASE
1	Popondetta General Hospital	PSC3-14-POPGH:91/2014	25/09/2014	Discipline
2	Hela Provincial Administration	PSC3-21-HPA:196/2014	07/11/2014	Selection
3	Hela Provincial Administration	PSC3-21-HPA:192/2014	17/11/2014	Selection
4	West New Britain Provincial Administration	PSC3-19-WNBPA:06/2015	29/01/2015	Discipline
5	Manus Provincial Admission	PSC3-09-MAPA:13/2015	18/02/2015	Submission
6	West New Britain Provincial Administration	PSC3-19-WNBPA:20/2015	26/02/2015	Discipline
7	West New Britain Provincial Administration	PSC3-19-WNBPA:19/2015	26/02/2015	Submission
8	Angau Memorial Hospital	PSC3-11-AGMH:40/2015	26/03/2015	Discipline
9	East New Britain Provincial Administration	PSC3-03-ENBPA:28/2015	14/05/2015	Discipline
10	Manus General Hospital	PSC3-09-MAPA:09/2015	26/06/2015	Selection
11	East New Britain Provincial Administration	PSC3-03-ENBPA:37/2015	02/07/2015	Discipline
12	Kimbe General Hospital	PSC3-19-KIMGH:46/2015	10/07/2015	Discipline

13	Kimbe General Hospital	PSC3-19-KIMGH:45/2015	10/07/2015	Selection
14	West New Britain Provincial Administration	PSC3-19-WNBPA:50/2015	17/07/2015	Discipline
15	Hela Provincial Administration	PSC3-21-HPA:52/2015	21/07/2015	Discipline
16	East New Britain Provincial Administration	PSC3-03-ENBPA:49/2015	22/07/2015	Discipline
17	Wabag General Hospital	PSC3-06-WAGH:48/2015	27/07/2015	Discipline
18	Southern Highlands Provincial Administration	PSC3-16-SHPA:58/2015	10/08/2015	Selection
19	Western Highlands Provincial Administration	PSC3-15-WHPA:53/2015	21/08/2015	Discipline
20	Kerema General Hospital	PSC3-07-KEGH:57/2015	28/08/2015	Selection
21	Jiwaka Provincial Administration	PSC3-22-JPA:55/2015	28/08/2015	Selection
22	Buka General Hospital	PSC3-13-BGH:78/2015	31/08/2015	Discipline
23	Kerema General Hospital	PSC3-07-KEGH:54/2015	02/09/2015	Discipline
24	Simbu General Hospital	PSC3-15-KUGH:32/2015	09/09/2015	Discipline
25	Daru General Hospital	PSC3-17-DGH:62/2015	15/09/2015	Discipline
26	Wewak General Hospital	PSC3-04-WEGH:42/2015	02/10/2015	Discipline
27	Simbu Provincial Administration	PSC3-15-SPA:15/2015	02/10/2015	Entitlement
28	Simbu Provincial Administration	PSC3-15-SPA:64/2015	06/10/2015	Discipline
29	Western Highlands Provincial	PSC3-18-WHPA:70/2015	08/10/2015	Selection

	Administration			
30	Jiwaka Provincial Administration	PSC3-22-WHPA:72/2015	08/10/2015	Selection
31	Western Highlands Provincial Administration	PSC3-18-WHPA:69/2015	08/10/2015	Selection
32	Western Highlands Provincial Administration	PSC3-18-WHPA:68/2015	08/10/2015	Selection
33	Western Highlands Provincial Administration	PSC3-18-WHPA:67/2015	08/10/2015	Discipline
34	Western Highlands Provincial Administration	PSC3-18-WHPA:66/2015	08/10/2015	Selection
35	Western Highlands Provincial Administration	PSC3-18-WHPA:65/2015	08/10/2015	Selection
36	Western Highlands Provincial Administration	PSC3-18-WHPA:63/2015	08/10/2015	Discipline
37	Kerema General Hospital	PSC3-07-KGH:73/2015	02/11/2015	Selection
38	Gulf Provincial Administration	PSC3-07-GPA:86/2015	27/11/2015	Discipline
39	Daru General Hospital	PSC3-17-DGH:90/2015	01/12/2015	Discipline
40	West New Britain Provincial Administration	PSC3-19-WNBPA:92/2015	04/12/2015	Discipline
41	Morobe Provincial Administration	PSC3-11-MOPA:93/2015	07/12/2015	Discipline
42	Eastern Highlands Provincial Administration	PSC3-06-EPA:94/2015	07/12/2015	Discipline
43	Simbu Provincial Administration	PSC3-15-SPA:96/2015	10/12/2015	Discipline
44	Western Highlands Provincial Health	PSC3-18-WHPA:99/2015	15/12/2015	Discipline

	Authority			
45	Gulf Provincial Administration	PSC3-07-GPA:100/2015	17/12/2015	Discipline



DPM APPROVED, 2007

## FUNCTIONAL & MANAGEMENT STRUCTURE

