



PUBLIC SERVICES COMMISSION

ANNUAL

Report 2016

PSC- PROMOTING GOOD GOVERNANCE IN THE PUBLIC SERVICE



PUBLIC SERVICES COMMISSION

2016 ANNUAL REPORT

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PUBLIC SERVICES COMMISSION

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PSC Reference: PSC1-1-GEN

His Excellency, The Governor General

Mr. Bob Dadae
Government House,
KONEDOBU, NCD.
Papua New Guinea.

Your Excellency,

RE: PUBLIC SERVICES COMMISSION- 2016 ANNUAL REPORT

In accordance with Section 16(1) of the *Public Services (Management) Act 2014*, I have the honour of submitting to you for presentation to Parliament, the 2016 Annual Report of the Public Services Commission.

The 2016 Annual Report covers the period from January 01st, 2016 to December 31st, 2016, and entails the activities, achievements, constraints and recommendations of the Commission with relevant appendices.

I am, your obedient servant,

DR. PHILIP KEREME, OBE, MA, Ph.D
Chairman- PSC

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CHAIRMANS' OVERVIEW



In 2016 the Public Services Commission (the Commission) continued to discharge its Constitutional roles and functions without fear or favour despite financial constraints, policy and legislative changes that affected its operations.

THE MEMBERS OF THE COMMISSION

Section 190 of the Constitution provides for the establishment of the Commission that comprises three (3) members; and Section 191 of the Constitution provides for the Functions of the Commission.

The three (3) members of the Commission include Dr. Philip Kereme, OBE, M.A, Ph.D as the Chairman of PSC; Mr. Apeo Fuata Sione, M.PP as Commissioner National and Mr. Hansel

Kakimo, L.M as Commissioner Provincial.

Commissioner National Mr. Apeo F. Sione's contract is due to expire on 2nd May, 2017. He was successfully re-appointed on 14th February, 2017 by the Public Services Commission Appointments Committee as Commissioner (N) for a further term of five (5) years commencing 3rd May, 2017, to ensure stability in the Commission's decision making, so that the Commission continues to perform its Constitutional roles and functions.

IMPACT OF POLICY CHANGES ON THE PUBLIC SERVICES COMMISSION

The Government's Public Service Reform policy as per the 2012 Alotau Accord was not fully reflected upon when Parliament in September, 2014 amended Section 193 and 208B of the National Constitution; Section 73 of the Organic Law on Provincial & Local Level Governments and enacted the new Public Services (Management) Act 2014, which repealed the Public Services (Management) Act 1995. The Constitutional Amendments and enactments effectively removed PSC's powers relating to appointments, re-appointments, suspensions and revocation of appointments of Departmental Heads, Provincial Administrators and Chief Executive Officers of Statutory Authorities and conferred these powers on the Ministerial Executive Appointments Committee (MEAC) which was established under Section 28 of the Public Services (Management) Act 2014.

The members of MEAC are comprised of the Minister for Public Service as Chairman, Minister responsible for portfolio functions of the Department concerned, Minister responsible for Treasury Functions, Minister responsible for National Planning & Monitoring Functions and Minister responsible for Justice & Attorney General Functions.

However, it later became clear that the Constitutional amendments did not affect the Commission's power and role on the appointment of the Police Commissioner, Defence Force Commander and Managing Director of the National Broadcasting Corporation (NBC). Section 193 (1), (e) and (f) of the Constitution provides for the appointment of the Police Commissioner and the Defence Force Commander, respectively, and these provisions were not affected (or amended) in the 2014 Constitutional amendments. Whether this was intentional or an oversight is not clear.

The Commission, therefore, made the decision in 2016 to re-activate its Assessment Division to continue to conduct merit-based assessments for appointments and for the Commission to make appropriate recommendation to the National Executive Council (NEC).

Unlike the Commission, MEAC does not have the independence guaranteed by Section 192 of the Constitution for Constitutional offices, like the Commission, and therefore, the Commission is genuinely concerned about the possible adverse effect this new regime might have on the appointment of Heads of government agencies, the issue of good governance and ultimately the effective delivery of services to the people of this country.

Due to this concern, the Commission in 2015 decided to seek from the Supreme Court a judicial opinion on the constitutionality and validity of the removal of its powers through the constitutional amendments in 2014. And to this end, the Commission authorised the Chairman of the Commission, Dr. Philip Kereme, to file a Supreme Court Application under Section 18(1) of the Constitution, seeking a judicial opinion on this matter. The Chairman then filed the Supreme Court Application on 24th November, 2015 and the Application is still pending the final determination of the Supreme Court.

But, in the meantime, the Supreme Court has since issued two (2) Interim Orders. Firstly, on 12th July, 2016, the Supreme Court issued an order restraining the Prime Minister, the NEC, the Speaker of Parliament and the Minister for Public Service from taking any steps whatsoever to make further amendments to Sections 193 and 208B of the Constitution, the Organic Law on Provincial and Local Level Governments, the Public Services (Management) Act 2014, or other legislations subject to the Chairman's pending Supreme Court Application. Secondly, on 31st August, 2016 the Supreme Court granted the Chairman (the applicant in the legal proceeding) the legal standing to file the Application under Section 18(1) of the Constitution.

The Chairman's Supreme Court Application is still going through the direction hearings stage, and a date is yet to be set for the substantive hearing of the Application. The Commission genuinely believes that the Chairman's pending Supreme Court Application is in the best interest of the National Public Service and the people of this country.

REVIEW OF PERSONNEL MATTERS

As far as Personnel Review Matters are concerned, the Commission continued to perform its function under Section 191 of the Constitution to review personnel matters connected with the National Public Service, despite funding cuts in the Commission's budget appropriation in 2016.

The detailed statistics on the review of personnel matters and reports of activities carried out during the year are adequately covered by the Commissioner (National) and Commissioner (Provincial) - the two Commissioners responsible for review matters in each division.

REVIEW OF ORGANIZATIONAL MATTERS

There were no Reviews of Organizational Matters in 2016, as there were no complaints or issues raised from concerned persons or corporate bodies. Also, this is one of the functions of the Commission where its specific role has never been properly defined by law, which is one of the issues that the Commission will be seriously addressing in future policy discussions in the Governments overall Public Service Reform agenda.

CONSULTATION MATTERS

Following the 2014 Constitutional Amendments removing the Commission's powers, all consultation matters for appointments, suspensions and revocation of appointments of Heads of government agencies (other than the Police Commissioner, Defence Force Commander and the

Managing Director of the National Broadcasting Corporation) are now being handled by the MEAC.

As alluded to above, the 2014 Constitutional Amendments did not remove the Commission's powers and functions relating to the appointment of the Police Commissioner, Defence Force Commander and the Managing Director of the National Broadcasting Corporation (NBC). And as also alluded to above, the Commission has re-activated its Assessment Division to continue to carry out the merit-based assessment, but only in respect of candidates for appointments of Departmental Heads referred to in Constitution Section 193 (1)(b), (c), (d), (e) and (f), including the Police Commissioner, Commander of PNG Defence Force and CEO of National Broadcasting Corporation. Based on the findings and recommendations of the Assessment Division, and upon proper deliberations on the Assessment Division's recommendation, the Commission will then make the appropriate recommendation to NEC.

In 2016, the Commission was consulted by the Secretary for Department of Personnel Management on the appointments of the Police Commissioner, Defence Force Commander and the Managing Director of NBC.

CHALLENGES

The Government's Policy change, via the 2014 constitutional amendments and enactment of the Public Services (Management) Act of 2014 continued to affect the performance of the Commission in 2016.

In the first quarter of 2016, the Department of Treasury had directed all Government agencies to make some cuts to their budget allocated for 2016 as it was predicated that some serious financial constraints were imminent due to the continuous economic down turn and that significant financial cuts to each agency of government was required, forcing some departments and government agencies to scale down their operations.

The Department of Treasury in consultation with the Department of Personnel Management (DPM) issued notices to the Commission on their intention to co-locate and merge DPM with PSC citing Government Policy change and the Government budget cuts as their main reasons.

The consecutive budget cuts in 2015 and 2016 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 implementation phase of the Case Management System (CMS) project earmarked for the integration of the Registry Branch and the Legal and Investigation Divisions into the CMS; slowed progress on the PSC Housing Project; deferred again the retirement of a most senior staff of the PSC Secretariat and scaled down other essential operational activities of the Commission.

However, despite these challenges, PSC continued to perform its core Constitutional functions in line with its work plan and other planned activities to allow smooth flow of services to its clients and stakeholders.

The Commission continued to conduct its scheduled meetings in 2016; a total of 179 personnel review matter cases from the National Review Division (NRD) were completed and files closed and aggrieved officers have been advised of Commission decision; 106 incomplete case files from the NRD were brought forward to 2017; a total of 266 registered cases were from the Provincial Review Division (PRD), of which 139 review cases were carried over from 2015. From the total number of cases registered in 2016, eighty-nine (89) cases were completed and files closed, whilst 177 cases remain outstanding and have been brought forward to 2017. The second phase of 'on-the-job' training was needed 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 limit.

The Commission will be reviewing its PSC Corporate Plan (2014-2018) in 2018 to redefine PSC's corporate goals and objectives to ensure that we are working towards addressing the Government's Policy change as we continue to work towards our set targets to achieve the expected outcomes as set by PNG Vision 2050.

CONCLUSION

I am pleased to report that in 2016 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 2016: Commissioners- Apeo Fuata Sione and Hansel Kakimo; Acting Secretary – Judith Stenis, all hard working staff of the PSC Secretariat; the Government and all the service providers that assisted the Commission.

On behalf of the Commission, may I sincerely thank you all for providing the technical, financial and moral support to the Commission, your support has greatly assisted the Commission in successfully discharging its constitutional duties, functions and responsibilities in 2016.

Thank you for your kind and loyal support.

Dr. Philip Kereme, OBE, M.A, Ph.D
Chairman (PSC)

STATEMENT OF COMMISSIONER NATIONAL



The purpose of this section of the Annual Report for year 2016 is to report on one of the functional role of the Commission, which the Commissioner National is responsible for, and that is Review of Personnel Matters connected with the National Public Service, performed by the National Review Division.

This relates to conducting 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 scope 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*.

At the commencement of 2016, the National Review Division (NRD) looked forward to the year with great enthusiasm and determination to successfully implement its Annual Work Plans. This is in view of the Commissions 'Annual Budget Allocation' with an increase of K1 million as compared to year 2015. With the increase in the allocation of funds under *ITEM 121- Designated Duty Travel*, the National and Provincial Review Divisions purported to undertake duty travels to conduct review hearings in the provinces to have review matters disposed of and determined in a timely manner and within the statutory time-limit. Apart from conducting review hearings, the Review Divisions participated in the implementation of the *PSC Corporate Plan 2014 – 2018* in relation to conducting workshops and awareness campaign programs in the provinces on the '*Roles and Functions of the Public Services Commission*'. The roll out of this program was in fact a success for the Commission in 2016. There were approximately nine (9) Provincial Administrations; eight (8) Public Hospitals; and eight (8) National Departments/Government Bodies that had the awareness program delivered to them.

Also in 2016, the Commission anxiously awaited the filing of Interim Orders after the Supreme Court Reference (SCR) was filed sometime towards the end of 2015 to challenge the constitutionality and validity of the *Public Services (Management) Act 2014* with the assistance of Nemo Yalo Lawyers. The Interim Orders were successfully filed and granted on 26th July, 2016.

At the end of 2015, a total of 87 review cases were carried over into 2016 as 'Outstanding Review Matters', whilst 157 were newly registered review matters. Thus, the NRD had a total carriage of 244 review matters to dispose or determine in 2016.

STATISTICAL SUMMARY OF REVIEW MATTERS IN 2016

CASES	DISCIPLINE	SELECTION	TERMS & CONDITION	OTHERS	TOTAL	GRAND TOTAL (Inclusive of carry-over cases from 2015)
Registered	101	9	43	4	157	244
Completed	49	5	34	4	92	179

Pending	52	4	9	-	65	106
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The Division was able to close a total of 179 review cases, and out of that total, 87 cases were identified to be cases carried-over from 2015 and previous years, while the other 92 were from the year 2016. A total of 106 review cases were carried over to 2017.

As depicted from the above statistics, the division performed at an exceptional level with a performance percentage of 73.4% greater than year 2015, in the disposal of review cases.

The year 2016 was a challenging year for the Division in view of the work-load it had to undertake and also because of other factors, which was similar to the issues faced in 2015. The following are some of the challenges that the division was faced with in 2016;

- Incapacity continues to be a big concern for the division each year, in which the Division somehow has to effectively address this issue. Despite the many different approaches the Division has embraced in the past to address the back-log of cases, no good improvement has been achieved. The division only saw marked improvement to its performance when new Review Officers were added to its manpower strength.
- Financial constraints and budget cuts has always been an unavoidable obstacle for the division. During this year, it has 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. That is, 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 Travel*' it also affected the daily operations of the Division and the Commission as a whole, in-terms of logistics, utilities and stationary supplies for the office. The financial constraints and budget cuts to an extent has affected the implementation of the Commissions *Corporate Plan Outcomes 1.1, 1.2 and 1.3* particularly in regards to '*Workshops and Conducting Awareness Campaigns*' in the provinces. Although, this program was rolled out this year, same was delivered to only nine (9) Provincial Administrations and eight (8) National Departments/Government Bodies, due to funding capacity.
- Similar to 2015, the amendments to the *National Constitution* and enabling legislations such as the *Public Services (Management) Act* to effectively remove PSC from the Appointment process, still had some adverse impact on the performance of the Staff and Division as a whole. That is, the legislative changes created uncertainties and doubts in the mindsets of staff, concerning the future of the Commission, and the likely implications on their career paths. But, as we know, apart from the Supreme Court Application being filed sometime towards the end of 2015 to challenge the new law, interim orders sought by the Commission were granted on 12th July, 2016 and 31st August, 2016, as alluded to by the Chairman in his **OVERVIEW**.
- As observed, the general staff attitude or professionalism at the work place continues to hamper the performance of the Division particularly in relation to its quality and quantity of work out-put. This may be the reason why 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. The 'petty administrative' issues encountered by the Division need to be amicably ironed out in order for same to impact a better output of results in the 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.

This year was quite challenging for the Division to complete and close review cases within the time-frame prescribed by law. Further, the Division is more focused than ever to continue to reduce and fully dispose outstanding review cases.

I sincerely thank the Chairman, Dr. Philip Kereme, OBE, MA, Ph.D, and the Members of the Commission for the support they continue to provide to the National Review Division. I also extend my appreciation to the staff of the Legal, Advisory & Litigation Division for the excellent job performed in-relation to the clearance of all Advices and Provision of Legal Opinions sought by the Division; and staff of the Corporate Services Division for the logistical and financial support they provide. I also convey my heartfelt appreciation to all the hard working Review Officers and staff of the National Review Division for their untiring effort and commitment to their respective duties in ensuring that the Commission successfully discharge its Constitutional responsibilities without any difficulty. And above all, a huge thanks to the awesome great God, for leading and guiding the Commission to where it is today.

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

STATEMENT OF COMMISSIONER PROVINCIAL



As the Commissioner responsible for provinces, my role is to conduct directional hearings for Public Hospitals, Provincial Health Authorities and Provincial Administrations to fulfil the Commissions mandate 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 which are further detailed under *Sub-Section 18 and 19 of the Public Services (Management) Act 2014* on Review of Personnel Matters connected with the National Public Service and Review of Organizational Matters.

Also, as a Public Services Commissioner, I am involved with my fellow Commissioners in the consultation on the appointment of the Commander of the Defence Force,

Commissioner of the Royal Papua New Guinea Constabulary and Chief Executive Officer of the National Broadcasting Corporation (NBC).

In 2016, the Provincial Review Division maintained its staff ceiling of thirteen (13) from which ten (10) positions are currently filled and three (3) remain vacant. Despite incapacity and budget cuts, the Division performed well by continuing to carry out the Commissions business.

REVIEW OF PERSONNEL MATTERS AND CONTINUOUS REVIEW OF STATE SERVICES & SERVICES OF OTHER GOVERNMENT BODIES

A total of 266 review applications were registered by the Division in 2016, including 139 cases from 2015. From the total number of cases received, 89 cases have been completed, whilst 177 cases are incomplete, as the Divisions operations were severely affected by the budget cuts in 2015 and 2016 respectively.

The Division requires sufficient level of funding to attend to personnel review matters, as it is quite an expensive exercise to travel out to the provinces. The lack of funding for the Division means that the divisions plans to conduct reviews in the provinces are disrupted, as the statutory time limit of 90 days will not be met resulting in a breach of law.

ACHIEVEMENTS ON CORPORATE PLAN OUTCOMES;

➤ OUTCOME 1.1 – IMPROVEMENT IN COMPLIANCE WITH MANDATORY FUNCTIONS & REQUIREMENTS OF THE PUBLIC SERVICES COMMISSION

Most review cases dealt with were completed within the mandatory time-frame. The delays experienced were due to relevant information not being received on time, in-order to properly complete the reviews.

➤ OUTCOME 1.2 – REDUCTION IN THE NUMBER OF REVIEW CASES RECEIVED BY THE PUBLIC SERVICES COMMISSION.

Public Servants together with the heads of agencies are now better informed on proper processes and on time limitations within which review applications must be dealt after the successful rollout of the PSC Awareness Program in 2016.

Additionally, with a competent human resource capacity employed at the agency level, aggrieved staff will be assisted more adequately within their own agencies, which will eventually result in a reduction of actual review applications to the Public Services Commission.

➤ **OUTCOME 1.3 – EFFECTIVE REVIEW SYSTEM**

There is a review on the process in-light of matters raised in the courts on the current practice of '*Directional Hearings*'. Whatever the outcome of the review, the Commission would require adequate resources to effectively perform its mandated functions.

OUTLOOK FOR 2017 - 2018

A number of major events that will affect every agency of the government, including the Public Services Commission in the coming years will be the 2017 National General Elections; maintaining funding level of the "Call Out" of the Disciplined Forces in Hela Province; and the preparations for the 2018 APEC Leaders' Summit in Port Moresby. Together with these and the continued drop in commodity prices on the projected revenue, will impact on the National Budget outcome and the governments' ability to fund normal operations of the agencies.

The challenge for the division and the Commission in light of the above, is to manage our staff to work smarter and be innovative by encouraging and fostering a culture of team work, discouraging individuals from working in isolation, and instilling a learning culture at the work place that will see greater results, despite the inadequate funding towards our planned programs. Additionally, we encourage and run in-house coaching and mentoring programmes for our staff to upgrade their investigative, written and oral skills together with reporting and presentation skills as part of personal development for officers so that the Commission is properly serviced by highly trained and skilled personnel.

Finally, I wish to acknowledge everyone's contribution to the overall performance of the Division in 2016.

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

INTRODUCTION

This is the 21st Annual Report of the Public Services Commission (PSC). It is produced and submitted in accordance with Section 16 of the *Public Services (Management) Act 2014*.

The report covers the performance of the Public Services Commission in 2016, covering the period from January 01st, 2016 to December 31st, 2016.

The Annual Report begins with the Chairman's overview 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 and 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 01st, 2016 to December 31st, 2016. The bulk of the activity for this reporting period surrounds the Review of Personnel Matters and the implementation of the PSC Awareness Program, which is a project outlined in the Public Services Commission 2014 – 2018 Corporate Plan.

The 2016 Annual Report also contains an unaudited Financial Statement on the Commissions Budget for the 2016 Fiscal Year and highlights the constraints and achievements faced by the Commission.

The 2016 Annual Report concludes with recommendations on how the work of the Commission could be improved to adequately fulfil its Constitutional role in the National Public Service.

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

PUBLIC SERVICES COMMISSION

The Public Services Commission (the Commission) is a constitutional body, having been established under Section 190 of the Constitution of the Independent State of Papua New Guinea.¹

The Commission consists of three members appointed for a five year term by the Head of State, upon recommendation by the Public Services Commission Appointment Committee consisting of –

- (a) the Prime Minister (Chairman)*
- (b) the Chief Justice*
- (c) the Leader of Opposition*
- (d) the Chairman of Permanent Parliamentary Committee*
- (e) the Chief Ombudsman*

as provided by Section 190(2) of the Constitution.

Being a Constitutional Office, Section 192 of the Constitution² guarantees the Commission **independence** in the performance of its constitutional functions and responsibilities.

Prior to a major reform of the National Public Service in 1986, the Commission used to have the executive and administrative powers relating to, or dealing with, all executive/administrative and personnel matters in the National Public Service. The Commission also had the right under the Constitution at that time to be consulted by the National Executive Council (NEC) for its views on the appointment of Heads of the Departments in the Public Service.

Although the Commission had the right at the time to be consulted on appointments of Departmental Heads and Heads of other government agencies, the NEC, legally, was not bound to act on the expressed views of the Commission, and some appointments at the time were essentially political in nature as the NEC basically had the discretion/prerogative over the matter of appointment. The Commission's views given in the consultation process, in some cases, were not taken into account, or simply ignored, and some appointments were not made on merit (or not merit based), but rather made on political considerations or on other ulterior motives.

In 1986, a major Public Service reform took place which saw the abolition of the then Commission and establishment of the current Commission with its new quasi-judicial review function. The then Commission's executive and administrative powers and functions were given to a newly created Department of Personnel Management (DPM) – this includes powers over personnel matters, e.g.; appointment, promotion, disciplinary, etc. The Commission was made a quasi-judicial body to conduct reviews into personnel and organizational matters under Section 191 of the Constitution³, and with the right to be consulted on appointment of Departmental Heads still retained. And in respect to the review of personnel matters, the Commission could only make recommendations – its review decisions were not legally binding. As a result, most of its review decisions were not implemented by Departmental Heads and Heads of other government agencies which were subject to the review jurisdiction of the Commission at the time.

The Government of the day, at the time, then realised the need to strengthen the role of the Commission in appointment, revocation of appointment and suspension of Departmental Heads, Provincial Administrators and CEOs of RSAs⁴, as well as its role in review of ‘personnel matters’ (as defined by Constitution Section 194)⁵. Through constitutional amendment in 2003, the Commission was empowered to conduct merit-based assessment on candidates or applicants for the positions of Departmental Head and Provincial Administrator and to make recommendations to NEC. The Commission was also empowered through this amendment to investigate allegations of misconduct against Departmental Heads and Provincial Administrators and to make appropriate recommendations to NEC on the issue of suspension or revocation of appointment. The amendment also made the Commission’s decisions on review of personnel matters (under Constitution Section 191 and Section 18 of the PSM Act 1995) legally binding (after 30 days of its making) rather than it being merely recommendatory in nature.

And through further amendment to the Constitution and the enactment of the Regulatory Statutory Authority (Appointment to Certain Offices) Act 2004 (the RSA Act) the appointment, suspension and termination of Chief Executive Officers (the CEOs) of RSAs also became subject to the recommendation of the PSC, following merit-based assessment (*see Constitution Sections 208A and 208B*).

And the procedures for appointment, suspension and revocation of appointment of Departmental Heads, Provincial Administrators and CEOs of RSAs were provided for under Sections 31A – 31D (for Departmental Heads) and 60 (for Provincial Administrators) of the Public Service (Management) Act 1995, Section 73(2) of the Organic Law on Provincial Governments and Local – Level Governments (also for Provincial Administrators) and Sections 4 – 7 and 9 – 10 of the RSA Act 2004 (for CEOs and non-ex-officio members of Boards of RSAs), and under the procedures, the Commission had the powers, (and was required) to conduct merit-based assessments on applicants for appointments, to conduct investigations (for suspension or termination) and to make appropriate recommendations to the NEC.

But the current Government decided to remove the powers of the Commission relating to appointment, revocation of appointment and suspension of Departmental Heads, Provincial Administrators and CEOs of RSAs, and to give these powers and functions to the Ministerial Executive Appointment Committee (the MEAC). And to effect the removal of the Commission’s powers and functions the Minister for Public Service put through Parliament the following Constitutional Amendments and Legislations:

1. Constitutional Amendment (No. 38) (Appointment of Certain Offices) Law 2014. (*certified on 14/05/14*)
2. Organic Law on Provincial Governments and Local – Level Governments (Amendment) (No. 13) Law 2014. (*certified on 14/05/14*).
3. Public Service (Management) Act 2014. (*certified on 19/09/2014*), repealing the PSM Act 1995.
4. Regulatory Statutory Authority (Appointment to Certain Offices) (Amendment) Act 2013. (*certified on 17/02/14*).

But the Commission’s powers⁶ in relation to appointment of Departmental Heads referred to in Constitution Section 193(1) (b), (c), (d), (e) & (f), (including the Commissioner of Police, Commander of PNG Defence Force and the CEO of the National Broadcasting Corporation) were not removed by the 2014 Constitutional Amendments and enactments, as alluded to above.

Furthermore, the 2014 Constitutional Amendments conferred on the Commission, the additional power to review (upon a complaint being made to the Commission) a decision of the National Executive Council (NEC) in relation to all appointments of Departmental Heads made under Constitution Section 193, generally, as per the new Section 193 (1E) of the Constitution.

The Commission's personnel review function under Constitution Section 191 was not removed in the 2014 Constitutional Amendments, and it is still intact in its entirety. And the new Constitution Section 193 (1E) basically makes the NEC's decisions on appointment of Heads of Departments under Constitution Section 193 subject to the Commission's personnel review jurisdiction under Constitution Section 191.

Therefore, the current core functions of PSC are –

- (a) Review of personnel⁷ and organizational⁸ matters under Constitution Section 191 and Sections 18 and 19 of the Public Service (Management) Act 2014.
- (b) Review of the NEC's decisions relating to appointment of Departmental Heads under Constitution Section 193, pursuant to Constitution Section 193(1E)⁹.
- (c) Consideration and assessment of nominated candidates and giving its views and appropriate advice to NEC relating to appointment of Departmental Heads referred to in Constitution Section 193(1) (b), (c), (d), (e), and (f), including the Police Commissioner, Commander of PNG Defence Force and CEO of the National Broadcasting Corporation **(upon being consulted)**.

1 Refer to Appendix A

2 Refer to Appendix B

3 Refer to Appendix C

4 Refer to Appendix D

5 Refer to Appendix E

6 Refer to Appendix F

7 Refer to Appendix G

8 Refer to Appendix H

9 Refer to Appendix 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;
- Parties to Review Proceedings;
- Professionalism;
- Decisions; and
- 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 OBE, MA, Ph.D receiving his OBE for outstanding services to Education and the Public Services Commission from late Governor General Sir Michael Ogie at the 2016 Queens Birthday Honours at Government House.

MEMBERS OF THE COMMISSION

The Members of the Commission for this reporting period are Dr. Philip Kereme, OBE, MA, Ph.D 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 are set out below;

CHAIRMAN PSC – DR. PHILIP KEREME, OBE, MA, Ph.D



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

He completed a Master of Arts (M.A) 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 (UOG). He was also Director

General of the Office of Higher Education (OHE).

One of Dr. Kereme's achievements was being awarded the Officer of the Most Excellent Order of the British Empire (OBE) Medal for his extraordinary contribution towards Education and the Public Services Commission in the 2016 Queens Birthday Honors.

COMMISSIONER NATIONAL – MR. APEO FUATA SIONE, M.PP



Commissioner 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 2nd May, 2012. Prior to his appointment, he was the Permanent Secretary of the Public Services Commission (PSC) Secretariat, since his appointment on 30th May, 2011. Commissioner Sione was initially appointed to head the PSC Secretariat as the Acting Secretary on 14th 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.

Commissioner Sione 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 17th 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 Advisor to the Department of Prime Minister & NEC from 2010 – 2011. From 2013 – 2014, he was the Public Service Advisor 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 (L.M) 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 PNG.

THE PSC SECRETARIAT

The Public Services Commission (PSC) Secretariat is established under Section 17 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, as set out under Constitution Sections 191 (review of personnel and organizational matters), 193 (relating to appointment of Departmental Heads referred to Section 193(1)(b),(c),(d), (e) and (f)) and 193(1E) (relating to review of NEC's decisions on all appointments, etc., of Departmental Heads made under Constitution Section 193, generally).

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

However, the Assessment Division ceased to perform its function (merit-based assessment of candidates for appointment as agency heads to assist the Commission to make the appropriate recommendation to NEC), following the removal of the Commissions powers and functions relating to appointment, etc., of Departmental Heads and other agency heads, as alluded to by the Chairman in his **OVERVIEW** (at page 4).

But following legal advice that the 2014 Constitutional Amendment did not remove the Commissions powers and functions relating to appointment of Departmental Heads referred to in Constitution Section 193(1) (b), (c),(d), (e) and (f), including the Police Commissioner, Commander of PNG Defence Force and CEO of National Broadcasting Corporation, the Assessment Division was revived/re-activated in May, 2016 to continue to perform its function, but only in-relation to appointment of Departmental Head referred to in Constitution Section 193(1) (b), (c),(d), (e) and (f), as alluded to above, in compliance or in-accordance with the **MERIT-BASED ASSESSMENT** criteria and process as provided for under the Public Service (Management) Act 2014 and Regulatory Statutory Authority (Appointment to Certain Offices) Act 2004. PSC still retains its powers and functions on appointments of those Departmental Heads referred to in Constitution Section 193(1) (b), (c), (d), (e) and (f). Furthermore, the 2014 Constitutional Amendment [in Section 193 (1E)] gives the Commission the new power to review the decisions of the National Executive Council (NEC) in relation to the appointment of Departmental Heads referred to in Section 193 (1) (a), (g) and (h) of the Constitution.

The PSC Secretariat is headed by Acting Secretary, 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 six (6) of the Divisional Directors that make up the Senior Executive Management (SEM) are captured below;

ACTING SECRETARY PSC SECRETARIAT - MS. JUDITH STENIS



Ms. Stenis has seventeen (17) 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 a 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 27th 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 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 seventeen (17) years of professional experience both in the private as well as the public sector.

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, he was promoted to Principal Review Officer after 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 Masters 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. Wii has a Bachelor of Arts Degree in Public Policy Management from the University of Papua New Guinea (UPNG) in 2003.

She commenced her career in the National Public Service in January, 2004 when she joined the Internal Revenue Commission (IRC) as a Revenue Assessment Officer. In 2006, she moved 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 eleven (11) years of professional experience in the National Public Service.

DIRECTOR LEGAL, ADVISORY & LITIGATION DIVISION - MR. RICHARD SIMBIL



Mr. Richard Simbil graduated with a Bachelor of Laws Degree (LL.B) (with Honours) from the University of Papua New Guinea in 2009. He then proceeded onto the Legal Training Institute (LTI) where he graduated in 2009 and was admitted to the Bar.

Mr. Simbil's career began with Paul-Paraka Lawyers in Port Moresby in 2010 as a Junior Lawyer; and in 2012, he was promoted to Senior Lawyer, when he was successful in securing a scholarship to do his postgraduate studies at the Australian National University (ANU) under the Australian Development Scholarship (ADS). He was one of eight successful PNG ADS scholars who were further awarded the prestigious Australian Leadership Award (ALA).

He completed his studies at the Australian National University in 2013 and successfully graduated in 2014 with a Master of Laws Degree (LL.M) (with merit).

In 2015, Mr. Simbil joined the Public Services Commission as a Senior Legal Officer, where he worked in that capacity for a year, before being promoted in May 2016 to the position of the Director of the Legal, Advisory & Litigation Division.

ACTING DIRECTOR ASSESSMENT DIVISION - MR. TIMOTHY WARINGE



Mr. Waringe joined the Public Services Commission in 2012 as the Principal Assessment Officer – Provincial Administration and was promoted to Acting Director of the Assessment Division in October, 2013, the position he held until October, 2014 following legislative amendments to the *Public Service (Management) Act 1995 (as amended)*. The Assessment function was removed from PSC and the Division was abolished. Since that time, Mr. Waringe and other personnel of the Assessment Division were moved to the Review Divisions in PSC until May, 2016, when the Division was again revived.

Mr Waringe holds a Bachelor of Arts Degree in Public Policy Management from the University Of Papua New Guinea (UPNG). He has over seven (7) years of experience in the

National Public Service, serving in various organizations prior to joining the Commission that includes the Department of National Planning & Monitoring; Department of Provincial & Local Level Government Affairs; Department of Personnel Management and the Ombudsman Commission.

DIRECTOR CORPORATE SERVICES DIVISION - 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 Service before moving to the Public Services Commission in 1995 as the Chief Finance & Administrative Officer. This position was renamed and

upgrade 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 Principal Review Officer from 2002 to 2007, than after the restructure in 2007, Mr. Gapi was appointed Director Corporate Services, a position he holds to date.

2016 PERFORMANCE REPORT

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*), Port Moresby General Hospital and Laloki Psychiatric 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 nine (9) officers in the Division; seven (7) are Review Officers, while two (2) are Admin Assistants (*Senior Admin Assistant to Commissioner National and Admin Assistant to Director National*). Details of the officers are provided 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	Principal Review Officer (Terms & Conditions)
5.	Mr. Charlie Mai	Senior Review Officer (Selection)
6.	Mrs. Dorothy Murray	Senior Review Officer (Discipline)
7.	Mr. Spinola Pagun	Review Officer (Terms & Conditions)
8.	Mrs. Mary Yano	Senior Admin Assistant to Commissioner National
9.	Mrs. Norris Sevese	Admin Assistant to Director National

PERFORMANCE REPORT

The overall performance of the National Review Division in 2016 has been consistently exceptional with the completion of **179 Review Matters** in another very challenging year; similar to those of 2015, 2014 and 2013. The Division completed *45 Submissions* and *134 Information Papers*.

The Division had six (6) main aims or goals to achieve in 2016, which included the following;

1. To try and complete all **100 Outstanding Review Matters by 30th April, 2016** that were carried over from 2015. Whilst 45 Review Matters are from 2015, the other 55 are from 2014 and other years back. Most of the above review matters are in **Pending Submission Stage**.
2. To simultaneously review the **Application for Review of Personnel Matters** received to date in 2016, together with *100 Outstanding Review Matters* from 2015 and other years back. From May – December, 2016 our Division intends to focus on Review Matters received and registered in 2016.
3. The Director (NRD) to continuously close **Applications for Review of Personnel Matters** which qualify as **Information Papers** and submit them to the Commission for its determinations and disposal on **Round Robin Basis** whenever applicable.
4. To conduct and complete all **Commission Appearances for the 10 Review Matters** from the provinces by 31st May, 2016, in conjunction with the Provincial Review Division.
5. To participate with the implementation of the **PSC Corporate Plan 2014 – 2018 Outcomes 1.1, 1.2 and 1.3 – Conducting Workshops & Awareness in the Provinces** together with the Provincial Review Division and Members of the Awareness Committee of the Commission. The implementation of the awareness program was first piloted in the Highlands Region in April, 2016 and was integrated into Commission Hearings carried out in the provinces.

ACHIEVEMENTS

In 2016, a total of **157 Review Matters** were received and registered by the National Review Division through the Office of Commissioner National. From that total, 92 cases were completed, with 65 pending review. By the end of 2016, the National Review Division carried over 106 cases into 2017 as *Outstanding Matters*. Out of the *106 Outstanding Matters*, 24 cases have been prepared as *Information Papers* and are currently pending Commissions determinations, which the Division is confident the Commission will close. Thus, the Division has 82 Outstanding Cases currently pending at various stages of the review process.

The general performance of the Division from 2013 – 2016 has been consistently exceptional. A contributing factor to the high performance over the past four years is largely due to the hard work of its officers and also the continuous, consistent and objective leadership provided by the Director of the division to staff to work hard to produce numerous *Submissions* for Commissions' determination and disposal.

KEY ISSUES & SUMMARY POINTS

- In 2016, the National Review Division had carriage of 285 Review Cases; which is 8 cases less than the previous year (*293 cases in 2015*). While 128 cases were carried over from 2015 as *Outstanding Matters*; 157 cases were received and registered in 2016.
- In 2016, the Division received and registered 157 cases; of that total, 92 cases have been completed in the same period, while 65 are pending.
- In 2016, the National Review Division completed 179 cases; meaning that, whilst 92 cases were from 2016, the other 87 cases were from 2015 and other years back.

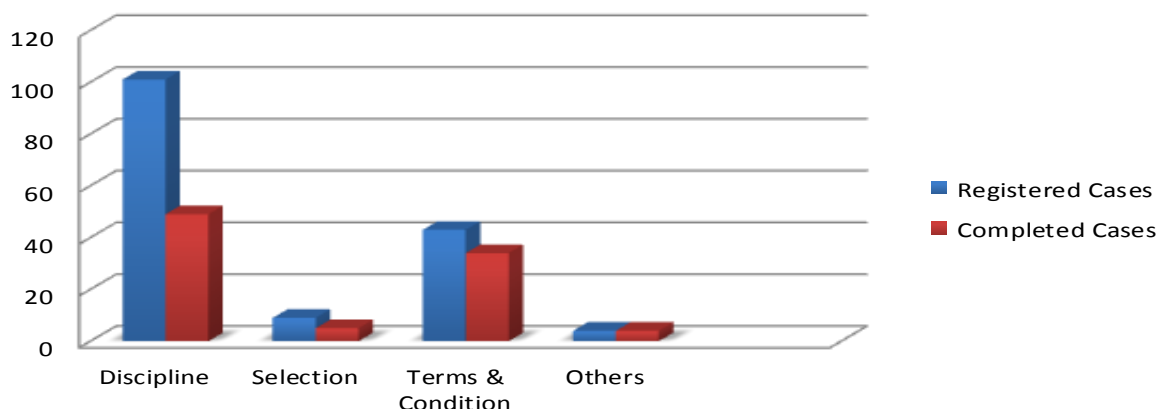
- In 2016, the Division completed 45 Submissions and 134 Information Papers; which is 51 Submissions less than the previous year (*96 Submissions in 2015*).
- 106 Outstanding Review Matters have been carried over into 2017; whereas 24 cases have been prepared as Information Papers and are currently pending Commissions' determinations.
- The Division has 82 Outstanding Review Matters currently under review at various stages. There are 5 time-barred cases, 2 cases with decisions yet to be made by Departmental Heads, and 75 cases are at various stages of the Review Process.
- The 75 Outstanding Cases pending at various stages include; Submissions pending Commissions' determinations on Round Robin Bases, Re-Submissions for Commissions' decisions; Pending Submissions; Pending Commission Hearings; Pending Legal Advices; and Pending Review of new cases. It should be noted that all directional hearings were suspended in October, 2016 due to a National Court Order in the matter of *OS (JR) No. 547 OF 2014: Christopher Peter –V- Dr. Vele Pat Ila'ava & ORS*. Thus, a substantial number of cases are pending review.
- There are 8 cases pending review from the provinces; 4 are carried over into 2017 as Outstanding Matters; whilst 4 are pending Submissions.

STATISTICAL SUMMARY OF REVIEW MATTERS BY THEIR NATURE OF COMPLAINTS & REVIEWED IN 2016

CASES	DISCIPLINE	SELECTION	TERMS & CONDITION	OTHERS	TOTAL
Registered	101	9	43	4	157
Completed	49	5	34	4	92
Pending	52	4	9	-	65

NB: 106 Review Matters are Outstanding Matters and have been carried over into 2017.

PERFORMANCE OUTPUT OF THE NATIONAL REVIEW DIVISION IN 2016



CHALLENGES

It has been another challenging year in 2016, largely due to Government Warrants not being released in a timely manner; and for other months there were no warrants released at all. Budgetary cuts by the Department of Treasury also had a profound effect on the daily operations of the National Review Division and the Commission as a whole.

The financial constraints affected the Divisions duty travel to the provinces, as a result there were no duty travels to the provinces in 2016. Despite the challenges, the Division successfully completed 10 out of the 12 Outstanding Cases carried over from 2015. Moreover, there was no duty travel undertaken in the 1st and 4th Quarters of 2016 as per the normal 'Combined Duty Travel' between the two Review Divisions due to funding constraints.

The Constitutional Amendments made to 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 output. 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 same, which is already in progress. Nevertheless, this challenge also created another project in the Commission that saw the establishment of the *Research & Review Committee* made up of Senior Officers of the Commission to take carriage of the project to create a PSC Model & New Look PSC.

The slight drop in productivity of the National Review Division in 2016 was also due to two (2) Acting Senior Review Officers leaving the Division in the middle of the year due to promotional transfers within the Commission. Also, the undertaking of part-time studies by the Director of the Division at Divine Word University had a direct bearing on the less number of submissions being provided by the Division for Commissions determinations.



Commissioner National Mr. Apeo Sione and Principal Review Officer Mr. David Hanaromo conducting a Commission hearing in West New Britain Province.

CONCLUSION

Although 2016 was a very challenging year, the National Review Division performed exceptionally well to complete 179 Review Matters. The Division has been consistent with its performances for the last four years since 2013, with almost full staff-strength on board until mid-year when two (2) Review Officers left the Division through internal promotional transfers.

The Division carried over *106 Review Matters as Outstanding Matters in 2017*. Out of the 106 Review cases; 24 cases have been prepared as *Information Papers* to discontinue their Reviews and close the files; while 82 cases are currently pending review. These include cases pending at various stages of the Review Process such as; Commissions' Decision, Submission and Re-Submission, Pending Commission Hearings, Legal Advice and Pending Review of new cases.

It is envisioned that the National Review Division will try its best to maintain its performance in 2017 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 function 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 summonses for the Commissions' direction hearings.
- Conduct the Commissions' directional hearings in Provinces.
- Preparation of submissions for Commission decisions; and
- Preparation 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 the Acting Director Mr. Terence Tupi following the appointment of the Substantive Director of the Provincial Review Division Ms. Judith Stenis as the Acting Secretary of the PSC Secretariat.

The Division is made up of eight (8) officers; six (6) of whom are Review Officers including a Senior Admin Assistant to Commissioner Provincial and a 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.	Ms. Koya Leslie	Principal Review Officer (Selection)
3.	Mrs. Schola Muou	Acting Principal Review Officer (Terms & Conditions)
4.	Mr. William Vulolo	Senior Review Officer (Discipline)
5.	Mr. Allen Nano	Acting Senior Review Officer (Terms & Conditions)
6.	Mr. Joshua Heape	Review Officer (Discipline)
7.	Ms. Dorothy Memafu	Senior Admin Assistant to Commissioner Provincial
8.	Mrs. Mary Koike Feaviri	Admin Assistant to Director Provincial Review Division

N.B: The Provincial Review Division is now left with 5 Review Officers after the passing of Mr. Allen Nano in late 2016.

PERFORMANCE REPORT

In 2016, a total of 266 cases were registered, of which 139 review cases were carried over from 2015. From the total number of cases registered for the year, 89 cases were completed and closed whilst 177 cases remain outstanding and have been carried over to 2017.

In this reporting period, only four directional hearings were conducted in 2016, which at most times were carried out concurrently with the awareness program, whilst another 12 still remain outstanding because of funding constraints. As a result, the Commission was unable to conduct further hearings in other provinces.

The statistics of these review cases can be found in Appendix J and K.

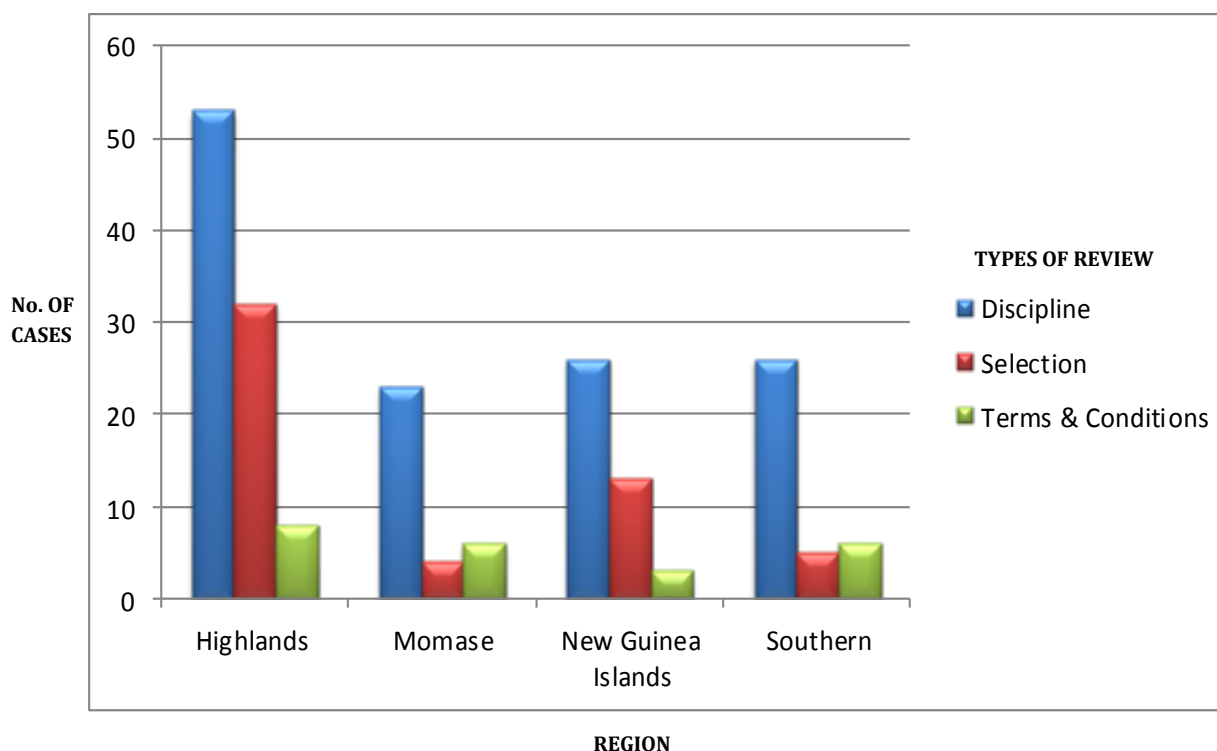
ACHIEVEMENTS

Despite the continuous funding constraints faced throughout most of 2016, the Provincial Review Division was able to complete and close 89 cases. This achievement was largely due to the commitment and hard work put in by the review officers within the division to complete the cases.

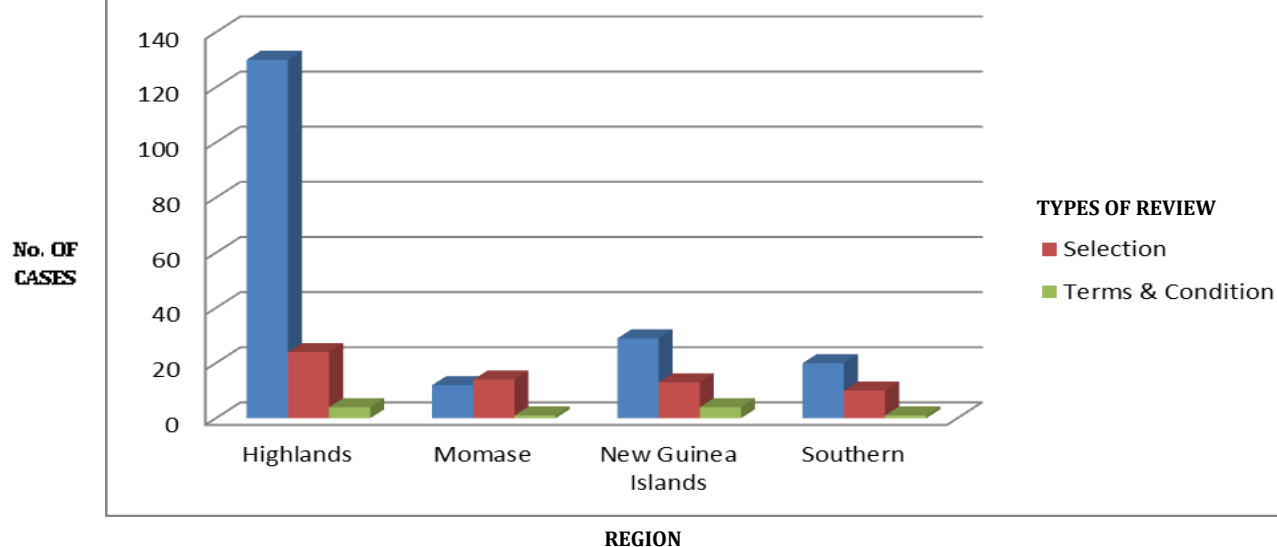
A comparison of the performance and cases received by the Division in 2016 against the previous year (2015) shows a slight improvement, even without proper funding to undertake our review work as indicated in the table and graphs below;

PERFORMANCE IN 2016	-vs-	PERFORMANCE IN 2015
<ul style="list-style-type: none"> Highlands Region recorded 53 discipline cases. 		<ul style="list-style-type: none"> Highlands Region recorded 130 discipline cases. Most cases were from Hela Provincial Administration.
<ul style="list-style-type: none"> Discipline case in NGI, Momase and Southern Region rose steadily. 		<ul style="list-style-type: none"> Discipline cases were very low from NGI, Momase and Southern Regions.
<ul style="list-style-type: none"> Selection Matters went up by 5% in 2016 with most cases from Western Highlands and Jiwaka Provinces. 		<ul style="list-style-type: none"> Selection Matters were very low with Highlands Region recording 14, Momase 14, NGI 13 and Southern Region 10.
<ul style="list-style-type: none"> There was a moderate increase in Terms & Conditions Matters with Highlands, Momase and the Southern Regions recording similar numbers. 		<ul style="list-style-type: none"> The number of Terms & Conditions Matters was very low with NGI and Highlands regions recording 4 cases each whilst Momase and Southern only recorded 1 case each.
<ul style="list-style-type: none"> Completion rate for the number of cases was at 47%. 		<ul style="list-style-type: none"> Completion rate for the number of cases was at 54%.

TYPES OF REVIEW CASE RECORDED IN 2016

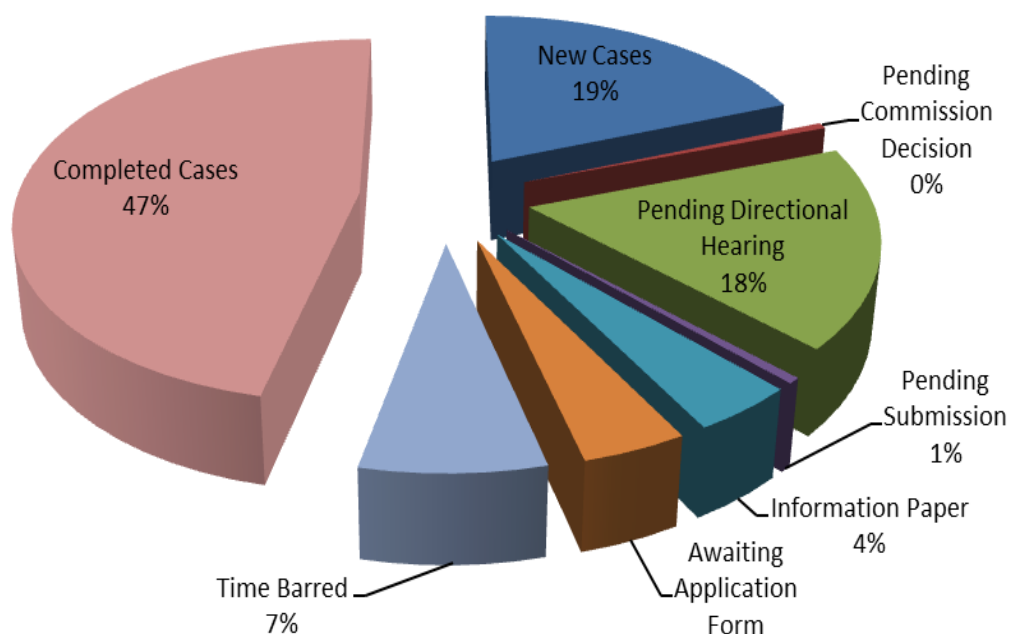


TYPES OF REVIEW CASE RECORDED IN 2015



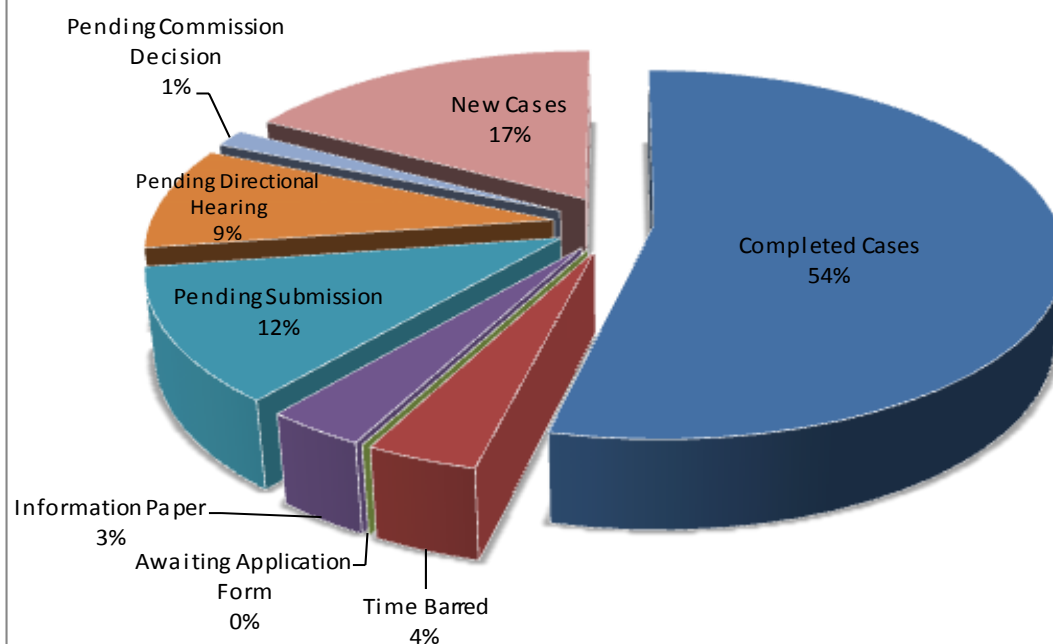
PERFORMANCE OUTPUT OF THE PROVINCIAL REVIEW DIVISION IN 2016

Status of Review Cases in 2016 (%)



PERFORMANCE OUTPUT OF THE PROVINCIAL REVIEW DIVISION IN 2015

STATUS OF REVIEW CASES IN 2015 (%)



CHALLENGES

The lack of funding to conduct directional hearings in provinces have hindered the work of the division, contributing to the large number of cases that remain outstanding and have now been carried over into 2017. Despite this challenge, the division continued to carry out its work with the limited funding available to conduct four (4) directional hearings in the provinces. The directional hearings were held concurrently with the roll out of the PSC Awareness Program. On the contrary, the awareness program should have been funded separately rather than amalgamated.

CONCLUSION

The over-all performance of the division in 2016 is commendable with the successful completion of 89 cases. The division would have done more, had there been appropriate funding available. However, continuous budget cuts to PSCs budget and funding constraints to the division hindered the progress. Nonetheless, the division proceeded to perform its role with what little funds were available to not only conduct its review function but also implement the PSC Awareness Program in some of the provinces it visited.

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 staff ceiling of eight (8) positions with six (6) funded positions yet to be filled. At present there is 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.	Mr. Vali Vanua	Principal Investigations Officer

PERFORMANCE REPORT

The Investigation Division although understaffed, performed exceptionally 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.*

ACHIEVEMENTS

The Division successfully closed most of its outstanding cases for the year, with the exception of one or two cases. Another achievement is its involvement in the roll-out of the Awareness Program in the National Capital District.

CHALLENGES

There were a number of challenges faced in 2016 that has hindered the Division from performing its role. One major challenge is incapacity. For the most part of the year, there was only one officer in the division that carried out all the investigations and at the same time performed 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 CEOs of Regulatory Statutory Authorities. However, following the removal of the Commission's powers and functions relating to appointment, revocation of appointment and suspension of Heads of government agencies in the 2014 Constitutional Amendments, the Investigation Division can no longer conduct investigations into allegations of misconduct by these Heads of government agencies, simply because the Commission no longer has the mandate/jurisdiction in these

matters. Therefore, the Division now mainly focuses on other investigations referred from the Office of the Chairman, and, or Acting Secretary of the PSC Secretariat.

Furthermore, there is a need for the roles and responsibilities of the Investigation Division to be clearly defined. A PSC Review Committee was set up in 2015, 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 the PSC model that is most similar to that of the Papua New Guinea PSC to shape the PSC that we think should look like in the future. The Division is also involved in this project, and so the model chosen through the 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 endorsement 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 PSC's Budget.

CONCLUSION

In 2016, the Investigation Division 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 and Litigation Division and the Review Committee to draw up the Investigation Divisions' new objectives and job descriptions for positions within the Division.

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

LEGAL, ADVISORY & LITIGATION DIVISION

INTRODUCTION

The core functions of the Legal, Advisory & Litigation Division are provided for under Outcome 5.1 of the PSC Corporate Plan 2014 -2018, which are to provide sound legal advice to the Commission Members and Staff of the PSC Secretariat; and, to defend the Commission in all litigation matters in the National and Supreme Courts of Papua New Guinea.

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

The main functions of the Advisory Branch are to;

- Provide Legal Opinion/Advice upon request by the Commission and Secretariat;

- Correct Draft Submissions prepared by Review Officers before they are finalized and presented for Commission decision;
- Correct Draft Advices prepared in line with the Commission's decision for the Chairman's signature;
- 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;

- Appear for the Commission in legal proceedings in which the Commission or the Commission Members are a party to;
- Prepare court documents in legal proceedings in which the Commission or the Commission Members are a party to;
- Liaise with the Legal Officers and private law firms representing other parties to legal proceedings in which the Commission is a party to; and
- Attend Section 18 Commission hearings.

This year also saw a change in the management of the Division with Mr. Richard Simbil being promoted to the position of Director. It also saw the recruitment of Mr. Yalo Kapili to the position of Legal Officer (Litigation) and Mrs. Mectil Iga to the position of Administrative Assistant. Mr. Kadai Manio who occupied the position of Principal Legal Officer (Litigation) resigned, leaving the position vacant thereby increasing the vacancies in the Division to four (4).

The positions that remain vacant are Principal Legal Officer (Litigation), Senior Legal Officer (Litigation), Senior Legal Officer (Advisory) and Legal Officer (Advisory).

The Division is currently made up of four (4) officers as indicated in the table below:

OFFICERS OF THE LEGAL, ADVISORY & LITIGATION DIVISION

NO.	STAFF	DESIGNATION
1.	Mr. Richard Simbil	Director – Legal, Advisory & Litigation Division
2.	Ms. Monica Kale	Principal Legal Officer (Advisory)
3.	Mr. Yalo Kapili	Legal Officer (Litigation)
4.	Mrs. Mectil Iga	Admin Assistant to Director LA&L

PERFORMANCE REPORT

This year was a very challenging year for the Division due to the shortage of staff compared to the huge amount of work that passed through. This year was also the year that the Commissions' decision to subject all Submission and Advices from the two Review Division for legal vetting and clearance was fully implemented. As a result, the Division cleared over 130

Submissions and 150 Advices whilst at the same time, attending to the Commissions' Court Matters and other functions and responsibilities under the PSC 2014- 2018 Corporate Plan. Despite the challenges, the Division was able to perform exceptionally well.

ACHIEVEMENTS

The main achievements of the Division in 2016 include;

1. The disposal and conclusion of ten (10) National Court Judicial Review Proceedings involving the Commission, with a 50% success rate;
2. The provision of 21 Legal Opinions/Advices to the Members of the Commission and Officers of the Secretariat on various legal issues regarding the roles and functions of the Commission;
3. Full and complete vetting of 135 Submissions and 157 Advices from the two Review Divisions; and
4. The purchase of the first lot of library books for the Divisions library.

The Division had also worked closely with Nemo Yalo Lawyers and the legal Consultant Mr. Eremas Andrew which resulted in the Chairman being granted '*locus standi*' by the Supreme Court to pursue his Supreme Court Reference filed under **Section 18** of the *Constitution* challenging Parliament's decision to amend and/or repeal provisions of the *Constitution, Public Services (Management) Act, Regulatory Statutory Authorities (Appointment to Certain Offices) Act* and other relevant laws which affected the roles and functions of the Commission.

CHALLENGES

The major constraint faced by the Division is the shortage of staff, especially in key senior positions. Of the eight (8) legal positions in the Division, only four (4) are occupied which includes the position of Director. The work load is therefore immense as the Division has to cater for the legal clearance of Review Files as well as attend to the numerous Court proceedings filed by the Departmental Heads and Provincial Administrators throughout the country.

RECOMMENDATION(S)

It is strongly recommended that competent lawyers be immediately recruited to fill all the vacancies in the Division. Retention of lawyers is also a serious problem as evidenced by the high turnover of lawyers and therefore the Commission and Secretariat have to review the current packages and incentives offered to lawyers, so that it is competitive and on par with that of private law firms, companies and other Constitutional Offices and State Agencies.

CONCLUSION

Even though 2016 was a very challenging year, the Division was able to fulfil its tasks and responsibilities under the Commission's Corporate Plan and provide effective and efficient legal services to the Commission and the Secretariat.

ASSESSMENT DIVISION

INTRODUCTION

The core function of the Assessment Division (as captured in the Commissions 2014 -2018 Corporate Plan) is to conduct merit-based assessment on candidates for appointment of Departmental Heads, Provincial Administrators, CEOs of Regulatory Statutory Authorities (the RSAs) and non-ex-officio members of Boards of RSAs in accordance with the **Merit-Based Appointment Process** set out under the Public Service (Management) Act 2014 and the Regulatory Statutory Authority (Appointment to Certain Offices) Act 2004, and to make appropriate recommendation to the Commission for deliberation and discussion on a list of suitable candidates to be submitted to NEC for deliberation on a candidate (out of the Commission's list) for appointment by the Head of State.

But, following the 2014 Constitutional Amendment (under which the Commission's powers in relation to appointment, revocation of appointment and suspension of agency heads were removed), the Assessment Division had not much work to do – it basically became redundant.

The Commission later received legal advice to the effect that the 2014 Constitutional amendments did not take away its powers in relation to appointment of those Departmental Heads referred to in Section 193(1) (b), (c), (d), (e), and (f) of the Constitution, which includes the Police Commissioner, Commander of the PNG Defence Force and Managing Director of National Broadcasting Corporation.

The Assessment Division was then revived/re-activated in May 2016 to continue to deal with merit – based assessment for appointments of those Departmental Heads referred to in Constitution Section 193(1) (b), (c), (d), (e), and (f), as alluded to above.

The Division is under the leadership of Mr. Timothy Waringe as the Acting Director. There are currently two (2) officers in the Division as indicated in the table below;

OFFICERS OF THE ASSESSMENT DIVISION

NO.	STAFF	DESIGNATION
1.	Mr. Timothy Waringe	Acting Director- Assessment Division
2.	Mr. Victor Lismond	Principal Assessment Officer

PERFORMANCE REPORT

Due to the removal of the Commissions' powers and functions relating to appointment of Heads of certain government agencies in 2014, as alluded to above, the Assessment Division was unable to fully perform its core functions, as captured in the Commissions' 2014 – 2018 Corporate Plan, as alluded to in the **INTRODUCTION**. But, as alluded to in the Chairman's forgoing **OVERVIEW**, there is a pending Supreme Court Application filed by the Chairman seeking the Supreme Court's opinion on the constitutionality and validity of the removal of the Commission's powers and functions, and the Division is optimistic about the outcome of the Supreme Court Application and the re-instatement of its full core function.

ACHIEVEMENTS

The main achievements of the Division in 2016 include;

1. Reviewing of the Merit Based Appointment Procedural Manual. This task was assigned to the Division soon after it was revived in May. The main focus was to refine the manual into a more appropriate volume and to rearrange the content to make it more coherent.

The Manual has been condensed into an information booklet and is now in its draft stage.

2. The successful completion of two (2) consultation matters involving the appointment of the Managing Director of the National Broadcasting Corporation and its Acting Deputy Managing Director; Acting Auditor General for the Office of the Auditor General; and the Leadership Investigation in-relation to the appointment of the National Museum & Art Gallery Board Trustees.

CHALLENGES

The biggest challenge faced by the Division in 2016 is its inability to perform its full core function due to the removal of the powers of the Commission in relation to appointment of Departmental Heads and Heads of other State agencies as effected by the 2014 Constitutional Amendments, as alluded to in the **PERFORMANCE REPORT** above. The Division has, therefore, been unable to make changes to insert proper time-frames to its activities to make it more realistic and practical.

Another constraint was the lack of internal logistics by way of phone lines for the Division to carry out its work.

CONCLUSION

In this reporting period, the Assessment Division was able to complete all assigned tasks.

Moreover, the Division acknowledges the efforts of all the staff including the Senior Executive Management and Commission Members for providing continuous assistance and leadership to the Division when required; and looks forward to more success in the years ahead.

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 (I.T), Media & Publication and Registry. The Division is under the leadership of Mr. Geno Gapi as Director of the Corporate Services Division. Mr. Gapi oversees twenty-three (23) personnel as indicated in the table below;

OFFICERS OF THE CORPORATE SERVICES DIVISION

NO.	STAFF	DESIGNATION
1.	OFFICE OF THE DIRECTOR CORPORATE SERVICES	
	Mr. Geno Gapi Mrs. Kerry Gapi	Director Corporate Services Division Admin Assistant to Director CSD
2.	HUMAN RESOURCE MANAGEMENT BRANCH	
	Mrs. Mary Solomon Mr. Douglas Formai Mrs. Geraldine Sema	Manager Human Resource Management Senior Human Resource Officer Human Resource Officer
3.	FINANCE BRANCH	
	Mr. Goodwin Beliga Ms. Miriam Namesi Mr. Neidab Ulu Ms. Lydia Loko	Acting Manager Finance Examiner Certifying Officer Paymaster
4.	I.T BRANCH	
	Mr. Peter Timan Mr. Rogana Mala Mr. Lavi Lavi	Manager I.T Network Administrator I.T Officer
5.	MEDIA & PUBLICATION BRANCH	
	Ms. Dorah Gawi	Principal Media & Publication Officer
6.	REGISTRY BRANCH	
	Mr. Daera Papua Mr. Eli Iwa Mr. Jaymex Elia	Senior Registry Clerk Assistant Registry Clerk Registry Clerk

7.	RECEPTION, TRANSPORT, SECURITY & AUXILIARY STAFF	
	Mrs. Elizabeth Unido	Receptionist/Admin Assistant
	Mr. Julius Omuru	Senior Driver
	Mr. Toby Teine	Driver
	Mr. Leo Paiera	Driver
	Mr. Joe Rove	Executive Security
	Mr. James Kepe	Front Desk Security
	Ms. Tonica Avei	Cleaner
	Mrs. Serah Manda	Cleaner

PERFORMANCE REPORT

This reporting period (2016) has been a very challenging year for the Corporate Services Division which was largely due to the continuous budget cuts that hindered the implementation of some projects and activities of the Commission. Despite this constraint, the Division continued to provide the best possible service it could within the resources allocated.

One achievement that can be highlighted is the installation of the *Time Card/Clock-in-System* by Sungwoon International Ltd in December, 2016. The installation of this system will assist HR to properly collate data on staff attendance and punctuality. Officers have to fully utilize the clock in system as of January, 2017.

Branches within the Corporate Services Division have highlighted their performance for 2016 indicating their achievements and challenges faced and offering recommendations on how best to improve on the Divisions performance in the years ahead.

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 organizational 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 a lot of change throughout 2016 on the Staff Establishment and Position Occupancies. Three (3) new staff joined the Commission in May 2016, who were selected through the Recruitment & Selection process in 2015. There were also internal transfers to core positions within PSC approved by the Office of the Secretary of the PSC Secretariat.

STAFF ESTABLISHMENT & OCCUPANCY

NO.	DIVISION	STAFF ON STRENGTH	VACANCIES	TOTAL NO. OF POSITIONS	COMMENTS
1.	Commission	3	-	3	
2.	Executive	2	4	6	

3.	National Review Division	9	3	12	
4.	Provincial Review Division	9	2	11	
5.	Legal, Advisory & Litigation Division	4	4	8	
6.	Investigation	2	6	8	
7.	Assessment	3	8	11	Acting Director & PAO in Division.
8.	Corporate Services	26	6	32	1 un-attached and 9 re-categorized staff.
TOTAL		58	33	91	

TRAINING & DEVELOPMENT

Six (6) Officers graduated on the 13th of March, 2016 from the Divine Word University (DWU) after successfully completing four (4) Semesters over two years from 2014 – 2015. The officers and the programs successfully attained are listed below;

NO.	NAME	DIVISION/BRANCH	PROGRAM
1.	Mrs. Mary Solomon	Corporate Services Division	Bachelor Management
2.	Mrs. Christine Gorogo	Executive Services Branch	Diploma Management
3.	Ms. Koya Leslie	Provincial Review Division	Diploma Human Resource Management
4.	Mrs. Dorothy Murray	National Review Division	Diploma Human Resource Management
5.	Mrs. Raga Wele	Executive Services Branch	Diploma Human Resource Management
6.	Ms. Dorothy Memafu	Provincial Review Division	Diploma Human Resource Management

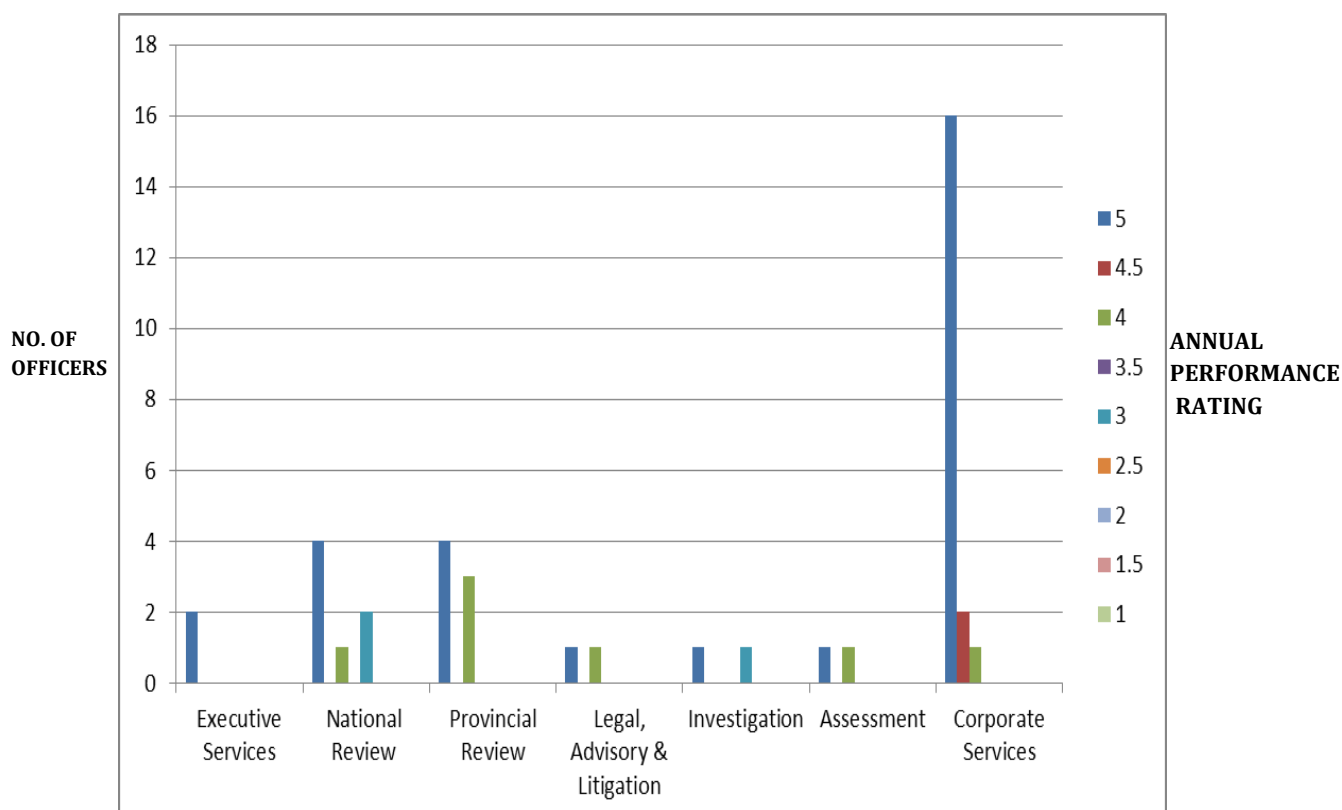
ACADEMIC STUDIES

- Director of the National Review Division Mr. Joshua Ngawi is on academic studies at the DWU and has completed the first year under the Master of Public Administration Program, at the Flexible Learning Centre in Madang. Mr. Ngawi has another two semesters to complete in 2017.
- Acting Manager Finance Mr. Goodwin Beliga has completed his first year of studies in Public Financial Management, Accountancy and Public Policy Management at the University of Papua New Guinea. The program is sponsored by the Department of Finance.

PERFORMANCE BASED SALARY STRUCTURE (PBSS)

Staff Performance Appraisals (SPA) were completed by staff and assessed by their respective Directors and Branch Managers for the period of 01st January to 30th June and 01st July to 31st December, 2016. The Annual Performance Ratings determines the eligibility of each of the officer's progression to the next salary step. Those officers already on Salary Point 5, who scored 5 in their Annual Performance Rating, were awarded a one-off payment of 5%.

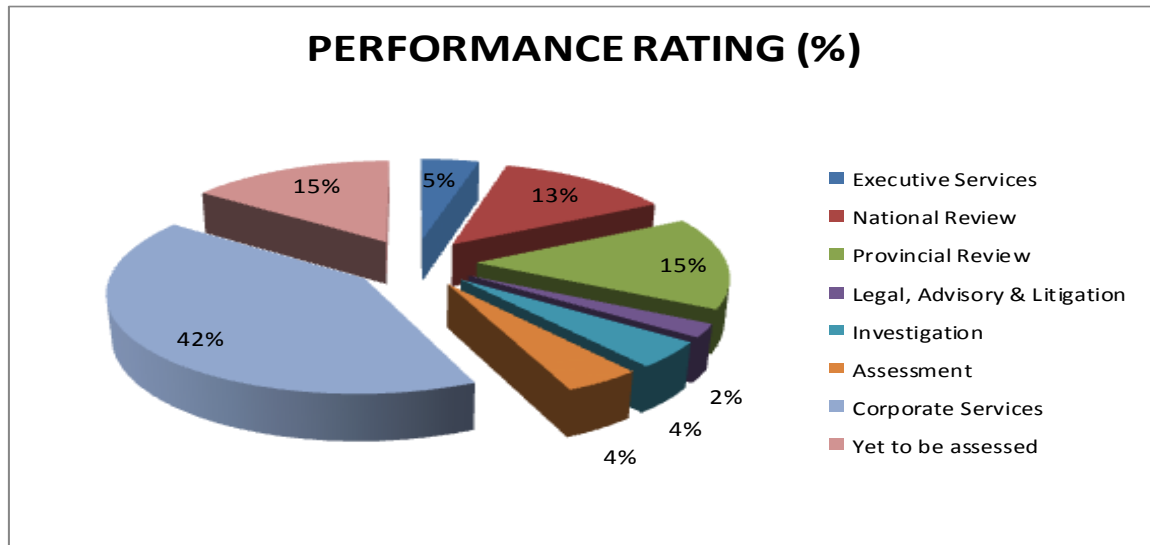
ANNUAL PERFORMANCE RATING OF OFFICERS



From the graph above, a total of thirty-six (36) officers completed and submitted their Staff Performance Appraisals (SPAs) for assessing out of forty-six (46) officers.

From that total, five (5) officers were recruited after the first six months of the performance period and therefore could not be fully assessed; whilst two (2) officers did not complete their and submit their SPA forms.

PUBLIC SERVICES COMMISSION 2016 STAFF PERFORMANCE RATING

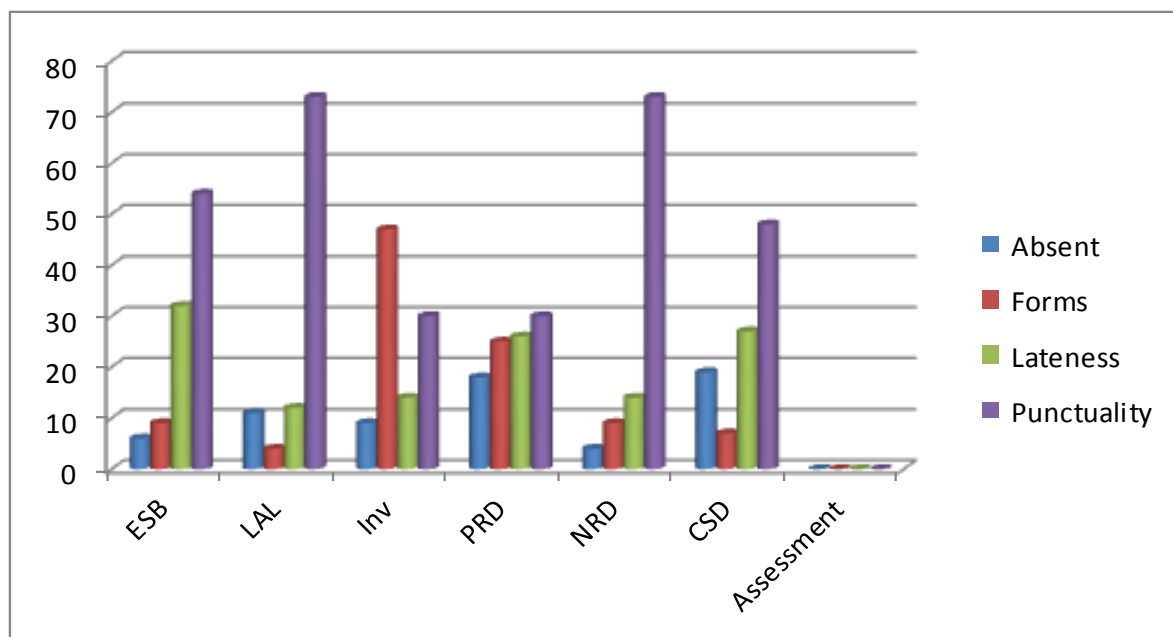


ATTENDANCE & PUNCTUALITY

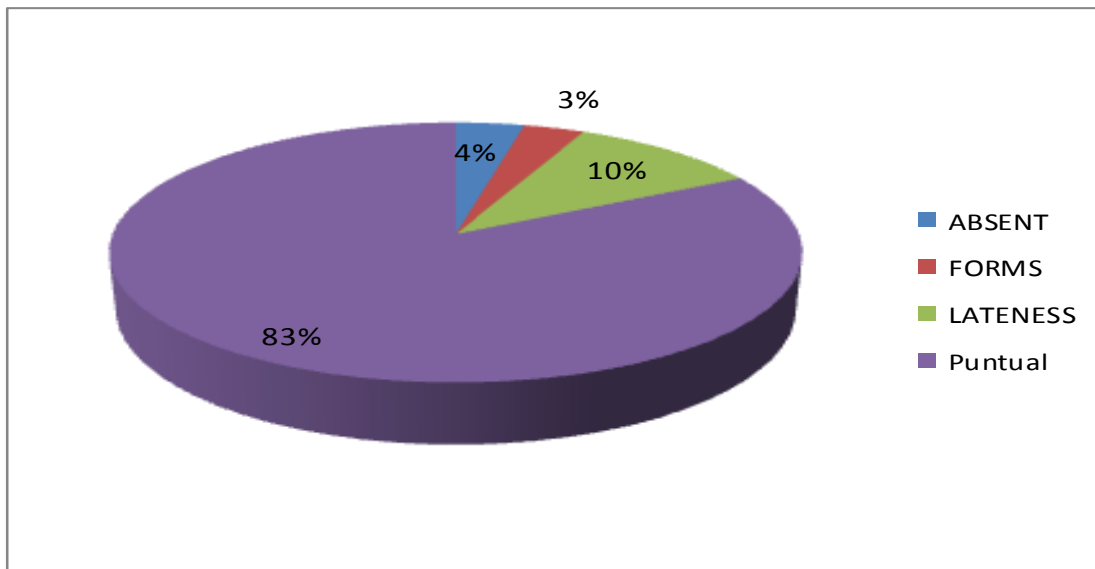
Attendance and punctuality records are compiled on a fortnightly basis by the Directors of the Divisions and forwarded to the HRM Branch for compilation. The same reports are then compiled into quarterly reports highlighting total absenteeism, lateness and credits due, and also indicates if Divisions are submitting their appropriate leave forms.

In 2016, no action was taken to recommend for Salary Deduction as officers know their leave credits and were able to submit relevant forms accordingly.

STAFF ATTENDANCE & PUNCTUALITY BY DIVISION



DATA OF PSC'S ATTENDANCE & PUNCTUALITY



ORGANIZATION STRUCTURE

The PSC Organization Restructure requirements as per the *Public Service General Order 2- 2.25* is nearing completion. There are several divisions that need to update and review their 'Job Descriptions' before work can be completed.

PLANS & POLICIES

➤ ANNUAL TRAINING PLAN

The Annual Training Plan that outlines the Short Courses for staff could not be implemented due to funding constraints. However, the academic studies for both Mr Joshua Ngawi and Mr. Goodwin Beliga proceeded in 2016.

➤ TRAINING & DEVELOPMENT POLICY

The Training and Development Policy will be reviewed by the PSC Training Committee in 2017.

➤ FIVE YEAR TRAINING & DEVELOPMENT PLAN

The Review of the Plan was only updated with relevant information on each of the officers' employment status in 2016.

Meantime work is yet to be undertaken on other policies like the Policy on Occupational Health & Safety (OH&S) and HIV and AIDS Work Place Policy.

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 Commission 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 2016 appropriation given to the Public Services Commission is **K6, 435,483 million**. However, after a Supplementary Budget Review an amount of K285, 066 was removed from PSC's initial appropriation bringing the total to **K6, 150,417 million**. From this revised appropriation K5, 161,083 is for Personnel Emoluments and K989, 334 is for Goods & Services.

(Refer to the 2016 Financial Report for the Commission on page 50)

ACHIEVEMENTS

The Public Services Commission is one of the government agencies to gain and fully implement the Integrated Financial Management System (IFMS) in 2016, replacing the PNG Government Accounting System (PGAS). The Commission was successful in rolling out the program from budgeting to expenditure, printing cheques and reporting.

Another achievement of the Branch was the successful completion of the 2014 and 2015 Bank Reconciliation that has been submitted to the Department of Finance to verify against the Commissions accounts from the old PGAS System which was removed after the installation of the IFMS.

Also this year saw the successful recruitment of a Certifying Officer Mr. Neidab Ulu and the promotional transfer of Ms. Lydia Loko as Paymaster. Ms. Loko was the Admin Assistant to Director Corporate Services prior to her successful appointment.

CHALLENGES

One of the constraints faced by the Branch is the lack of knowledge in understanding the process involved in preparing and submitting the Commissions Bank Reconciliation using PGAS resulting in the outstanding bank reconciliations for 2014 and 2015.

Another major challenge faced was the budget cuts that affected the implementation of the 2nd Phase of the CMS project undertaken by I.T Branch. Duty travel for review officers into provinces for Personnel Review Matters was put off due to the lack of funds. This also affected other programs like the roll-out of the Awareness Program, installation of the Clock-In System and the servicing of the PSC vehicles amongst others.

However, despite this constraint, the Finance Branch was able to work alongside the Senior Executive Management (SEM) to identify priority areas and allocate funding accordingly in-order to ensure the Commission fully performed its roles and functions successfully.

INFORMATION TECHNOLOGY (I.T) BRANCH

The Information Technology (I.T) Branch is responsible for effective planning, implementation, organization, procurement and installation of required I.T required facilities. The branch is also required to provide advice to the Commission's Senior Management and Staff on all I.T activities.

Apart from the normal day-to-day support and management of the Commission's I.T system, below are some of the notable achievements of the I.T Branch in 2016.

ACHIEVEMENTS

The I.T Branch embarked on two major projects in this reporting period that are in-line with *Corporate Plan Outcome 6.2 – Provide Effective Management of Information Technology*. The major projects include;

- Case Management System (CMS) – The CMS is now up and running after problems were detected with its hard disks. After restoration, there were still some issues faced with its functions, which have been identified and forwarded to the Datec Software Development Team to rectify.
- PSC Website – The Commissions website is now up and running. The I.T Branch is now waiting for feedback from the staff of the Commission before the website is finalized and formally launched.

CHALLENGES

The major constraint faced in this reporting period is 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 2nd phase of the CMS project including upgrades and the installation of new IT hardware and software that were scheduled to be carried out to our network. All that had to be put on hold pending the availability of funds.

Another area that funding was also a major challenge was the training of I.T personnel. Due to budget cuts most training within the Commission had to be put on hold. Training for I.T staff is very important because officers need to update and equip themselves with the changing skills, software and knowledge within the I.T world.

MEDIA & PUBLICATION BRANCH

The role of the Media & Publication Branch is to create awareness on the roles and functions of the Commission amongst public servants and stakeholders in the National Public Service; and to compile Annual Reports and publications sanctioned by the Commission and done with the utmost efficiency to fulfil the over-all objective of the Commission.

ACHIEVEMENTS

The Branch worked alongside the I.T Branch to successfully add content and design a 'dummy page' of the PSC Website. The page was completed and posted for comments from staff on the

7th of November, 2016. The website once completed will enable public servants, stakeholders and the general public easy access to information on the roles and functions of the Commission and also enable aggrieved officers to access and lodge *Application for Review of Personnel Matters* online.

The Branch also took part in the PSC Awareness program that was conducted in 2016; by assisting with the printing of awareness materials, presentations and taking part in the roll out of the program in NCD.

The 1st Draft of the Media & Publication Operational Guideline was completed and submitted to the Office of the Director Corporate Services. The guideline once completed will provide an effective means of managing media and publication matters within the Commission by optimizing on the best possible avenues to disseminate information using the various forms of media including print, electronic and social media.

The Branch was able to successfully compile the 2015 Annual Report with the assistance of the Senior Executive Management (SEM) and Branch Managers. The report is now awaiting presentation to the Office of the Governor General. Thus far, the Commission is up to date with the reporting of its performance to Parliament on a yearly basis.

The formulation of the PSC Management Action Plan (MAP) was done in-conjunction with the SEM and Branch Managers to identify the projects that each Division/Branch will undertake to implement in 2016. Several projects/activities were identified and implemented in the year.

CHALLENGES

Funding was a major constraint for the Branch in this reporting period. Printing of most publications like the PSC Today Newsletter had to be put on hold due to budget cuts resulting in funding being allocated to priority programs or projects.

Incapacity was also another issue faced in 2016. Even though recruitment was undertaken and a successful candidate identified; the candidate was unable to commence duties. The position even though funded remains vacant.

REGISTRY BRANCH

The Registry Branch is responsible for the effective maintenance of all records and registration of all records and registration of all correspondence either in-coming or outgoing from the Commission.

There has been a continuation of work carried forward from 2015 mainly to do with case files and Commission meetings as well as general correspondences from the Commission totalling 1,400, which are out-dated files that need to be disposed of immediately due to the lack of storage capacity.

ACHIEVEMENTS

A significant achievement of the Registry Branch was the successful completion of a Registry Policy that is currently in its draft stage and has been submitted through the office of the Director Corporate Services for the Commissions Legal Division to interpret the policy paper.

The policy once completed will serve as an operational guide in properly managing the Commissions records.

The Branch also completed a Data Inventory Registry for the Commission, which will be used to register all assets of the Commission.

Moreover, a total of 548 Advices and Acknowledgement letters were sent out to various Government Institutions and aggrieved officers in 2016. Furthermore, the Commissions' Private Mail Box and mailing account has been paid in-advance for 2017 totalling K1, 500.00 leaving the Commission with a Credit Balance of K800.00 to be carried over in 2017.

CHALLENGES

The biggest challenge for the Branch was the lack of a Scanning Machine. This machine is vital in properly scanning case files in-order to either archive or delete and dispose. The branch has been without this machine for quite a while now, largely due to funding constraints to purchase this machine. However, despite this constraint the branch has managed to perform its role exceptionally well.



Assistant Registry Clerk Mr. Eli Iwa sorting out files in the PSC Archive Room.

2016 FINANCIAL YEAR REPORT

The Public Services Commissions budget appropriated for 2016 totalled **K6, 435,483 million**. However, the budget allocation was further revised due to the Supplementary Budget Review resulting in a budget cut totalling K285, 066 to the Goods & Services appropriation, bringing the revised budget appropriation to **K6, 150,417 million**. Refer to the Consolidated Financial Status Report as at 31st December, 2016 consisting of;

- Personnel Emoluments – K5,161,083 million
- Goods & Services – K989, 334 million

DEPARTMENT OF PUBLIC SERVICE COMMISSION SUMMARY OF RECURRENT EXPENDITURE As at 31st DECEMBER 2016

Item No.	Description	Original Budget Appropriation	Revised Budget Appropriation	Warrant Authority Received	Expenditure Year to Date	Outstanding Commitments	Total Expenditure & Commitments (6)+(7)	Fund Available (5)-(8)	Balance of Approp. Not Released via W/A (4)-(5)
1	2	3	4	5	6	7	8	9	10
	PERSONNEL EMOLUMENTS	5,261,083	5,161,083	5,161,083	4,858,345	-	4,858,345	302,738	-
111	Salary and Allowances	4,746,377	4,646,377	4,646,377	4,338,803	-	4,338,803	307,574	-
113	Overtime	10,000	10,000	10,000	10,000	-	10,000	-	-
114	Leave fares	100,000	100,000	100,000	100,000	-	100,000	-	-
141	Retirement,Pensions,Gratuities and Retrenchment	404,706	404,706	404,706	409,542	-	409,542	(4,836)	-
	GOODS AND SERVICES TOTAL	1,174,400	989,334	989,334	989,334	-	989,334	-	-
	Fixed Costs (Goods & Services)	350,000	450,000	450,000	450,000	-	450,000	-	-
122	Utilities	250,000	250,000	250,000	250,000	-	250,000	-	-
126	Administrative Consultancy Fees	100,000	200,000	200,000	200,000	-	200,000	-	-
	Variable costs (other Goods & Services)	824,400	539,334	539,334	539,334	-	539,334	-	-
121	Travel and Subsistence	440,400	233,620	233,620	233,620	-	233,620	-	-
123	Office Materials and Supplies	80,000	68,250	68,250	68,250	-	68,250	-	-
125	Transport and Fuel	80,000	68,125	68,125	68,125	-	68,125	-	-
128	Routine Maintenance	30,000	29,300	29,300	29,300	-	29,300	-	-
135	Other Operational Expenses	85,000	47,764	47,764	47,764	-	47,764	-	-
136	Education,Training and Workshops	89,000	77,875	77,875	77,875	-	77,875	-	-
142	Membership Fees, Subscriptions and Contributions	10,000	10,000	10,000	10,000	-	10,000	-	-
221	Furniture and Equipments	10,000	4,400	4,400	4,400	-	4,400	-	-
222	Purchase of Vehicles	-	-	-	-	-	-	-	-
	DEPARTMENT OF PUBLIC SERVICE COMMISSION TOTAL	6,435,483	6,150,417	6,150,417	5,847,679	-	5,847,679	302,738	-

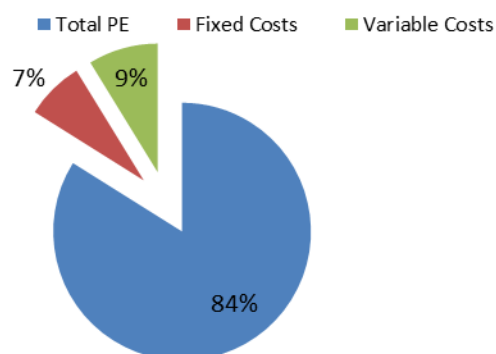
DATA FOR THE COMMISSION

Total PE- K5, 161, 083

Fixed Costs – K450, 000

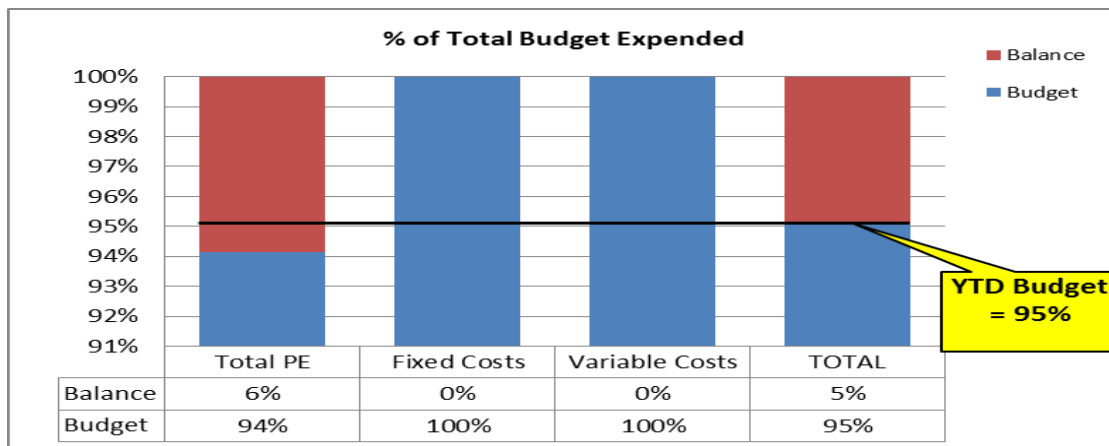
Variable Costs – K539, 334

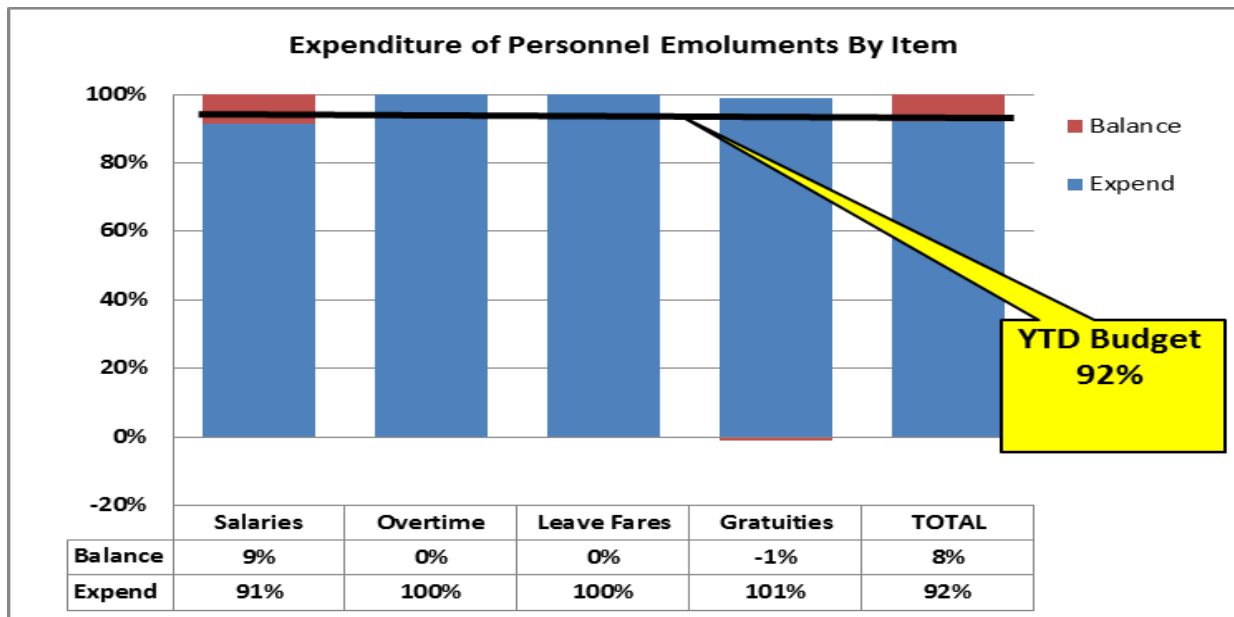
Total Expenditure By Classification Whole Department



DATA FOR YTD EXPENDITURE BY CLASSIFICATION COMPARED TO BUDGET

	<u>Budget</u>	<u>Balance</u>		<u>Budget</u>	<u>Actual</u>
Total PE	94%	6%		5,161,083	4,858,345
Fixed Costs	100%	0%		450,000	450,000
Variable Costs	100%	0%		539,334	539,334
TOTAL	95%	5%		6,150,417	5,847,679
				Balances	Balances





The Commission expended its overall annual budget by 95%, and reflects the following;

- a. Personnel Emoluments – Budget 95%, Balance 6%
- b. Fixed Costs – Budget 100%, Balance 0%
- c. Variable Costs – Budget 100%, Balance 0%
- d. Total Budget Expended – Budget 95%, Balance 5%

The 6% balance for the Commission reflects K307, 574 in **savings** on Salaries and Allowances. This is due to;

- a. Two officers resigning during the year
- b. Five new recruits were paid from the funds under Goods & Services until the 4th Quarter when they were put on the payroll by DPM. These positions are fully funded therefore the Commission made a Savings of K307, 574. (Refer to the graph on Warrants YTD against Actual Exenditure).

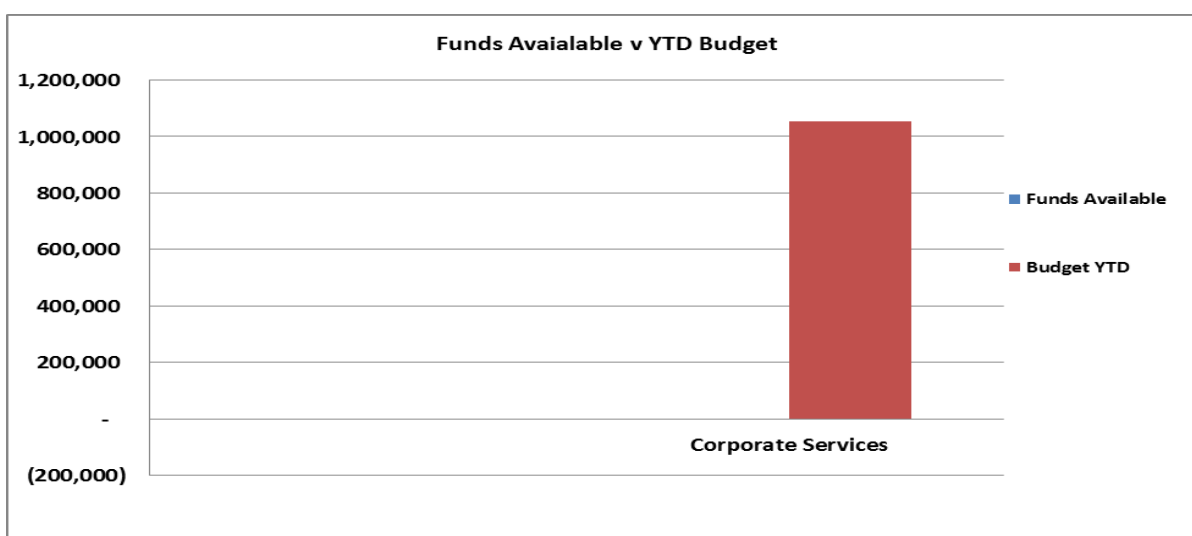
Gratuities: 1% overspent reflects K4,836. Two officers who resigned in the year were paid from IFMS which contributed to the 1% being overspent.

FINANCIAL DETAILS OF THE COMMISSION AND ITS FINANCIAL EXPENDITURE POSITION

DATA FOR FUNDS AVAILABILITY

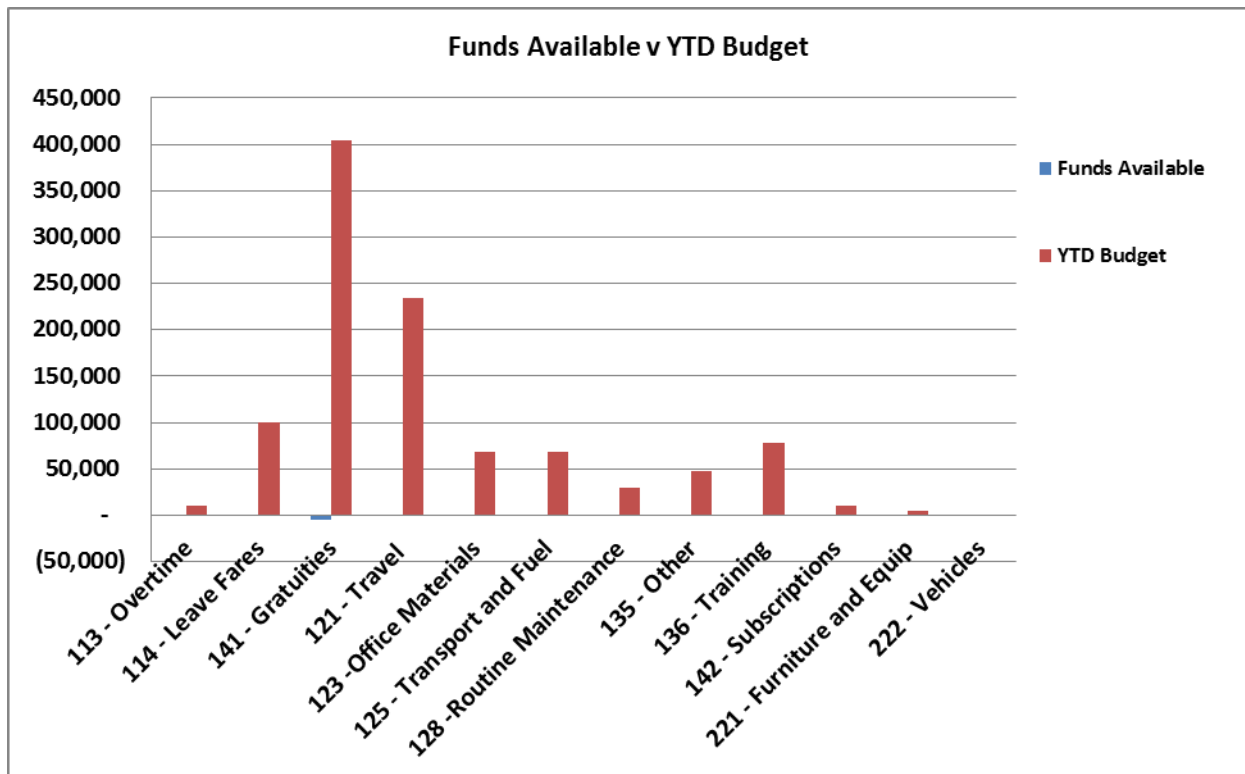
Data for Budget -v- Warrant -v- Actual Chart by Cost Centre **LESS SALARIES AND FIXED COSTS** with budget adjusted for time lapsed.

	<u>Funds Available</u>	<u>Budget YTD</u>
Corporate Services	(4,836)	1,054,040
	(4,836)	1,054,040
	Balances	Balances
	Balances	



Data for Funds available by Item, excluding salaries and utilities

	<i>Funds Available</i>	<i>YTD Budget</i>	
113 - Overtime	-	10,000	
114 - Leave Fares	-	100,000	
141 - Gratuities	(4,836)	404,706	
121 - Travel	-	233,620	
123 -Office Materials	-	68,250	
125 - Transport and Fuel	-	68,125	
128 -Routine Maintenance	-	29,300	
135 - Other	-	47,764	
136 - Training	-	77,875	
142 - Subscriptions	-	10,000	
221 - Furniture and Equip	-	4,400	
222 - Vehicles	-	-	
TOTAL	(4,836)	1,054,040	0%
	Balances		



Time Elapsed Calculation - used to determine YTD Budget

Month of the Year

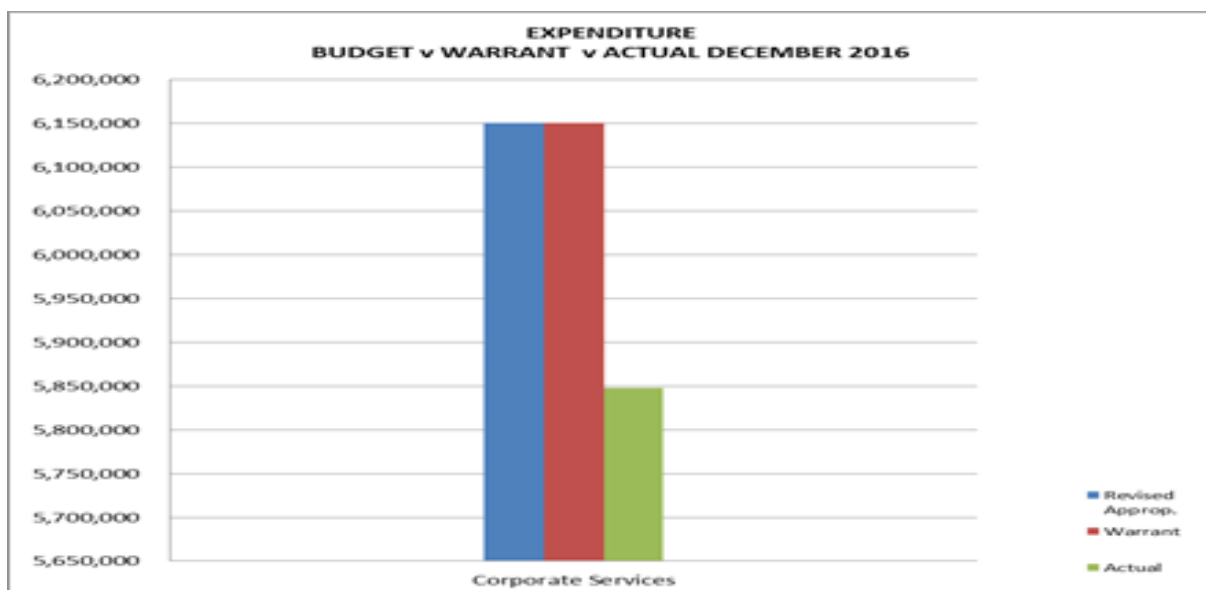
12

Time Elapsed =

1

DATA FOR BUDGET-v- WARRANT -v- ACTUAL CHART BY CALL CENTRE

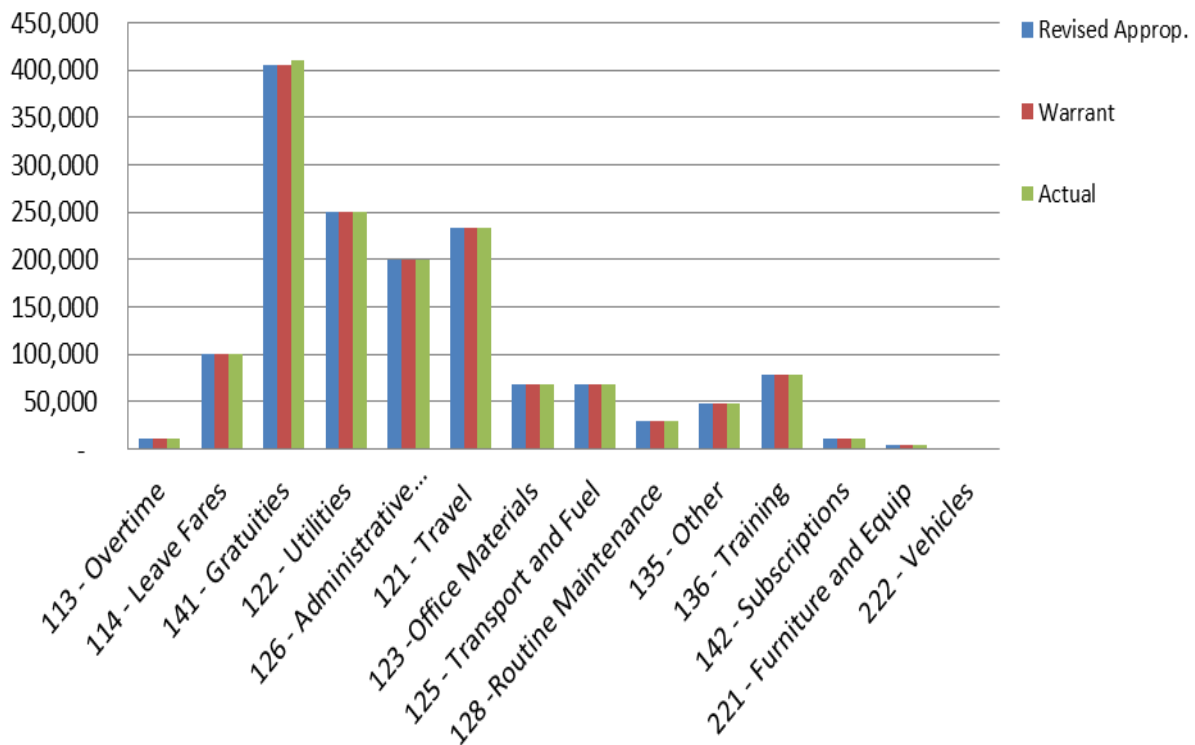
	Revised Approp.	Warrant	Actual
Corporate Services	6,150,417	6,150,417	5,847,679
	6,150,417	6,150,417	5,847,679



DATA FOR BUDGET-v- WARRANT -v- ACTUAL CHART BY ITEM

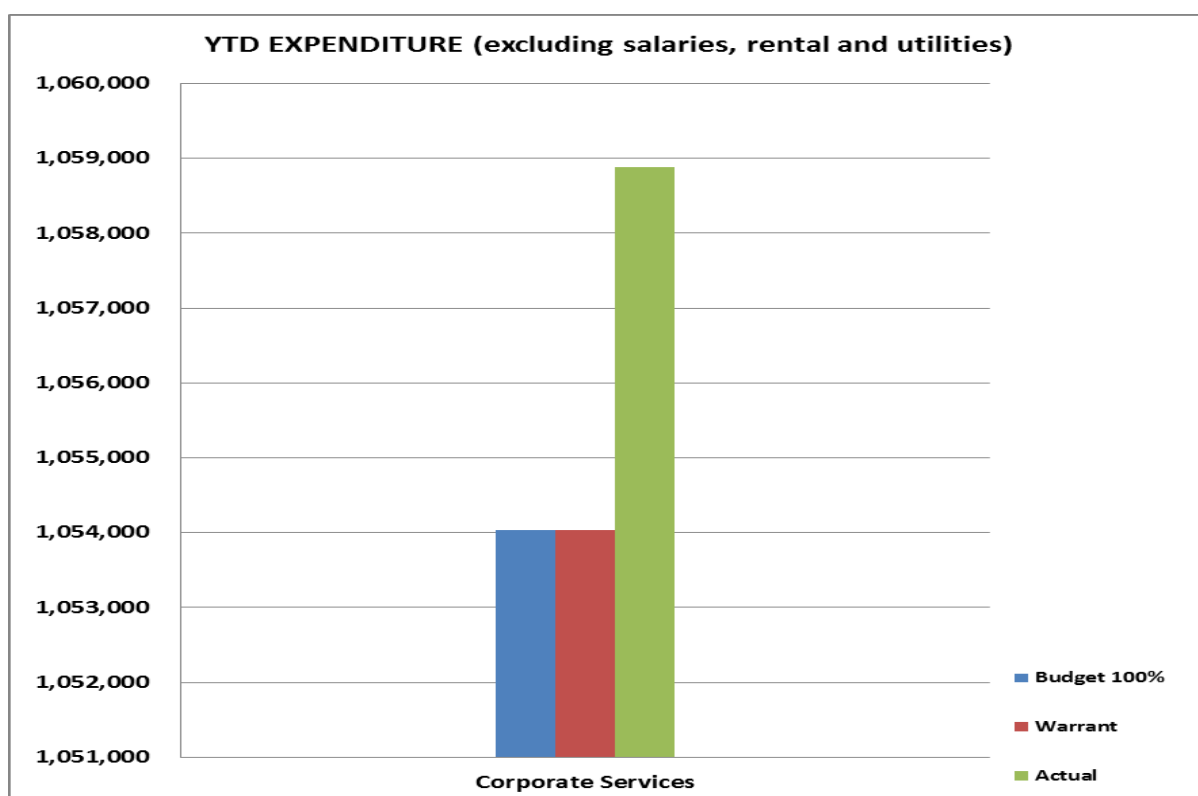
	<u>Revised Approp.</u>	<u>Warrant</u>	<u>Actual</u>
113 - Overtime	10,000	10,000	10,000
114 - Leave Fares	100,000	100,000	100,000
141 - Gratuities	404,706	404,706	409,542
122 - Utilities	250,000	250,000	250,000
126 - Administrative Consultancy Fees	200,000	200,000	200,000
121 - Travel	233,620	233,620	233,620
123 -Office Materials	68,250	68,250	68,250
125 - Transport and Fuel	68,125	68,125	68,125
128 -Routine Maintenance	29,300	29,300	29,300
135 - Other	47,764	47,764	47,764
136 - Training	77,875	77,875	77,875
142 - Subscriptions	10,000	10,000	10,000
221 - Furniture and Equip	4,400	4,400	4,400
222 - Vehicles	-	-	-
TOTAL	1,504,040	1,504,040	1,508,876

Budget v Warrant v Actual by Item - DECEMBER 2016



DATA FOR BUDGET-v- WARRANT -v- ACTUAL CHART BY CALL CENTRE LESS SALARIES & FIXED COSTS WITH BUDGET ADJUSTED FOR TIME LAPSED.

	Budget 100%	Warrant	Actual		
Corporate Services	1,054,040	1,054,040	1,058,876		
	1,054,040	1,054,040	1,058,876	Balances	Balances
	Balances	Balances			



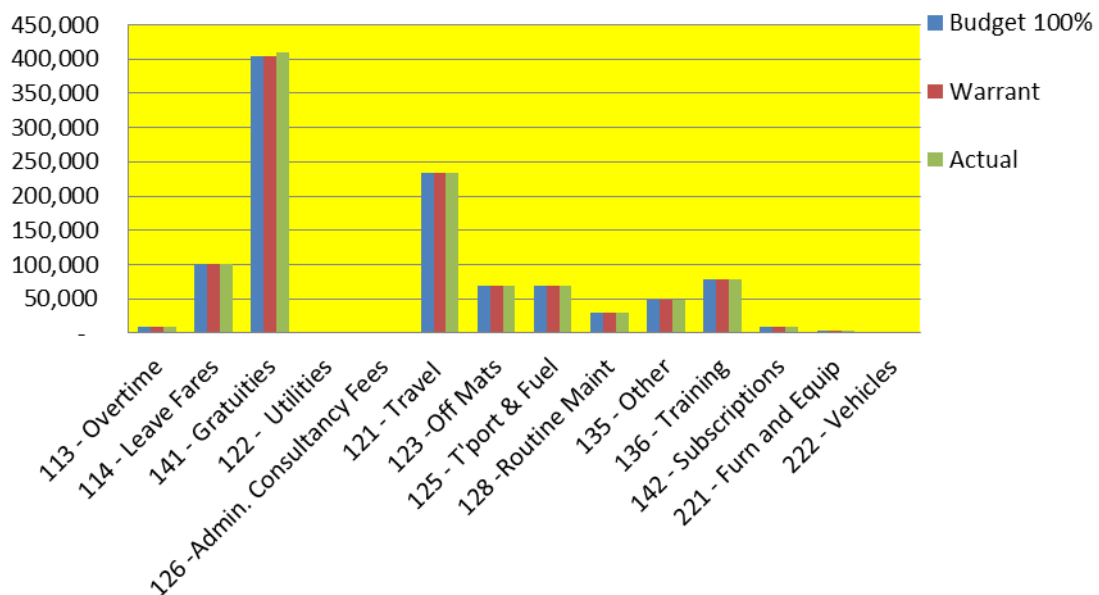
DATA FOR BUDGET YTD -v- WARRANT -v- ACTUAL BY ITEM, EXCLUDING SALARIES & FIXED COSTS

	Budget 100%	Warrant	Actual
113 - Overtime	10,000	10,000	10,000
114 - Leave Fares	100,000	100,000	100,000
141 - Gratuities	404,706	404,706	409,542
122 - Utilities	-	-	-
	-	-	-
126 -Admin. Consultancy			

Fees

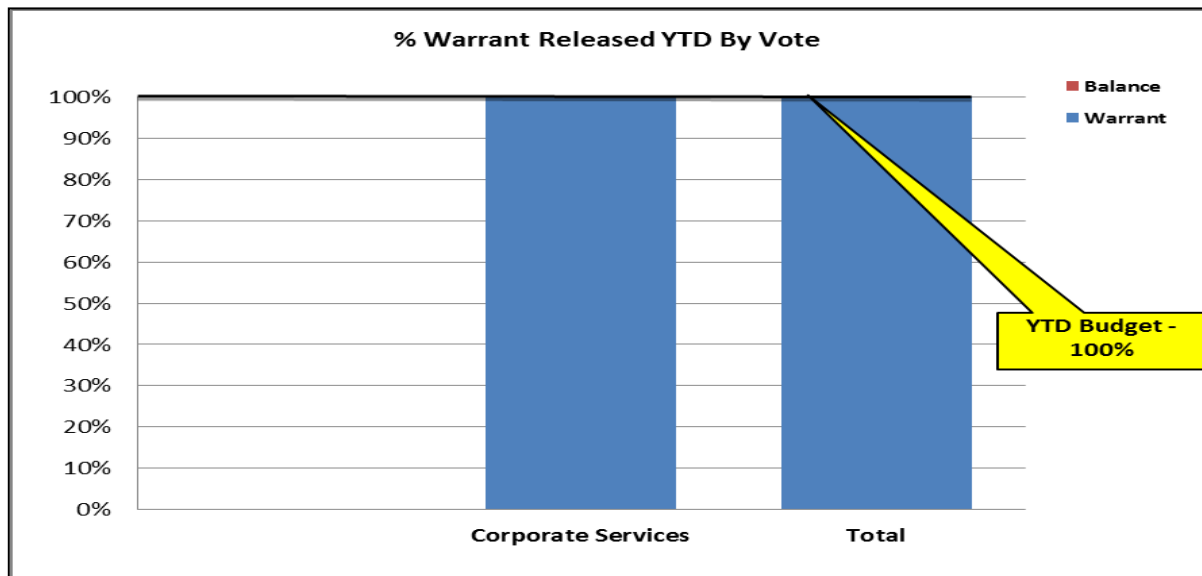
121 - Travel	233,620	233,620	233,620
123 -Off Mats	68,250	68,250	68,250
125 - Transport & Fuel	68,125	68,125	68,125
128 -Routine Maintenance	29,300	29,300	29,300
135 - Other	47,764	47,764	47,764
136 - Training	77,875	77,875	77,875
142 - Subscriptions	10,000	10,000	10,000
221 - Furniture &Equipment	4,400	4,400	4,400
222 - Vehicles	-	-	-
TOTAL	1,054,040	1,054,040	1,058,876
	Balances	Balances	Balances

YTD Expenditure excluding salaries, rental and utilities - December 2016



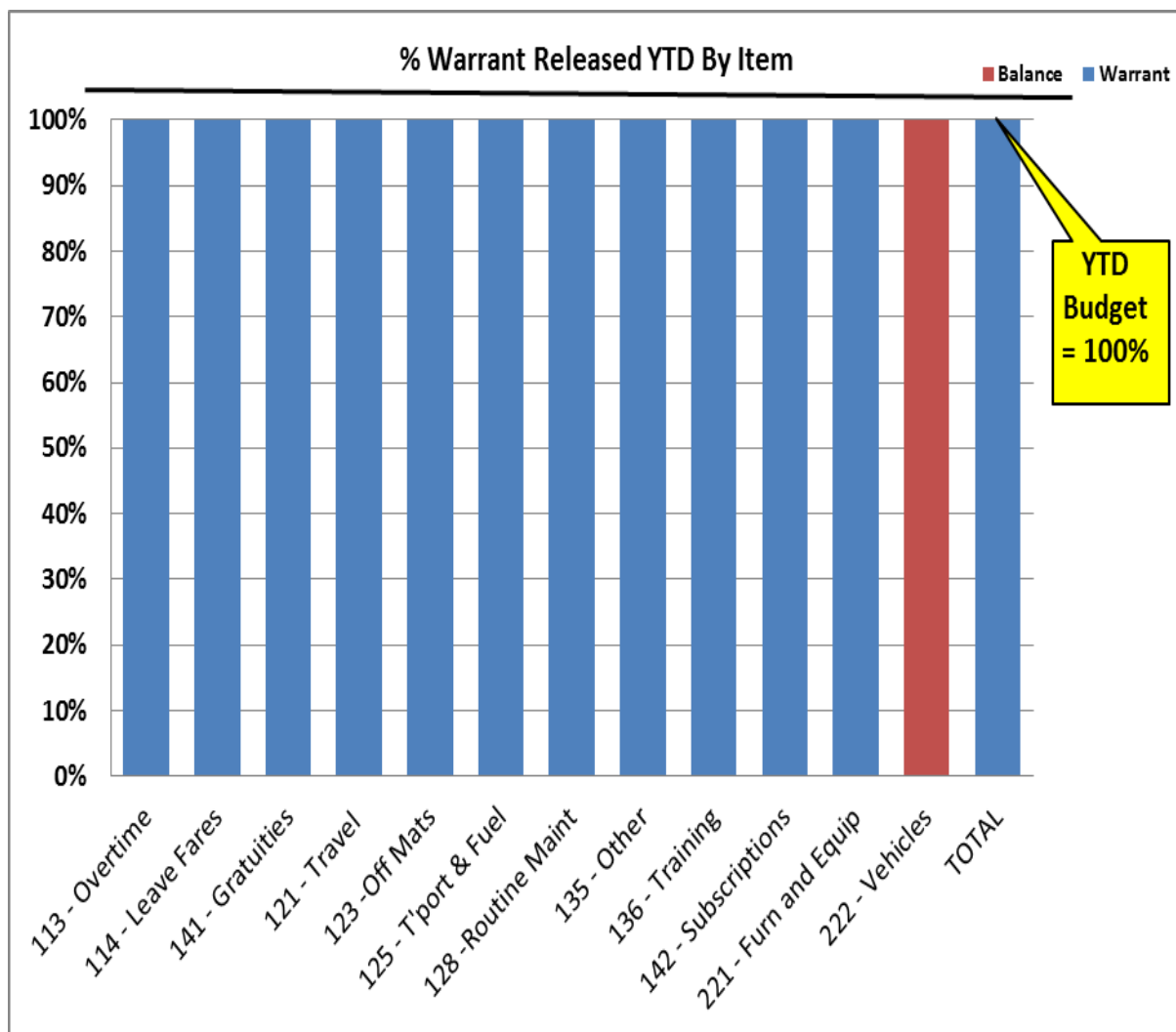
DATA FOR % OF ANNUAL BUDGET RECEIVED AS WARRANT AND BALANCE YET TO COME, EXCLUDING SALARIES, RENTAL AND UTILITIES.

	Annual Budget	Warrant
Corporate Services	1,054,040	1,054,040
Total	1,054,040	1,054,040
	Balances	Balances
	Warrant	Balance
Corporate Services	100%	0%
Total	100%	0%



DATA FOR % OF ANNUAL BUDGET RECEIVED AS WARRANT AND BALANCE YET TO COME, EXCLUDING SALARIES, RENTAL AND UTILITIES, BY ITEM.

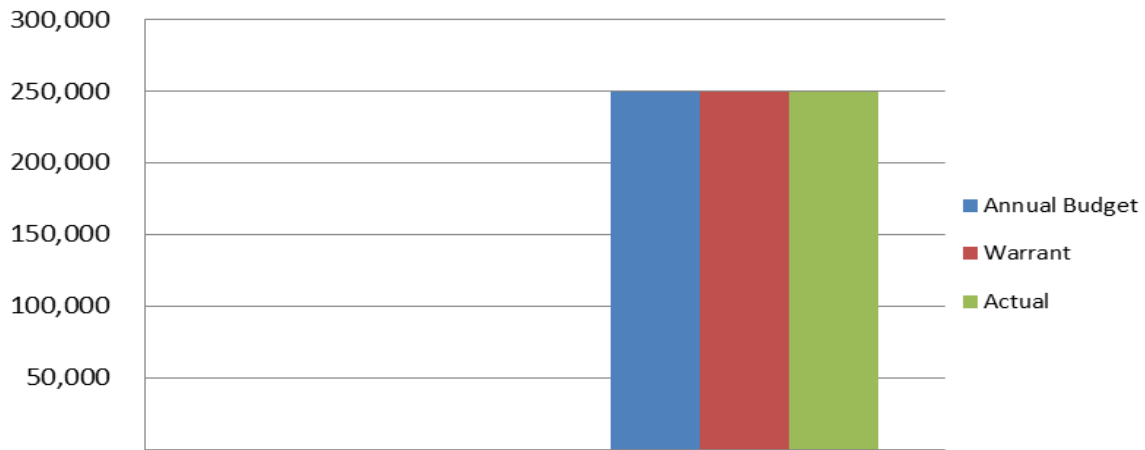
	Warrant	Balance	Budget	Warrant
113 - Overtime	100%	0%	10,000	10,000
114 - Leave Fares	100%	0%	100,000	100,000
141 - Gratuities	100%	0%	404,706	404,706
121 - Travel	100%	0%	233,620	233,620
123 - Off Mats	100%	0%	68,250	68,250
125 - T'port & Fuel	100%	0%	68,125	68,125
128 - Routine Maint	100%	0%	29,300	29,300
135 - Other	100%	0%	47,764	47,764
136 - Training	100%	0%	77,875	77,875
142 - Subscriptions	100%	0%	10,000	10,000
221 - Furn and Equip	100%	0%	4,400	4,400
222 - Vehicles	0%	100%	-	-
TOTAL	100%	0%	1,054,040	1,054,040
	Balances	Balances		



DATA FOR UTILITIES EXPENDITURE

	Annual Budget	Warrant	Actual
Corporate Services	250,000	250,000	250,000

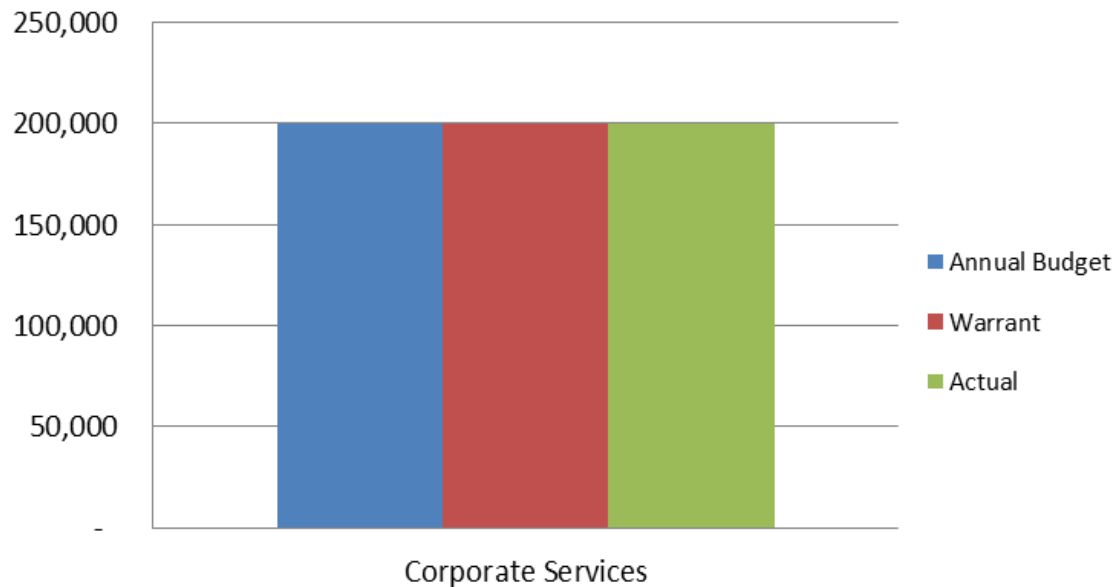
Utilities Expenditure



DATA FOR ADMIN CONSULTANCY FEES EXPENDITURE

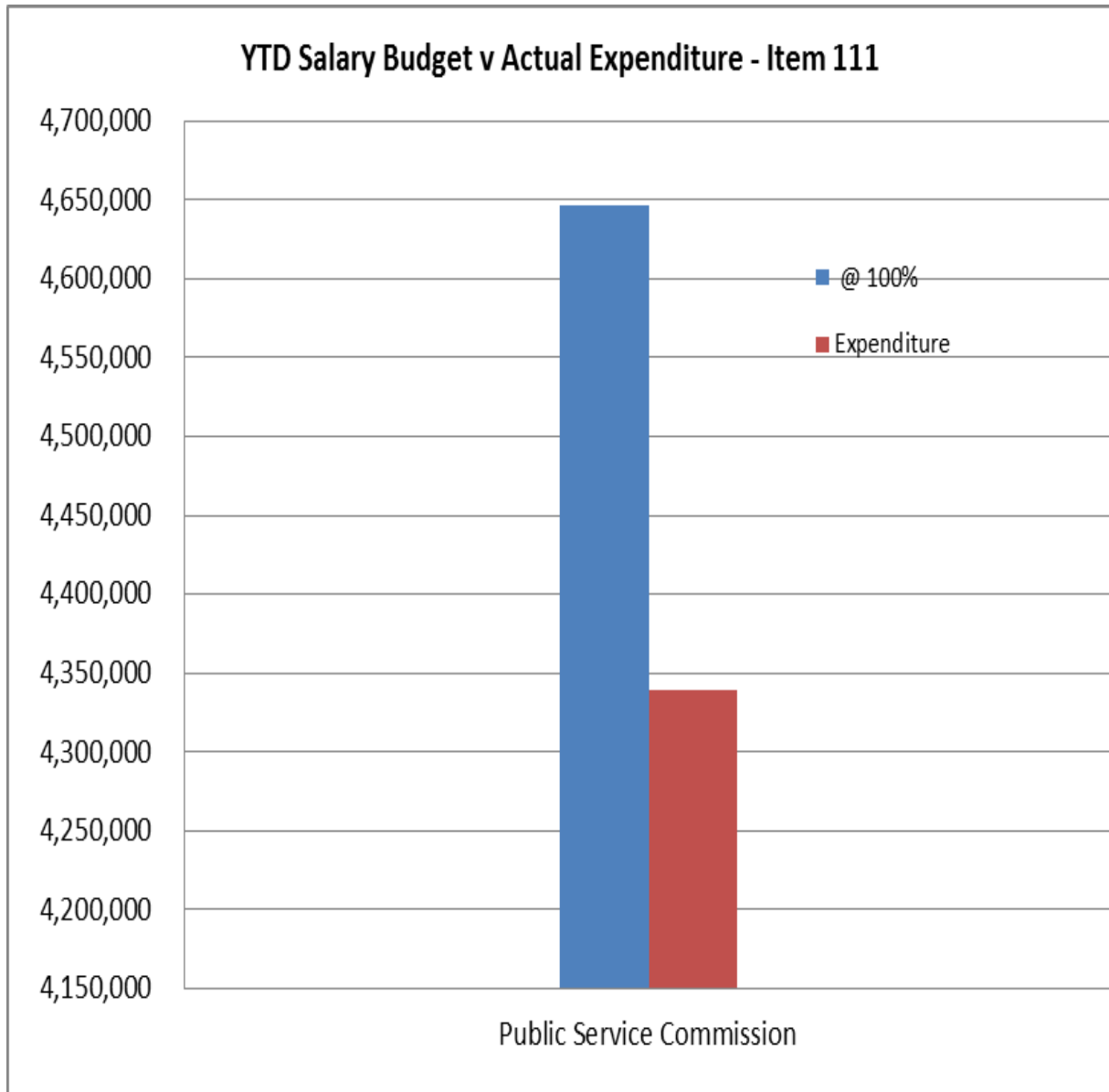
	Annual Budget	Warrant	Actual
Corporate Services	200,000	200,000	200,000

Administrative Consultancy Fees



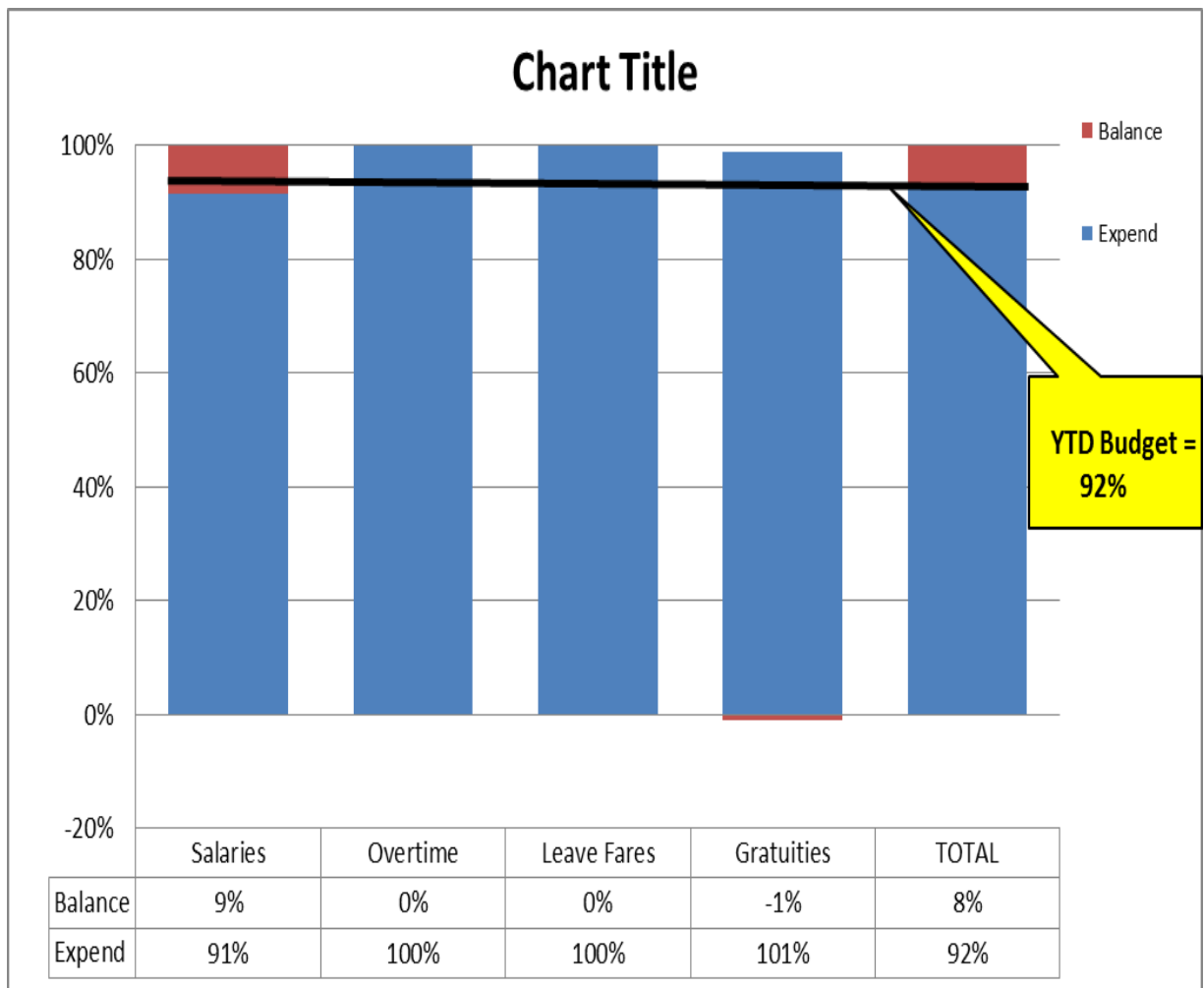
DATA FOR SALARIES AGAINST YTD BUDGET – NEEDS TO BE NUMBER OF DAYS

	YTD Budget @ 100%	Actual Expenditure	Warrant	Balance Per Warrant
Public Service Commission	4,646,377	4,338,803	4,646,377	307,574
	4,646,377	4,338,803	4,646,377	307,574
	It's Out	It's Out		



DATA FOR PERSONNEL EMOLUMENTS FOR COMMISSION

	<u>Expend</u>	<u>Balance</u>	<u>Budget</u>	<u>Actual</u>
Salaries	91%	9%	4,746,377	4,338,803
Overtime	100%	0%	10,000	10,000
Leave Fares	100%	0%	100,000	100,000
Gratuities	101%	-1%	404,706	409,542
TOTAL	92%	8%	5,261,083	4,858,345
			Balances	Balances



ORGANIZATIONAL STRUCTURE

The Public Services Commission comprises the Commission and Secretariat.

PSC's last restructure was in mid- 2007 and approved by the Department of Personnel Management (DPM) on 27th 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.

STAFF ON STRENGTH

For this reporting period there are sixty-two (62) staff on strength who are currently employed with PSC.

In 2016, there were no position vacancies advertised due to the freeze on recruitment into the National Public Service imposed by the Department of Personnel Management. However, after seeking further advice from DPM, the Public Services Commission was given the approval to go ahead with our selection process for thirteen (13) positions out of the twenty-two (22) that were advertised in 2015. The selection hearing was held on 5th May, 2016.

The positions include;

NO.	POSITION NO.	DESIGNATION	CLASSIFICATION	STATUS
1	COMI.001	Director Investigation	Grade 18	Deferred
2	COML.001	Director Legal, Advisory & Litigation	Grade 18	Officer promoted
3	COMEX.005	Manager GESI	Grade 16	Offer declined
4	COMCS.016	Senior Media & Publication Officer	Grade 14	Offer declined
5	COMPR.005	Principal Review Officer (Selection)	Grade 16	Officer promoted
6	COMNR.008	Principal Review Officer (T&C)	Grade 16	Officer promoted
7	COMI.005	Principal Investigator	Grade 16	Officer promoted
8	COMNR.006	Senior Review Officer	Grade 14	Selected
9	COML.007	Legal Counsel	Grade 13	Selected
10	COMCS.007	Certifying Officer	Grade 12	Promotional transfer
11	COMCS.010	Paymaster	Grade 10	Officer promoted

12	COML.008	Administrative Assistant – Legal Division	Grade 08	Selected
13	COMPR.011	Administrative Assistant – Provincial Review Division	Grade 08	Selected

From the thirteen vacancies, four (4) were selected and five (5) were promoted; the position of Director Investigation was deferred to another hearing; and two candidates declined the offer from PSC whilst one officer was on promotion transfer from another government agency.



PSC Selection Committee interviewing a candidate for the position of Administrative Assistant to the Director Legal, Advisory & Litigation Division.

CORPORATE PLAN PROJECTS

PSC AWARENESS PROGRAM

The Public Services Commission is committed to nation building in accordance with the PNG Vision 2050, which is further highlighted in the PSC Corporate Plan 2014 – 2018, specifically *Corporate Outcome 1.1* that requires the Commission to 'ensure that there is an improvement in compliance with mandatory procedures in-relation to discipline, selection and terms & conditions of public servants'.

In 2015, the Awareness Committee was established comprising senior officers from the five (5) divisions in the PSC Secretariat. The committee was tasked to coordinate, plan and implement *Corporate Outcome 1.1*.

In November, 2015, the Awareness Program was launched and was attended by government departments and agencies, which PSC has jurisdiction over, in relation to the review of personnel matters. The actual implementation and roll-out of the program was undertaken in April, 2016 and piloted in the Highlands region, more specifically to Southern Highlands, Enga, Simbu, Western Highlands and Jiwaka Provinces.



PSC awareness program being carried out to officers of the Departmental of Provincial & Local Level Government Affairs in NCD.

ACHIEVEMENTS

The awareness program was successfully carried out in ten (10) provinces in 2016. They include; Southern Highlands, Enga, Simbu, Western Highlands, Jiwaka, East Sepik, Sandaun, Morobe, West New Britain and National Capital District (NCD). Awareness materials were also distributed during the awareness presentations. Most public servants at those respective Provincial Administrations and Public Hospitals who attended the workshops, requested for PSC to conduct similar awareness workshops annually.

In NCD, presentations were carried out by three (3) awareness teams comprising five (5) officers in each team and supported by Commissioners National and Provincial together with the Acting Secretary. Even though funding was a problem throughout the whole awareness exercise, teams were able to distribute much needed awareness materials by way of brochures, leaflets and presentation notes to participants.

The roll-out of the awareness program received an overwhelming response from the Provincial Administrations, Public Hospitals and Departments that were visited as most public servants did not fully understand the roles and functions of PSC, the Public Service General Orders and their rights as employees of the National Public Service.

CHALLENGES

Several challenges were encountered during the roll out of the awareness program. The lack of funding was a major constraint faced by the Commission in successfully implementing the awareness program. Due to this issue, the teams did not visit all the provinces to carry out the program as planned. Another challenge faced in implementing the program was the lack of support shown or received from some Provincial Administrations in the provinces that PSC carried out awareness to. Similarly, only nine (9) departments/agencies in NCD were visited out of the twenty-four (24) invitations sent out.

RECOMMENDATION

To ensure that the PSC Awareness Program gains prominence in the coming years a number of recommendations have been offered to provide a way forward for an efficient and effective implementation. They include;

- National Government to increase the Commissions budget to implement the program;
- Monthly warrants be released on time by the Department of Treasury in-order to enable the PSC Awareness Committee to achieve its targeted output in a given year; and
- Induction training is needed for all PSC Staff, prior to conducting awareness workshops.

CONCLUSION

Since the launch of the awareness program in 2015, the implementation this year has been successful. Despite the lack of funds, the Commission remains optimistic that 2017 will be another exciting year to effectively and efficiently cover all other Provincial Administrations, Public Hospitals and National Departments that missed out in 2016.

ACHIEVEMENTS

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

- National Review Division registered 157 cases in 2016; from that total 92 cases were completed, whilst 65 cases are pending review. By the end of 2016, one hundred and six (106) cases were carried over into 2017 as 'outstanding matters', whilst another 24 cases have been prepared as 'Information Papers' and are currently pending Commission determination.
- Provincial Review Division registered 266 cases in 2016; from which 127 were received in 2016 alone, whilst another 139 review cases were carried over from 2015. Of the 266 cases received, 89 cases were completed and closed, whilst the remaining 177 cases were carried over into 2017.
- The Commission was successful in rolling out the PSC Awareness Program to ten (10) provinces and nine (9) departments/ agencies informing public servants on the roles and functions of PSC, the Public Service General Orders and their rights as employees of the National Public Service.
- The Investigation Division closed most of its outstanding cases for the year, with the exception of one or two cases.
- The Legal, Advisory & Litigation (LA&L) Division successfully disposed of and concluded ten (10) National Court Judicial Review Proceedings involving the Commission, with a 50% success rate.
- The LA&L Division provided 21 legal opinions or advices to the Members of the Commission and officers of the PSC Secretariat on various legal issues regarding the roles and functions of the Commission. This also included the vetting of 135 Submissions and 157 Advices from the two review divisions.
- The first lot of library books were purchased for the LA&L Divisions library.
- Assessment Division was revived in May, 2016 and successfully reviewed the Merit Based Appointment Procedural Manual. The Manual has been condensed into an information booklet and is now in its draft stage.
- The Time Card or Clock-In-Clock-Out System was installed by Sungwoon International in late December, 2016 and will be used by officers in 2017.
- A successful recruitment exercise was undertaken in May, 2016 in which three (3) new officers joined the PSC Secretariat.
- Six (6) officers graduated with various accolades ranging from a Degree in Management to Diplomas in Human Resource Management from the Divine Word University (DWU) on the 13th of March, 2016. Meantime, two other senior officers are currently on studies and include Director National Review Division Mr. Joshua Ngawi who is undergoing the Masters of Public Administration Program at DWU and Acting Manager Finance Mr. Goodwin Beliga who is at the University of Papua New Guinea undertaking a Degree Program in Public Financial Management, Accountancy and Public Policy Management.

- Thirty-six (36) officers out of a total of 46 officers in the PSC Secretariat were appraised in 2016, whilst seven (7) officers were not appraised. Five of those officers only joined the Commission in the last 6 months of the appraisal period, therefore, could not be fully appraised whilst two officers did not submit their forms.
- Punctuality to work by staff was at 83% in this reporting period. Ten percent (10%) was recorded as late; 4% was for absentia and 3% of staff filled in and submitted relevant sick-leave forms to HR.
- The Commission was successful in rolling out and implementing the Integrated Financial Management System in 2016, replacing the PNG Government Accounting System (PGAS).
- The Finance Branch successfully completed the outstanding 2014 and 2015 Bank Reconciliation and has submitted it through to the Department of Finance for vetting. Furthermore, two officers a Certifying Officer and a Paymaster joined the Finance Branch after the successful recruitment exercise in May.
- IT Branch created a 'dummy page' for the PSC Website and is now awaiting comments from Commission Members and Staff of the Secretariat before the page is finalized and formally launched.
- The Media & Publication Branch completed its 1st draft of its 'Media & Publication Operational Guideline' and will be submitted for comments from the SEM through the Office of Director Corporate Services.
- The Registry Branch successfully completed its 1st draft of the 'Registry Policy' and has also been submitted through the Office of Director Corporate Services for comments from the Legal, Advisory & Litigation Division. The Branch also completed a 'Data Inventory Registry' for the Commission to register all its assets.

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 in this reporting period;

- Financial constraints was by far the biggest challenge faced by both the National and Provincial Review Divisions that badly affected the both divisions duty travel to the provinces to conduct the Commissions business. This has resulted in a large number of 'Outstanding Review Matters' for the Commission.
- Other activities affected by the budget cuts was the implementation of the 2nd phase of the CMS project which affected the upgrade and installation of new hardware and software for PSCs' network; roll out of the PSC Awareness Program; proper servicing of PSC vehicles; training for personnel was also put on hold pending availability of funds as well as the non-purchase of vital equipment for the divisions and branches to carry out their work, like a Scanning Machine for the Registry Branch amongst others.
- The removal of certain core functions of the Commission in the 2014 Constitutional Amendments, as alluded to in the foregoing's, brought about its challenges, uncertainties and negative impacts on the staff in general. It also had a bearing on the roles and functions of the Investigation and Assessment Divisions.
- The performance of the Investigation Division was hindered due to incapacity, as there was only one officer for most part of the year in the division that carried out all investigation matters and at the same time performed administrative matters of the Division.
- The Legal, Advisory & Litigation Division was also faced with incapacity issues especially in key senior positions. Out of the divisions staff ceiling of seven (7) only three (3) positions are occupied, including the position of the Director. The shortage of staff has resulted in an immense work load for the Division.
- The Assessment Division was revived in May 2016, but has not fully performed its role and functions after a big part of its core function was removed and vested in the Ministerial Executive Appointment Committee (MEAC) established under Section 28 of the Public Service (Management) Act 2014 which repealed the Public Service (Management) Act 1995.
- Lack of support and feedback on projects and activities that have been submitted for approval and endorsement from the Commission in a timely manner has caused unnecessary delays.

RECOMMENDATION(S)

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 Organic Law 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 activities and programs highlighted in the annual work programs, in-line with its Corporate Plan 2014 -2018 and to enable the Commission to carry out its Constitutional duties and functions, and in compliance with the command/requirement of the National Constitution under Section 225, which provides:

"225. PROVISION OF FACILITIES, ETC.,

Without limiting the generality of any other provision of this Constitution, it is the duty of the National Government and of all other governmental bodies, and of all public office-holders and institutions, that all arrangements are made, staff and facilities provided and steps taken to enable and facilitate, as far as may reasonably be, the proper and convenient performance of the functions of all constitutional institutions and of the offices of all constitutional office-holders".

- 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.
- Capacity remains an issue, especially for the Legal, Advisory & Litigation Division. Retention of lawyers is a serious problem as evidenced in the high turnover of lawyers and therefore it's imperative that the Commission review the incentives and packages offered to lawyers so that it is competitive and on par with those offered by private law firms and other State agencies and Constitutional Offices.

CONCLUSION

The Public Services Commission is a Constitutional body established under Section 190 of the *National Constitution of Papua New Guinea*. Its current principal functions are 'Review Personnel and Organizational Matters' in the National Public Service under Constitution Section 191 (including review of NEC's decisions on appointment of Departmental Head made under Constitution Section 193) and rendering/giving its views and advice on appointments of Departmental Heads referred to Constitution Section 193 (1)(b), (c), (d), (e) and (f) upon being consulted by the NEC or Minister responsible.

In 2016, the Commission reviewed a total of four-hundred and twenty-three (423) Personnel Review Matters undertaken by both the National Review and Provincial Review Divisions, of which 157 were charged to the National Review Division that successfully completed 92 cases whilst 65 are pending review and 24 will be issued Information papers. That leaves a total of 82 cases that were carried over into 2017. The Provincial Review Division on the other hand received 266 cases and managed to complete 89 cases leaving 177 cases that were carried over into 2017.

In this reporting period the Commission rolled out its first ever Awareness Program that was piloted in the Highlands Region before it was carried out in East Sepik, Sandaun, West New Britain, Morobe and NCD Provinces. The awareness program undertaken in the provinces was carried out concurrently with the Commission Hearings as funding to hold the awareness program on its own, proved difficult due to budget cuts.

The awareness program is just one of the many projects being undertaken by the Commission in 2016. Other projects include; Implementation of the 2nd Phase of the Case Management System (CMS); Development of a PSC Website; Establishments of an effective Review System; and the development of a PSC Home Ownership Scheme. Most of these projects are well and truly on their way towards being fully implemented, however, funding remains a constant challenge in achieving our goals.

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

APPENDICES

APPENDIX A

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 B

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 C

Section 191 – Functions of the Commission

- (1) The Public Services Commission shall be responsible, in accordance with an Act of 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 functions 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 193 – Appointment of Certain Offices

- (1) This section applies to an 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 of the occupant 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 offices 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 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 E

Section 194 – Personnel Matters

In this Division, “*personnel matters*” means decisions and other service matters concerning an individual whether in relation to his appointment, demotion, transfer, suspension, discipline or cessation or termination of employment (except cessation or termination at the end of his normal period of employment as determined in accordance with law), or otherwise.

APPENDIX F

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 departmental 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 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 G

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 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 relevant 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 may be extended by the Commission where the reason for 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 H

Section 19 – Review of Organizational Matters

- (1) In the performance of its duty under Section 191 (1)(b)-*Functions of the Commission*- of the National 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 nature; 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 I

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 2016

NO.	DEPARTMENT/PROVINCE	REVIEW CASE NUMBER	DATE RECEIVED	NATURE OF CASE
1	Manus Provincial Administration	PSC3-09-MAPA:138/2014	31/10/2012	Selection
2	Manus Provincial Administration	PSC3-09-MAPA:188/2014	31/10/2012	Discipline
3	Manus Provincial Administration	PSC3-09-MAPA:188A/2014	31/10/2012	Discipline
4	Manus Provincial Administration	PSC3-09-MAPA:189/2014	31/10/2012	Entitlement
5	Morobe Provincial Administration	PSC3-11-MOPA:11/2014	15/01/2014	Selection
6	Morobe Provincial Administration	PSC3-11-MOPA:10/2014	15/01/2014	Selection
7	Morobe Provincial Administration	PSC3-11-MOPA:17/2014	16/01/2014	Selection
8	Morobe Provincial Administration	PSC3-20-MOPA:11/2014	10/06/2014	Selection
9	Milne Bay Provincial Administration	PSC3-MBPA: 43/2014	04/07/2014	Discipline
10	Manus Provincial Administration	PSC3-09-MAPA: 71/2014	28/07/2014	Selection
11	Manus Provincial Administration	PSC3-11-MAPA:72/2014	28/07/2014	Entitlement
12	Manus Provincial Administration	PSC3-09-MAPA:69/2014	29/07/2014	Selection
13	Simbu Provincial Administration	PSC3-15-SPA:76/2014	29/07/2014	Discipline
14	Manus Provincial Administration	PSC3-09-MAPA:73/2014	31/07/2014	Discipline
15	Western Provincial Administration	PSC3-17-WPA:89/2014	14/08/2014	Discipline
16	Western Provincial Administration	PSC3-17-WPA:83/2014	14/08/2014	Discipline
17	Popondetta General Hospital	PSC3-14-POPGH:91/2014	25/09/14	Discipline
18	Manus Provincial Administration	PSC3-09-MAPA:137/2014	29/10/2014	Discipline
19	Gulf Provincial Administration	PSC3-07-GPA:176/2014	30/10/2014	Discipline

20	Hela Provincial Administration	PSC3-21-HPA:196/2014	07/11/2014	Selection
21	Hela Provincial Administration	PSC3-21-HPA: 192/2014	17/11/2014	Selection
22	West Sepik Provincial Administration	PSC3-20-SAPA:194/2014	28/11/2014	Discipline
23	Simbu Provincial Administration	PSC3-15-SPA:05/2015	20/01/2015	Discipline
24	Southern Highlands Provincial Administration	PSC3-16-SHPA:43/2015	29/01/2015	Selection
25	West New Britain Provincial Administration	PSC3-19-WNBPA:06/2015	29/01/2015	Discipline
26	Manus Provincial Administration	PSC3-09-MAPA:13/2015	18/02/2015	Selection
27	West Sepik Provincial Administration	PSC3-20-SAPA:29/2015	19/02/2015	Discipline
28	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:25/2015	25/02/2015	Discipline
29	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:17/2015	25/02/2015	Discipline
30	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:12/2015	25/02/2015	Discipline
31	Eastern Highlands Provincial Health Authority	PSC3-18-EHPHA:10/2015	25/02/2015	Discipline
32	West New Britain Provincial Administration	PSC3-19-WNBPA:19/2015	26/02/2015	Discipline
33	West New Britain Provincial Administration	PSC3-19-WNBPA:20/2015	26/02/2015	Discipline
34	Boram General Hospital	PSC3-04-WEKGH:21/2015	10/03/2015	Discipline
35	Simbu Provincial Administration	PSC3-15-SPA:03/2015	11/03/2015	Discipline
36	Simbu Provincial Administration	PSC3-15-SPA:03/2015	12/03/2015	Discipline
37	West Sepik Provincial Administration	PSC3-20-SAPA:29/2015	16/03/2015	Discipline
38	Boram General Hospital	PSC3-04-WEWGH:201/2014	17/03/2015	Discipline
39	Simbu Provincial Administration	PSC3-15-SPA:61/2015	23/03/2015	Discipline
40	Angau Memorial Hospital	PSC3-11-AGMH:40/2015	26/03/2015	Discipline
41	Wabag General Hospital	PSC3-06-WAGH:31/2015	14/04/2015	Discipline
42	Simbu Provincial Administration	PSC3-15-SPA:33/2015	16/04/2015	Discipline

43	Wabag General Hospital	PSC3-06-WAGH:35/2015	17/04/2015	Discipline
44	Kundiawa General Hospital	PSC3-15-KUGH:64/2015	27/04/2015	Discipline
45	Jiwaka Provincial Administration	PSC3-22-JPA:34/2015	30/04/2015	Entitlement
46	Modilon General Hospital	PSC3-08-MODGH:36/2015	01/05/2015	Entitlement
47	Boram General Hospital	PSC3-04-WEKGH:38/2015	18/05/2015	Discipline
48	West New Britain Provincial Administration	PSC3-19-WNBPA:82/2012	26/05/2015	Discipline
49	Paiam Hospital (Pogera)	PSC3-06-EPA:04/2015	04/06/2015	Discipline
50	East New Britain Provincial Administration	PSC3-03-ENBPA:37/2015	02/07/2015	Discipline
51	West New Britain Provincial Health Authority	PSC3-19-KIMGH:46/2015	10/07/2015	Discipline
52	West New Britain Provincial Health Authority	PSC3-19-KIMGH:45/2015	10/07/2015	Discipline
53	West New Britain Provincial Administration	PSC3-19-WNBPA:50/2015	17/07/2015	Discipline
54	Hela Provincial Administration	PSC3-21-HPA:52/2015	21/07/2015	Discipline
55	East New Britain Provincial Administration	PSC3-03-ENBPA:49/2015	22/07/2015	Discipline
56	Wabag General Hospital	PSC3-06-WAGH:48/2015	27/07/2015	Discipline
57	Southern Highlands Provincial Administration	PSC3-16-SHPA:58/2015	10/08/2015	Selection
58	Simbu Provincial Administration	PSC3-15-SPA:53/2015	20/08/2015	Discipline
59	Jiwaka Provincial Administration	PSC3-22-JPA:55/2015	28/08/2015	Selection
60	Kerema General Hospital	PSC3-07-KEGH:57/2015	28/08/2015	Selection
61	Kerema General Hospital	PSC3-07-KEGH:54/2015	02/09/2015	Discipline
62	East Sepik Provincial Administration	PSC3-04-ESPA:76/2015	14/09/2015	No Jurisdiction
63	Daru General Hospital	PSC3-17-DGH:62/2015	15/09/2015	Discipline
64	Manus Provincial Administration	PSC3-09-MAPA:09/2015	26/09/2015	Selection
65	Western Highlands Provincial Administration	PSC3-18-WHPA:74/2015	02/10/2015	Selection
66	Simbu Provincial Administration	PSC3-15-SPA:51/2015	02/10/2015	Entitlement
67	Simbu Provincial	PSC3-15-SPA:64/2015	06/10/2015	Discipline

	Administration			
68	Western Highlands Provincial Administration	PSC3-18-WHPA:70/2015	08/10/2015	Selection
69	Western Highlands Provincial Administration	PSC3-18-WHPA:63/2013	08/10/2015	Discipline
70	Western Highlands Provincial Administration	PSC3-18-WHPA:11/2016	08/10/2015	Selection
71	Western Highlands Provincial Administration	PSC3-18-WHPA:65/2015	08/10/2015	Selection
72	Western Highlands Provincial Administration	PSC3-18-WHPA:66/2015	08/10/2015	Selection
73	Western Highlands Provincial Administration	PSC3-18-WHPA:67/2015	08/10/2015	Selection
74	Western Highlands Provincial Administration	PSC3-18-WHPA:68/2015	08/10/2015	Selection
75	Western Highlands Provincial Administration	PSC3-18-WHPA:69/2015	08/10/2015	Selection
76	Jiwaka Provincial Administration	PSC3-22-JPA:72/2015	08/10/2015	Selection
77	Jiwaka Provincial Administration	PSC3-22-JPA:71/2015	08/10/2015	Discipline
78	Milne Bay Provincial Administration	PSC3-10-MBPA:75/2015	09/10/2015	Selection
79	Southern Highlands Provincial Administration	PSC3-16-SHPA:47/2015	14/10/2015	Selection
80	Kerema General Hospital	PSC3-07-KEGH:176/2014	21/10/2015	Entitlement
81	East New Britain Provincial Administration	PSC3-03-ENBPA:83/2015	29/10/2015	Discipline
82	Kerema General Hospital	PSC3-07-KEGH:73/2015	02/11/2015	Selection
83	Southern Highlands Provincial Administration	PSC3-16-SHPA:79/2015	05/11/2015	Selection
84	Southern Highlands Provincial Administration	PSC3-16-SHPA:80/2015	05/11/2015	Discipline
85	Southern Highlands Provincial Administration	PSC3-16-SHPA:30/2016	10/11/2015	Resignation
86	Sandaun Provincial Administration	PSC3-20-SAPA:88/2015	11/11/2015	Discipline
87	Enga Provincial Administration	PSC3-06-EPA:85/2015	20/11/2015	Discipline
88	Morobe Provincial Administration	PSC3-11-MOPA:31/2016	23/11/2015	Discipline
89	Daru General Hospital	PSC3-17-DGH: 90/2015	27/11/2015	Discipline

90	Gulf Provincial Administration	PSC3-07-GPA:86/2015	27/11/2015	Discipline
91	Hela Provincial Administration	PSC3-21-HPA:88/2015	01/12/2015	Discipline
92	Simbu Provincial Administration	PSC3-15-SPA:89/2015	03/12/2015	Discipline
93	Lorengau General Hospital	PSC3-09-LGH:98/2015	03/12/2015	Entitlement
94	Hela Provincial Administration	PSC3-21-HPA:91/2015	04/12/2015	Discipline
95	West New Britain Provincial Administration	PSC3-19-WNBPA:92/2015	04/12/2015	Discipline
96	Enga Provincial Administration	PSC3-06-EPA:94/2015	07/12/2015	Discipline
97	Morobe Provincial Administration	PSC3-11-MOPA:93/2015	07/12/2015	Discipline
98	East New Britain Provincial Administration	PSC3-03-ENBPA:95/2015	08/12/2015	Discipline
99	Simbu Provincial Administration	PSC3-15-SPA:96/2015	10/12/2015	Discipline
100	Kerema General Hospital	PSC3-07-KEGH: 97/2015	10/12/2015	Selection
101	Western Highlands Provincial Health Authority	PSC3-18-WHPHA:99/2015	15/12/2015	Discipline
102	Gulf Provincial Administration	PSC3-07-GPA: 100/2015	17/12/2015	Discipline
103	Jiwaka Provincial Administration	PSC3-22-JPA:106/2015	18/12/2015	Selection
104	Jiwaka Provincial Administration	PSC3-22-JPA:106/2015	18/12/2015	Selection
105	Jiwaka Provincial Administration	PSC3-22-JPA:105/2015	18/12/2015	Selection
106	Jiwaka Provincial Administration	PSC3-22-JPA:113/2015	18/12/2015	Selection
107	Jiwaka Provincial Administration	PSC3-22-JPA:102/2015	18/12/2015	Selection
108	Jiwaka Provincial Administration	PSC3-22-JPA:107/2015	18/12/2015	Selection
109	Jiwaka Provincial Administration	PSC3-22-JPA:108/2015	18/12/2015	Selection
110	Jiwaka Provincial Administration	PSC3-22-JPA:109/2015	18/12/2015	Selection
111	Jiwaka Provincial Administration	PSC3-22-JPA:112/2015	18/12/2015	Selection
112	Jiwaka Provincial Administration	PSC3-22-JPA:111/2015	18/12/2015	Selection
113	Jiwaka Provincial	PSC3-22-JPA:103/2015	18/12/2015	Selection

	Administration			
114	Jiwaka Provincial Administration	PSC3-22-JPA:110/2015	18/12/2015	Selection
115	Jiwaka Provincial Administration	PSC3-22-JPA:101/2015	18/12/2015	Selection
116	Jiwaka Provincial Administration	PSC3-22-JPA:104/2015	18/12/2015	Selection
117	Simbu Provincial Administration	PSC3-15-SPA:02/2016	21/01/2016	Discipline
118	West Sepik Provincial Health Authority	PSC3-20-VGH:01/2016	21/01/2016	Entitlement
119	Daru General Hospital	PSC3-17-DGH:06/2016	04/02/2016	Discipline
120	Simbu Provincial Administration	PSC3-15-SPA:05/2016	08/02/2016	Discipline
121	Eastern Highlands Provincial Administration	PSC3-05-EHPA:09/2016	19/02/2016	Discipline
122	Oro Provincial Administration	PSC3-14-OPA:17/2016	19/02/2016	Discipline
123	Morobe Provincial Administration	PSC3-20-MOPA:60/2015	19/02/2016	Discipline
124	Morobe Provincial Administration	PSC3-11-MOPA:84/2015	23/02/2016	Discipline
125	Oro Provincial Administration	PSC3-14-OPA:08/2016	24/02/2016	Discipline
126	Boram General Hospital	PSC3-04-WEWGH:04/2016	24/02/2016	Discipline
127	Gulf Provincial Administration	PSC3-07-GPA:10/2016	26/02/2016	Discipline
128	Angau Memorial General Hospital	PSC3-11-AMGH:18/2016	26/02/2016	Discipline
129	Kundiawa General Hospital	PSC3-15-KUGH:03/2016	29/02/2016	Discipline
130	Eastern Highlands Provincial Administration	PSC3-05-EHPA:14/2016	04/03/2016	Entitlement
131	Southern Highlands Provincial Administration	PSC3-16-SHPA:12/2016	10/03/2016	Entitlement
132	Morobe Provincial Administration	PSC3-11-MOPA:15/2016	18/03/2016	Discipline
133	Southern Highlands Provincial Administration	PSC3-16-SHPA:16/2016	22/03/2016	Entitlement
134	Western Highlands Provincial Health Authority	PSC3-18-WHPHA:19/2016	05/04/2016	Resignation
135	Simbu Provincial Administration	PSC3-15-SPA: 51/2016	19/04/2016	Discipline
136	Jiwaka Provincial	PSC3-22-JPA:21/2016	21/04/2016	Discipline

	Administration			
137	Western Highlands Provincial Health Authority	PSC3-18-WHPHA:20/2016	28/04/2016	Discipline
138	Manus Provincial Administration	PSC3-09-MAPA:29/2016	04/05/2016	Discipline
139	Gulf Provincial Administration	PSC3-07-GPA: 27/2016	10/05/2016	Discipline
140	East New Britain Provincial Administration	PSC3-03-ENBPA:28/2015	14/05/2016	Discipline
141	Gulf Provincial Administration	PSC3-07-GPA:32/2016	17/05/2016	Entitlement
142	East Sepik Provincial Administration	PSC3-04-ESPA:37/2016	20/05/2016	Entitlement
143	West New Britain Provincial Administration	PSC3-19-WNBPA:46/2014	25/05/2016	Discipline
144	East New Britain Provincial Administration	PSC3-03-ENBPA:25/2016	26/05/2016	Discipline
145	Eastern Highlands Provincial Administration	PSC3-05-EHPA:43/2016	06/06/2016	Discipline
146	Eastern Highlands Provincial Administration	PSC3-05-EHPA:44/2016	06/06/2016	Discipline
147	Eastern Highlands Provincial Administration	PSC3-05-EHPA:45/2016	06/06/2016	Discipline
148	Eastern Highlands Provincial Administration	PSC3-05-EHPA:46/2016	06/06/2016	Discipline
149	Eastern Highlands Provincial Administration	PSC3-05-EHPA:47/2017	06/06/2016	Discipline
150	Eastern Highlands Provincial Administration	PSC3-05-EHPA: 48/2016	06/06/2016	Discipline
151	Eastern Highlands Provincial Administration	PSC3-05-EHPA:50/2016	06/06/2016	Discipline
152	Western Highlands Provincial Administration	PSC3-18-WHPA:52/2016	06/06/2016	Selection
153	Central Provincial Administration	PSC3-02-CPA:42/2016	08/06/2016	Discipline
154	East New Britain Provincial Administration	PSC3-03-ENBPA:39/2016	14/06/2016	Discipline
155	East New Britain Provincial Administration	PSC3-03-ENBPA:54/2016	07/07/2016	No Jurisdiction
156	Kerema General Hospital	PSC3-07-KEGH:57/2016	11/07/2016	Discipline
157	Kerema General Hospital	PSC3-07-KEGH: 97/2015	21/07/2016	Discipline
158	Kerema General Hospital	PSC3-07-KEGH: 59/2016	26/07/2016	Discipline

159	Central Provincial Administration	PSC3-02-CPA:58/2016	27/07/2016	Discipline
160	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:60/2016	01/08/2016	Discipline
161	Gulf Provincial Administration	PSC3-07-GPA:62/2016	19/08/2016	Discipline
162	Gulf Provincial Administration	PSC3-07-GPA:64/2016	24/08/2016	Entitlement
163	Gulf Provincial Administration	PSC3-07-GPA:61/2016	02/09/2016	Discipline
164	Southern Highlands Provincial Administration	PSC3-16-SHPA:76/2016	21/10/2016	Discipline

PENDING PROPER REVIEW APPLICATIONS TO BE FILED

NO.	DEPARTMENT/PROVINCE	REVIEW CASE NUMBER	DATE RECEIVED	NATURE OF CASE
1	Madang Provincial Administration	PSC3-08-MDPA:24/2016	12/04/2016	Discipline
2	Manus Provincial Administration	PSC3-09-MAPA:56/2016	18/07/2016	Selection
3	West New Britain Provincial Administration	PSC3-19-WNBPA:57/2016	25/07/2016	Discipline
4	Manus Provincial Administration	PSC3-09-MAP: 70/2016	08/09/2016	Selection
5	Jiwaka Provincial Administration	PSC3-22-JPA:78/2016	22/09/2016	Discipline
6	Enga Provincial Administration	PSC3-06-EPA:74/2016	29/09/2016	Resignation
7	Sandaun Provincial Administration	PSC3-20-SAPA:81/2016	25/10/2016	Discipline
8	Angau Memorial Hospital	PSC3-11-ANGMH:82/2016	31/10/2016	Discipline
9	Eastern Highlands Provincial Administration	PSC3-05-EHPA:89/2016	21/11/2016	Discipline

TIME BARRED REVIEW APPLICATIONS

NO.	DEPARTMENT/PROVINCE	REVIEW CASE NUMBER	DATE RECEIVED	NATURE OF CASE
1	Daru General Hospital	PSC3-17-DGH:23/2016	31/03/2016	Discipline
2	Western Highlands Provincial Administration	PSC3-18-WHPA:35/2016	05/04/2016	Selection
3	Daru General Hospital	PSC3-17-DGH:22/2016	14/04/2016	Discipline
4	Hela Provincial Administration	PSC3-21-HPA:36/2016	14/04/2016	Discipline
5	Western Highlands Provincial	PSC3-18-WHPA:34/2016	15/04/2016	Selection

	Administration			
6	Gulf Provincial Administration	PSC3-07-GPA:28/2016	05/05/2016	Entitlement
7	Jiwaka Provincial Administration	PSC3-22-JPA:51/2016	20/06/2016	Discipline
8	Morobe Provincial Administration	PSC3-11-MOPA:72/2016	02/09/2016	Entitlement
9	Morobe Provincial Administration	PSC3-11-MOPA:71/2016	12/09/2016	Entitlement
10	Oro Provincial Administration	PSC3-14-OPA:41/2016	21/09/2016	Discipline
11	Angau Memorial Hospital	PSC3-11-ANGMH:77/2016	22/09/2016	Discipline
12	Enga Provincial Administration	PSC3-06-EPA:75/2016	07/10/2016	Discipline
13	Vanimo General Hospital	PSC3-20-VGH:80/2016	21/10/2016	Entitlement
14	Hela Provincial Administration	PSC3-21-HPA:90/2016	03/11/2016	Discipline

SUMMARY OF CASES FOR 2016			
COMPLETED CASES	SUBMISSION PAPERS: REVIEW IN PROGRESS	INFORMATION PAPERS	PENDING DIRECTIONAL APPEARANCE
89	16	52	8
TOTAL NUMBER OF CASES = 165			

APPENDIX K

PROVINCIAL REVIEW DIVISION

CASE FILES PENDING ALLOCATION

NO.	DEPARTMENT/PROVINCE	REVIEW CASE NUMBER	DATE RECEIVED	NATURE OF CASE
1	Buka General Hospital- HP Administration	PSC3-13-BGH:78/2015	31/08/2015	Discipline
2	Kavieng General Hospital	PSC3-12-KAVGH:87/2015	30/11/2015	Selection
3	Angau Memorial Hospital	PSC3-11-AMGH:07/2016	04/03/2016	Discipline
4	Sandaun Provincial Administration	PSC3-20-SAPA:49/2016	17/06/2016	Discipline
5	West New Britain Provincial	PSC3-19-WNBPHA:13/2016	15/08/2016	Selection

	Health Authority			
6	West New Britain Provincial Health Authority	PSC3-19-WNBPHA:67/2016	07/09/2016	Selection
7	West New Britain Provincial Health Authority	PSC3-19-WNBPHA:68/2016	07/09/2016	Selection
8	West New Britain Provincial Health Authority	PSC3-19-WNBPHA:69/2016	07/09/2016	Selection
9	West New Britain Provincial Health Authority	PSC3-19-WNBPHA:65/2016	09/09/2016	Selection
10	West New Britain Provincial Health Authority	PSC3-19-WNBPHA:66/2016	09/09/2016	Selection
11	West New Britain Provincial Health Authority	PSC3-19-KIMGH:73/2016	27/09/2016	Selection
12	Western Highlands Provincial Administration	PSC3-18-WHPA:79/2016	03/10/2016	Discipline
13	Morobe Provincial Administration	PSC3-11-MOPA:40/2016	12/10/2016	Discipline
14	Gulf Provincial Administration	PSC3-07-GPA:63/2016	18/10/2016	Discipline
15	Popondetta General Hospital	PSC3-14-POPGH:85/2016	24/10/2016	Entitlement
16	Enga Provincial Health Authority	PSC3-06-EPHA:84/2016	31/10/2016	Discipline
17	Manus Provincial Administration	PSC3-09-MAPA:83/2016	31/10/2016	Discipline
18	Manus Provincial Administration	PSC3-09-MAPA:88/2016	07/11/2016	Discipline
19	Western Provincial Administration	PSC3-17-WPA:87/2016	10/11/2016	Entitlement
20	Enga Provincial Health Authority	PSC3-06-EPHA:86/2016	10/11/2016	Discipline

SUMMARY OF PENDING APPLICATION FOR 2016		
DISCIPLINE	SELECTION	TERMS & CONDITION
10	8	2
TOTAL NUMBER OF CASES = 20		

FUNCTIONAL & MANAGEMENT STRUCTURE

DPM APPROVED, 2007

FUNCTIONAL & MANAGEMENT STRUCTURE

KEY/INDICATOR

Chairman's Staff =

National Branch Staff =

Provincial Branch Staff =

Secretariat Staff =

Relationship Line =

