



PUBLIC SERVICES COMMISSION



2017 ANNUAL REPORT

Promoting Good Governance in the National Public Service



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PUBLIC SERVICES COMMISSION

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PSC Reference: PSCI-I-GEN

His Excellency, The Governor General
Grand Chief Sir. Bob Dadae, GCMG
Government House,
KONEDOBU, NCD.
Papua New Guinea.

Your Excellency,

RE: PUBLIC SERVICES COMMISSION- 2017 ANNUAL REPORT

In accordance with Section 191(4) of the National Constitution of Papua New Guinea and Section 16(1) of the *Public Services (Management) Act 2014*, I have the honour of submitting to you for presentation to Parliament, the 2017 Annual Report of the Public Services Commission.

The 2017 Annual Report covers the period from January 01st, 2017 to December 31st, 2017, 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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CHAIRMAN'S OVERVIEW



In 2017 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 which comprises of three (3) members and Section 191 of the Constitution provides for the functions of the Commission.

The three members of the Commission currently comprise of: Dr. Philip Kereme, OBE, M.A, Ph. D – PSC Chairman, Mr. Apeo Fuata Sione, L.M, M.PP – Commissioner (National) and Mr. Hansel Kakimo, L.M – Commissioner (Provincial). This is to ensure continuity and stability in the Commission's decision making so that the Commission continues to perform its Constitutional roles and functions with confidence.

IMPACT OF POLICY CHANGES ON THE PUBLIC SERVICES COMMISSION

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on Provincial Governments & Local Level Governments and enacted the new Public Services (Management) Act 2014, which repealed the Public Services (Management) Act 1995.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

However, it later became clear that the Constitutional Amendments do 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(2) and (3) of the Constitution provides for the appointment of the Managing Director of NBC, the Police Commissioner and the Defence Force Commander, and these provisions were not 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 meaningfully participate in the process of consultation on appointment of those agency heads referred to in section 193(2) and (3) of the Constitution.

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, or otherwise, 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 the judicial opinion on this matter. The Chairman then filed the Supreme Court Application on 24th November, 2015. The Supreme Court completed the substantive hearing of the Chairman's application in July 2017 and the final decision of the Supreme Court is still pending.

But, before the substantive hearing of the Chairman's Application, the Supreme Court 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 Governments 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 proceed with the Application under Section 18(1) of the Constitution.

The Chairman's Supreme Court Application is now awaiting a final determination from the Supreme Court. The Commission genuinely believes that a favourable Supreme Court decision would be in the best interest of the National Public Service and the people of Papua New Guinea. The 2017 Alotau Accord has not changed the Government's Public Service Reform Policy as stated in the 2012 Alotau Accord, so far as it relates to the Public Services Commission and the Department of Personnel Management.

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 2017.

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 was no Review of Organizational Matters in 2017, 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. And this is one of the issues that the Commission will be seriously addressing in future policy discussions in the Government's 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 those agency heads referred to in Section 193(2) and (3) of the Constitution) are now being handled by the Ministerial Executive Appointments Committee (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 National Broadcasting Corporation (NBC). Furthermore, the Commission has re-activated its Assessment Division to continue to carry out the merit-based assessments, but only in respect of the candidates for appointment of Departmental Heads referred to in Section 193(2) and (3) of the Constitution, including the Police Commissioner, Defence Force Commander and the Managing Director of NBC. Based on the findings and recommendations of the Assessment Division, and upon proper deliberations on the Assessment Division's recommendation, the Commission will then form its views on the candidates for the position concerned and forward its views to NEC.

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 (PSC) in 2017.

The Government on 12th April 2017 through an NEC Decision No: 122/2017, referred to the Public Services Commission's Supreme Court Interim Orders (SCA 148/2015) and noted and endorsed that there was an oversight in the 2017 Budget, revealed in the Budget Circular No. 01 of 2017 that there will not be an amalgamation between the Public Services Commission and the Department of Personnel Management during the 2017 Budget Year; it noted that any interference by any Agency or person/persons will be liable for contempt and will be sued.

In the first quarter of 2016, the Department of Treasury directed all Government agencies to make some cuts to their budgets allocated for 2016 as it was predicted that some serious financial constraints were imminent due to the continuous economic downturn, and that significant financial cuts to each agency of government was required, forcing some departments and government agencies to scale down their operations. This continued to be a challenge for the Commission in 2017.

The Department of Treasury in consultation with the Department of Personal Management (DPM) issued notices to the Commission (PSC) on their intention to relocate and amalgamate DPM with PSC citing Government Policy change and the Government budget cuts as their main reasons. The Commission viewed this as being contemptuous of the Restraining Orders issued by the Supreme Court on 12th July 2016 (as referred to above) and the Chairman, through his legal counsel, threatened to sue the Interveners in his Supreme Court Application for contempt. In response to this, NEC in Decision No. 122/2017, directed the Secretary for Treasury in consultation with Secretary for Department of Personnel Management and Secretary for Department of Justice & Attorney General, to immediately re-draft and publish the Budget Circular and to basically retract the statement about merging and co-locating PSC with DPM. The NEC also directed the Attorney General and Minister for Public Service, as Interveners in the Chairman's Legal Proceedings (SCA 148/2015), to make a public statement regarding the NEC Decision and to explain to the Court the oversight in the 2017 Budget and the 2017 Budget Circular No. 01 of 2017.

The consecutive budget cuts in 2015, 2016 and 2017 coupled with warrants from Department of Treasury not coming in on time had seriously affected PSC's routine operations, thus impacted duty travels to provinces for the Commission Hearings; halted the first and the second phase of the Case Management System (CMS) project earmarked for the enhancements of first phase and development and integration of the Registry and the Legal and Investigation Divisions into the CMS Project; and the scaling down of other essential operational activities of the Commission.

ACCOMPLISHMENTS

The Public Services Commission continued to perform its core Constitutional functions in line with its work plan and programmed activities to allow a smooth flow of services to its stakeholders.

The Commission continued to conduct its scheduled meetings in 2017; a total of 347 Personnel Review Matters from the National Review Division (NRD), of which 226 cases were completed and files closed and aggrieved officers have been advised of Commission decision; 121 uncompleted case files from the NRD were brought forward to 2018 as outstanding matters; a total of 321 registered cases were from the Provincial Review Division (PRD), of which 214 review cases were carried over from 2016. From the total number of cases registered in 2017, one-hundred and five (105) cases were completed and files closed whilst 216 cases remain outstanding and have been brought forward to 2018. In July 2017, Personnel Review Training Sessions were conducted for Review Officers to improve their handling of review cases and to ensure credibility and integrity in the

decisions that PSC makes on applications for Personnel Review by officers of the National Public Service under Section 18 of the *Public Services (Management) Act 2014*.

The PSC Housing Committee established a consultation process with all its relevant stakeholders for its first Home Ownership Scheme for its staff. The staff from both Provincial and National Review Divisions continued to participate in the implementation of the PSC Corporate Plan (2014 – 2018) in regards to conducting ‘Workshops & Awareness Campaigns’ on PSC’s roles and functions.

The Commission (PSC) 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 expected outcomes outlined in Vision 2050.

CONCLUSION

I am pleased to report that in 2017 the Public Services Commission continued to discharge its Constitutional roles and functions without fear or favour despite financial constraints and other policy challenges that had directly affected the operations of the Public Services Commission.

I would like to acknowledge the following individuals and corporate bodies for supporting the Commission to perform its Constitutional roles and functions in 2017: Commissioners Apeo Fuata Sione and Hansel Kakimo; Acting Secretary - Judith Stenis, all hard working staff of the PSC Secretariat; the Government and other service providers.

On behalf of the Commission, may I sincerely thank you all for providing technical, financial and moral support to the Commission. Your support has greatly assisted the Commission in successfully discharging its Constitutional duties, functions and responsibilities in 2017.

Thank you for your kind and loyal support.

Dr Philip Kereme, OBE, MA, Ph.D.
Chairman PSC

STATEMENT OF COMMISSIONER NATIONAL



The purpose of this section of the 2017 Annual Report is to report on one of the functional roles of the Commission which the Commissioner National is responsible for, and that is the Review of Personnel Matters connected with the National Public Service, performed by the National Review Division (NRD).

This role relates to conducting Review of Personnel Matters lodged by aggrieved officers of National Departments, Statutory Organizations (or Government Bodies) and Port Moresby General Hospital 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*.

STAFF OF THE NATIONAL REVIEW DIVISION

The National Review Division has a staff ceiling of eight (8) officers in which six (6) are Review Officers and two (2) are Administrative Assistants. The Review Officers include; Mr. Joshua Ngawi (Director); Mr. Steven Haibaku (Principal Review Officer); Mr. David Hanaromo (Principal Review Officer); Mr. Brian Avuti (Principal Review Officer); Mrs. Dorothy Murray (Senior Review Officer); and Mr. Spinola Pagun (Review Officer). The Administrative Assistants are Mrs. Mary Yano (Senior Administrative Assistant to Commissioner National) and Mrs. Norris Sevese (Administrative Assistant to Director National) respectively.

ACHIEVEMENT(S)

The National Review Division (NRD) at the commencement of 2017 looked forward with greater enthusiasm and determination to successfully implement its Work Plans, despite a lesser Annual Budget Allocation given to the Commission. With a decrease in the allocation of funds in the *Vote 121 – Designated Duty Travel*, the Review Divisions purport 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 lines. Apart from conducting review hearings, the Review Divisions (inclusive of the NRD) continue to participate in the implementation of the *PSC Corporate Plan (2014 – 2018)* in regards to conducting '*Workshops and Awareness Campaigns*'. Particularly for the National Review Division, the roll-out of this program continued mainly with the National Departments in the National Capital District and not in the provinces due to funding constraints.

Nevertheless, it is noted that the overall performance of the National Review Division in 2017 was quite exceptional. The Division was able to achieve three (3) main deliverables as contained in its *2017 Management Action Plan (M.A.P)*. These activities include;

- *Activity 3.1.1 – Review of Personnel Matters;*

- *Activity 3.1.2 – Training of Review Officers (in-house); and*
- *Activity 3.1.3 – PSC Awareness Program Implementation.*

STATISTICAL SUMMARY OF REVIEW MATTERS BY THEIR NATURE OF COMPLAINTS & REVIEWED IN 2017

CASES	DISCIPLINE	SELECTION	TERMS & CONDITION	OTHERS	TOTAL
Registered	187	10	48	1	246
Completed	126	4	14	1	145
Pending	61	6	34	-	101

NB: 101 Review Matters are Outstanding Matters and have been carried over into 2018. This table provides for Review matters received, registered and reviewed in 2017 only.

As depicted from the above statistics, the Division was able to dispose a total of 225 review cases (*145 cases from 2017 and 80 cases from 2016*). It had an overall performance percentage of 70%. Similar to the previous year (2016), the year 2017 was a challenging year for the Division, in view of the work load it had to undertake, and also because of other factors outlined below. However, despite the challenges it encountered, the Division was duty bound to have all review cases for 2016 fully disposed and determined forthwith.

CHALLENGE(S)

The year 2017, has been quite a challenging year for the National Review Division for a number of reasons, as stated below;

- Financial constraints and budget cuts experienced each year, including 2017, continue to hamper the performance of the Division, in regards to the funding of Duty Travels to the provinces to conduct Commission Appearances or Directional Hearings. For this reason, the Division undertook only one (1) Duty Travel to Alotau, Milne Bay Province in the third quarter of this year. In addition, this to an extent has affected the implementation of the Commission's *Corporate Plan Outcomes 1.1, 1.2 and 1.3* particularly in regards to conducting the Awareness Program in the Provinces.
- Government Warrants from the Department of Treasury have not been released in a timely manner, and other times, there were no warrants released at all. This not only affected the Duty Travels, but also the daily operations of the Divisions and the Commission as a whole, in-terms of logistics, utilities and stationery supplies for the office.
- Constitutional and Legislative Amendments by the National Parliament that affected the functions of the Commission brought its challenges, by creating

uncertainties and had adverse impact on the staff, which in general, affected their performance output.

- Another challenge was the need for the *PSC Research and Review Committee* to conduct a review of the current existing internal processes for the Review Applications. This is to ensure that the turn-around time for the review process is shorter than the *90 days statutory time period* in the disposal or determination of a review matter. This should enable the Division to complete and close review cases within the time-frame accorded by law, and also, allow them to remain focused than ever to continue to reduce and fully dispose outstanding review cases as its prime objective.

CONCLUSION

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 extend my appreciation to the staff of the Legal, Advisory & Litigation Division for the excellent job performed in relation to clearances of all advices and provision of legal opinions sought from the Division; and 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 in their respective duties, in ensuring that the Commission successfully discharged its Constitutional responsibilities without any difficulty. And above all, we thank and praise the awesome great God, for his leading and guidance in bringing the Commission to where it is now.

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

STATEMENT OF COMMISSIONER PROVINCIAL



The Statement of the Commissioner Provincial forms part of the Commission's Annual Report for the year 2017. The Statement in summary is essentially on the performance of the Provincial Review Division (PRD) in carrying out the Commission's review powers under Section 191 of the National Constitution and Sections 18 – *Review of Personnel Matters* connected with the National Public Service and; Section 19 – *Review of Organizational Matters* under the *Public Services (Management) Act 2014*.

The focus of the review is mainly on personnel matters arising from aggrieved public servants from Provincial Administrations, Public Hospitals and Provincial Health Authorities, except from the Port Moresby General Hospital, which come under the National Review Division.

In 2017, due to funding constraints for duty travel and other operational expenses to the Commission's budget; coupled with the restrictions placed on recruitment against funded vacancies, the Divisions annual work plan was revised. This meant that review cases had to be deferred and carried over to 2018. The implication was that personnel review cases will be dealt with outside of the 90 days period.

Under the current structure of the PSC Secretariat, the Division has a staff ceiling of 12; of which seven (7) are currently occupied with five (5) still vacant. The number of vacancies had increased by two, due to one officer being on promotional transfer and the other had passed on.

Despite these challenges, the Divisions performance has been consistent and maintained at a fairly high level like the previous years.

Sections 18 & 19 – Review of Personnel Matters and continuous Review of State Services and Services of other Government Bodies.

In 2017, the review applications received under *s.18*; totalled three hundred and twenty-one (321). From this total, one hundred and five (105) were completed; fifty-nine (59) are at the submission stage; forty (40) are pending review to commence; eighteen (18) are Information Papers ready to be closed; nine (9) are pending proper review forms to be completed by the aggrieved and returned; thirty-eight (38) cases are time barred and fifty-two (52) cases are pending allocation to officers.

Section 19; Organization Review Matter is currently not being performed, as the Commission is yet to have a proper documented and approved business process to undertake this review function.

Corporate Plan 2014 - 2018

Success in achieving the Corporate Plan Outcomes is dependent on a number of key factors; the trained and highly skilled personnel are retained, skills' training is continuous and the staff are happy at the work place. The Commission also needs to review its review processes to ensure it's current.

Corporate Outcome 1.1 – *Improvement in Compliance with Mandatory Functions and Requirements of the Commission;*

Corporate Outcome 1.2 – *Reduction in the number of review cases received; and*

Corporate Outcome 1.3 – *Effective Review system.*

These Corporate Outcomes are all being realized through the Awareness Program being conducted on the roles and functions of the Commission and training on the review process for Directional/Full Hearing conducted by the in-house consultant.

Outlook for 2017 – 2018

At the commencement of 2017, the Divisions travel plan was revised to ensure it did not conflict with the activities of the National Election. In-fact, the travel and Directional Hearings were completed as planned well before voting and formation of the government took place.

In 2018, Papua New Guinea will be hosting the Asia Pacific Economic Cooperation (APEC) Meetings, leading up to the 'Leaders' Summit' in November. Despite this eventful year, the Public Services Commission and particularly the Divisions work plans will continue as normal.

The Division anticipates increasing the number of Directional Hearing by not less than two provinces/agencies per month over the next ten [10] months. This will mean that carry over review cases and those received now will be completed within the 'ninety (90) days' required time. Additionally, having the position vacancies filled to capacity will assist in the timely completion of review cases.

The Division will continue to promote, a work environment for all staff, free of any form of discrimination, by fostering a culture of team work, discourage working in isolation and promote a learning culture through social interaction at all times. These are the professional and ethical values that will underpin our work and conduct in the Division.

The staff of the Provincial Review Division are industrious and I commend them for their commitment, loyalty and support to my office, in meeting the Commission's Constitutional roles and responsibilities this year.

Hansel Kakimo, L.M
Commissioner (Provincial)

INTRODUCTION

This is the 22nd Annual Report of the Public Services Commission (PSC). It is produced and submitted in accordance with Section 191 (4) of the National Constitution of Papua New Guinea and Section 16 (1) of the *Public Services (Management) Act 2014*.

The report covers the performance of the Public Services Commission in 2017, covering the period from January 01st, 2017 to December 31st, 2017.

The Annual Report begins with the Chairman's over-view outlining the general performance of the Commission, followed by two separate statements from Commissioner National and Commissioner Provincial pertaining to the performance of the two Review Divisions (National 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 Sections 191 and 193 of the National Constitution and Sections 18 and 19 of the *Public Services (Management) Act 2014*.

The main body of the report provides a detailed account of tasks performed by the Commission from January 01st, 2017 to December 31st, 2017. 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 2017 Annual Report also contains an unaudited Financial Statement on the Commissions Budget for the 2017 Fiscal Year and highlights the constraints and achievements faced by the Commission.

The 2017 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 the Opposition
- (d) the Chairman of the Permanent Parliamentary Committee on Appointments; and
- (e) the Chief Ombudsman

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

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

Prior to a major reform of the National Public Service in 1986, the Commission had the executive and administrative powers relating to, or dealing with all executive/administrative and personnel matters in the National Public Service, and was known as the Department of Public Services Commission (DPSC). 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 the appointments of Departmental Heads and Heads of 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 the political considerations or on other ulterior motives.

In 1986, a major Public Service reform took place which saw the abolition of DPSC and the establishment of the current Commission with its new semi 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 semi 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 CEO's of RSA's⁴, as well as its role in the review of personnel matters (as defined by Section 194 of the Constitution)⁵. Through a Constitutional amendment in 2003, the Commission was empowered to conduct merit-based assessments on candidates or applicants for the positions of 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 Section 191 of the Constitution and Sections 18 and 19 of the *PS(M) 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 Authorities (Appointment to Certain Offices) Act 2004* (the RSA Act) the appointment, suspension and termination of Chief Executive Officers (the CEOs) of RSA's also became subject to the recommendation of the PSC, following merit- based assessment [*see Sections 208A and 208B of the Constitution*].

And the procedures for appointment, suspension and revocation of appointment of Departmental Heads, Provincial Administrators and CEO's of RSA's were provided for under Sections 31A – 31D (for Departmental Heads) and 60 (for Provincial Administrators) of the *Public Services (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 CEO's and non-ex-officio members of Boards of RSA's), 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 CEO's of RSA's and to give these powers and functions to the Ministerial Executive Appointment Committee (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 to Certain Offices) Law 2014. [*Certified on 14th May, 2014*]
2. Organic Law on Provincial Governments and Local Level Governments (Amendment) (No. 13) Law 2014.

[Certified on 14th May, 2014].

3. Public Services (Management) Act 2014.
[Certified on 19th September, 2014; repealing the PS (M) Act 1995].
4. Regulatory Statutory Authorities (Appointment to Certain Offices) (Amendment) Act 2013.
[Certified on 17th February, 2014].

But the Commission's powers⁶ in relation to appointment of Departmental Heads referred to in Section 193(l) (b), (c), (d), (e) & (f), of the Constitution (including the Commissioner of Police, Commander of the 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 Section 193 of the Constitution, generally, as per the new Section 193 (1E) of the Constitution.

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

Therefore, the current core functions of PSC are;-

- (a) Review of Personnel⁷ and Organizational⁸ Matters under Section 191 of the Constitution and Sections 18 and 19 of the *Public Services (Management) Act 2014*.
- (b) Review of the NEC's decisions relating to appointment of Departmental Heads under Section 193 of the Constitution, pursuant to Section 193(1E)⁹ of the Constitution.
- (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 Section 193 (l) (b), (c), (d), (e), and (f) of the Constitution, 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

To maintain checks and balances and to promote good governance in the National Public Service.

MISSION

To ensure a fair, honest and just treatment of public servants through an efficient and effective review of personnel and organizational matters and the provision of prudent advice.

PROFESSIONAL VALUES

The Commission values our;

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

MEMBERS OF THE COMMISSION

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 Members of the Commission for this reporting period are Dr. Philip Kereme, OBE, M.A, Ph.D as Chairman; Mr. Apeo Fuata Sione, L.M, M.PP as Commissioner National and Mr. Hansel Kakimo, L.M as Commissioner Provincial.

CHAIRMAN PSC – DR. PHILIP KEREME, OBE, M.A, 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) for two terms (1999 – 2005).

In the 2016 Queen's Birthday Honors, Dr. Kereme was 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.

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

Commissioner Sione has well over 18 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 (UPNG) 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 head of 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 the 17th November, 2014, Mr. Kakimo held various senior positions in the National Public Service. He was Deputy Secretary Operations with the Department of Personnel Management (DPM) from 2009 – 2010 as a 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 the 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 Sections 191 (Review of Personnel and Organizational Matters) and 193 (relating to appointment of Departmental Heads referred to in Sections 193 (1) (b), (c), (d), (e), and (f) and 193 (1E) of the Constitution (relating to review of NEC's decisions on all appointments, etc., of Departmental Heads made under Section 193 of the Constitution, generally).

The PSC Secretariat comprises the Office of the Secretary and six (6) Divisions that were created under the approved restructure in 2007. The divisions include National Review, Provincial Review, Investigation, Legal, Advisory & Litigation, Assessment and Corporate Services.

It is important to note that 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 Commission's powers and functions relating to appointment of Departmental Heads and other agency heads. But, following legal advice that the 2014 Constitutional Amendment did not remove the Commission's powers and functions relating to appointment of Departmental Heads referred to in Section 193 (1) (b), (c), (d), (e), and (f) of the Constitution including the Police Commissioner, Commander of the PNG Defence Force and CEO of the 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 Heads referred to in Section 193 (1) (b), (c), (d), (e), and (f) of the Constitution, as alluded to above, in-compliance or in accordance with the **MERIT BASED ASSESSMENT** criteria and process provided for under the *Public Service (Management) Act 2014* and *Regulatory Statutory Authorities (Appointment to Certain Offices) Act 2004*. PSC still retains its powers and functions on appointments of those Departmental Heads referred to in Section 193(1) (b), (c), (d), (e), and (f) of the Constitution. 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 Ms. Judith Stenis, who is the Substantive Director of the Provincial Review Division. Ms. Stenis took office as the Acting Secretary in May, 2014.

The profile of the Acting Secretary and six (6) of the Divisional Directors that make up the Senior Management Committee (SMC) are captured below;

ACTING SECRETARY PSC SECRETARIAT - MS. JUDITH STENIS, MBA



Ms. Stenis has eighteen (18) years of professional experience within the PNG National Public Service. 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 (PSC) in March, 2007, as a Principal Review Officer.

Ms. Stenis attained a Master of Business Administration (MBA) from the University of Technology in Sydney, Australia in 2013. Her 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 (PSC) 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 was made in August, 2013, after serving in that position as the Acting Director for two (2) years. He has well over eighteen (18) years of professional experience both in the private as well as the public sector.



Mr Ngawi graduated from the University of Papua New Guinea (UPNG) in 2004 with a Bachelor of Arts Degree in Public Policy & Management.

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 was 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 Bachelor of Business Management (Public Policy & Management) Degree with Honors from the University of Papua New Guinea (UPNG), which he acquired in 2005 and 2010 respectively. His first employment 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 Review 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 later, she was further 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 twelve (12) 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 Honors from the University of Papua New Guinea (UPNG) 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 successfully secured 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 (PSC) 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 Services (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 included 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 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 (PSC) in 1995 as the Chief Finance & Administrative Officer. This position was renamed and upgraded to Director Corporate Services in the 2007 Public Service Commission 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, then after the restructure in 2007, Mr. Gapi was appointed Director Corporate Services, a position he held until his retirement from the Public Service in October, 2017. He has forty-three (43) years of experience and loyal service in the National Public Service of PNG.

2017 PERFORMANCE REPORT

EXECUTIVE SERVICES

INTRODUCTION

The Executive Services is comprised of the Office of the Secretary for the PSC Secretariat and the Internal Auditors Unit. The core function of the Executive Services is to control, direct and supervise all the operational affairs of the PSC Secretariat. The Executive Services coordinates the program activities under the Commission's Corporate Plan 2014-2018, Annual Work Plans and Management Action Plans to ensure they are aligned with the mission and vision of the Commission and implemented within the parameters of the budget allocated on an annual basis.

The Secretary's Office ensures sufficient resources are allocated to all divisions to implement programs and activities under the work plans; ensure staff performance and productivity is properly managed; and that staffing and personnel matters of the members of the Commission and staff of the Secretariat are effectively addressed. It is the Executive Services duty to ensure all divisions are effectively functioning to enable the Commission to deliver on its mandated responsibilities and duties under Section 191 of the Constitution. Furthermore, it ensures that the Commissions Annual Reports are produced and submitted to Parliament in a timely manner each year.

The Executive Services is serviced by six (6) staff as indicated in the table below;

OFFICERS OF THE EXECUTIVE SERVICES

NO.	STAFF	DESIGNATION
1.	Ms. Judith Stenis	Acting Secretary – PSC Secretariat
2.	Mrs. Christine Gorogo	Internal Auditor
3.	Mr. Francis Koaba	Senior Officer Special Projects
4.	Mr. Dickson Nakande	Executive Officer to Chairman
5.	Ms. Julie Waring	Personal Assistant to Chairman
6.	Mrs. Raga Wele	Senior Admin. Assistant to the Secretary

PERFORMANCE REPORT

INTERNAL AUDIT UNIT

The Internal Audit Unit came into operation in 2015 after the recruitment of an Internal Auditor. The Unit is currently manned by one (1) staff, namely Mrs. Christine Gorogo.

Performance of the Internal Audit Unit in 2017 was below average due to efficiency issues. Work targets set for the Audit Unit have not been fully achieved; however, one notable achievement for the Audit Unit was the initiative to set up the PSC Audit Committee which will be launched in 2018.

External assistance and support from the Department of Finance contributed towards the progress of some of our key activities, such as the set-up of the PSC Audit Committee.

ACHIEVEMENT(S)

The Executive Services Performance in 2017 was exceptional, despite budgetary constraints and freeze on recruitment in the Public Service; it was able to deliver on some of its responsibilities and expectations. Progress has been made on some projects under the Corporate Plan in 2017. Additionally, the 2016 PSC Annual Report was completed and submitted to Parliament, whilst all other operational matters are progressing steadily.

CHALLENGE(S)

The Executive Services was faced with numerous challenges; the most notable ones faced were capacity issues; in-house inefficiency issues; and the lack of funds as a result of budgetary constraints. Consequently, the Executive Services could not adequately provide much needed support to all the divisions as anticipated. Difficulty in securing timely external assistance and support from agencies such as the Department of Treasury and Department of Personnel Management on matters relating to Finance and Human Resources was also a challenge that hindered the Executive Services from performing its duties efficiently.

CONCLUSION

In 2017, the Executive Services worked hard to adequately meet the expectation of the Commission, however fell short due to internal weakness and external constraints some of which were beyond its control that hindered its performance. The lack of skilled and qualified personnel and commitment, budgetary constraints, and recruitment restrictions and the lack of support from external agencies impacted on its efforts to fully realize its goals and targets for 2017.

Despite these challenges the Executive Services exerted good leadership to effectively coordinate all the Commission's activities in ensuring the limited funds and resources were maximized and effectively utilized to implement the set programs and plans under the PSC Corporate Plan 2014 -2018, the Management Action Plan 2017 and the Annual Work Plans.

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 Bodies *(where it has jurisdiction to review personnel matters)*, Port Moresby General Hospital and the 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 eight (8) officers in the Division; six (6) 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.	Mrs. Dorothy Murray	Senior Review Officer (Discipline)
6.	Mr. Spinola Pagun	Review Officer (Terms & Conditions)
7.	Mrs. Mary Yano	Senior Admin Assistant to Commissioner National
8.	Mrs. Norris Sevese	Admin Assistant to Director National

NB: The Division was faced with manpower shortage in the 3rd Quarter due to the departure of one of its Senior Review Officers

PERFORMANCE REPORT

The overall performance of the National Review Division in 2017 has been consistently exceptional with the completion of **225 Review Matters** in another very challenging year; similar to the previous years since 2013. The Division completed *44 Submissions* and *186 Information Papers*.

The Division had six (6) main goals or aims to achieve in 2017, which included the following;

1. To try and complete **101 Outstanding Review Matters** from 2016 by **30th June, 2017**.
2. To simultaneously review **Applications for Review of Personnel Matters** received in 2017 together with the *101 Outstanding Review Matters* carried over from 2016. From May – December, 2017, the Division intends to focus on cases received and registered in 2017.
3. To continuously close **Review Matters** that qualify as **Information Papers** and submit them to the Commission for its determination and disposal on **Round Robin Basis** whenever applicable.
4. The Director (NRD) to assist Review Officers prepare submissions in a timely manner for Commission decisions.
5. To conduct and complete all **Commission Appearances for the 10 Review Matters** from the provinces by **31st May, 2017**, in-conjunction with the Provincial Review Division through Combine Duty Travels, which is subject to funding availability.

ACHIEVEMENT(S)

In 2017, a total of **246 Personnel Review Matters** were received and registered by the National Review Division through the Office of Commissioner National. *[One Hundred and Seventy-Eight Review Matters were received between 2nd January – 15th December 2017; while 9 cases were received and registered from 11 – 31st December, 2016 with 10 December, 2016 being the cut-off time line].*

One hundred and one (101) Outstanding Review Matters were carried over from 2016 taking the progressive total to **347 cases** under the carriage of the Division. From that total of 347; two-hundred and twenty-six (226) were completed leaving 121 cases still pending review. By the end of 2017 the National Review Division carried over 121 cases into 2018 as *Outstanding Matters*. From the total outstanding matters carried over to 2018, twelve (12) cases have been submitted to the Commission pending their decision.

The general performance of the Division from 2013 – 2017 has been consistently exceptional. A contributing factor to the high performance over the past five years is largely due to the hard work of its officers and the continuous, consistent and objective leadership provided by the Director of NRD to staff to work hard and produce such outcomes.

MANAGEMENT ACTION PLAN ACTIVITIES

The National Review Division was able to deliver on the two (2) main activities planned in the 2017 Management Action Plan (MAP). These activities include;

1. **Activity 3.1.1** – *Review of Personnel Matters*
2. **Activity 3.1.2** – *Training of Review Officers (In-House) by a professional consultant*

Activity 3.1.1 is an on-going program activity, whilst Activity 3.1.2 was delivered by the Consultant in the 2nd Quarter of 2017.

KEY ISSUES AND SUMMARY POINTS

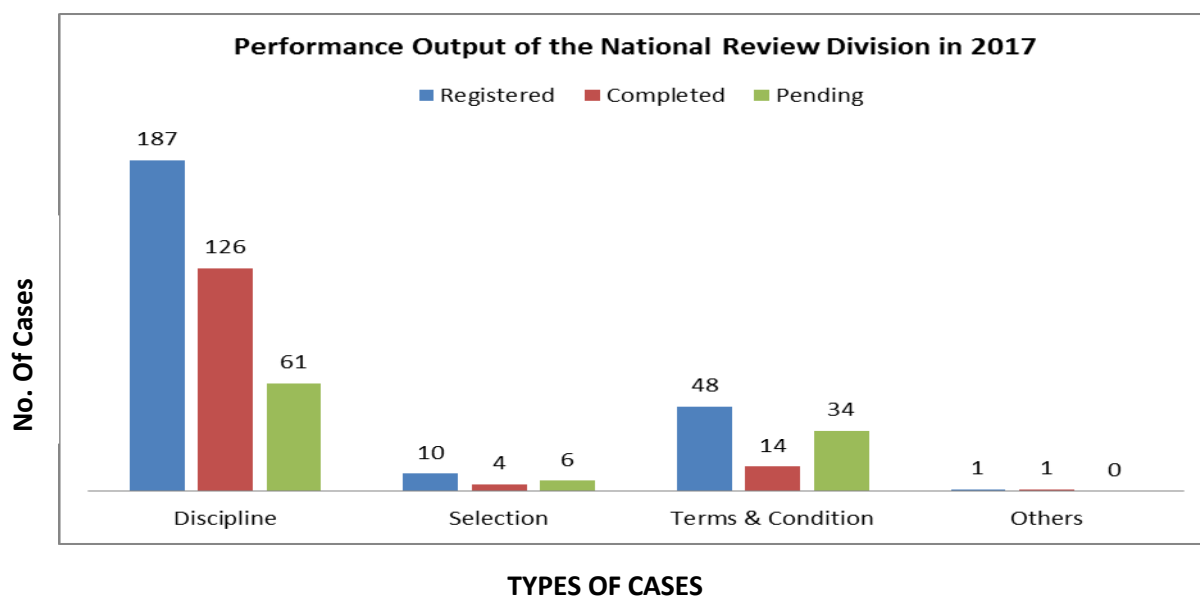
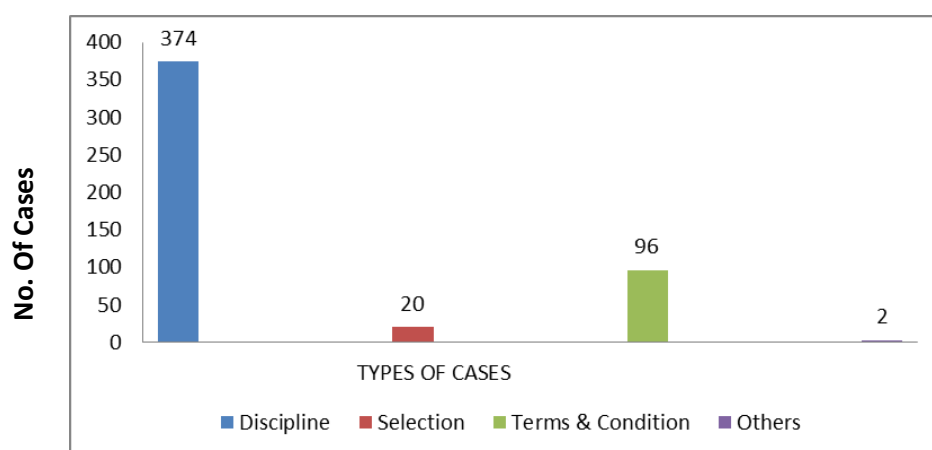
- In 2017, the National Review Division took carriage of a total of 347 Review Matters; comprising 101 cases carried over from 2016 and 246 cases registered in 2017.
- From the 246 cases registered in 2017; a total of 145 cases have been completed.
- In 2017 the Division completed a total of 226 cases; 145 cases were from the total number of cases registered in 2017, whilst 80 were from the *101 Outstanding Matters* brought forward from 2016.
- In 2017, the Division completed *44 Submissions* and *186 Information Papers*, which is almost similar to the 2016 performance (45 Submissions).
- A total of *121 Outstanding Review Matters* have been carried over into 2018. From this total, 12 cases are currently pending Commission decisions. Some cases have been identified for closure as Information Papers for various reasons including 'lack of jurisdiction'; whilst others are pending appeals for waiver of the 60 days statutory time limitations; thirty-four (34) are pending legal advice; three (3) are pending decisions from the Departmental Heads concerned, whilst the remaining cases are under substantive reviews with their respective Review Officers.
- Due to financial constraints the Division was only able to undertake one duty travel to Milne Bay Province for a Review Matter arising from the Department of Finance.
- There are currently thirteen (13) cases from the provinces pending review, which have all been carried over to 2018 as *Outstanding Matters*.

STATISTICAL SUMMARY OF REVIEW MATTERS BY THEIR NATURE OF COMPLAINTS & REVIEWED IN 2017

CASES	DISCIPLINE	SELECTION	TERMS & CONDITION	OTHERS	TOTAL
Registered	187	10	48	1	246
Completed	126	4	14	1	145
Pending	61	6	34	-	101

NB: 101 Review Matters are Outstanding Matters and have been carried over into 2018. This table provides for Review matters received, registered and reviewed in 2017 only.

TOTAL NUMBER OF REVIEW MATTERS RECORDED IN 2017



CHALLENGE(S)

It has been another very challenging year in 2017, 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 travels to the provinces to attend to review matters that also affected the Provincial Review Division and the Commission as well. The Division undertook only one duty travel to Alotau, Milne Bay Province in the 3rd Quarter.

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. The Supreme Court has already conducted a full trial for this matter in August, 2017 and a decision is pending.

Meanwhile, a Senior Review Officer in the Division left the Commission in the 3rd Quarter of 2017 to pursue other employment interests in the private sector. This saw the re-assignment of review matters to other officers within the Division. The Director of the National Review Division also undertook part-time studies at the Divine Word University; this had some bearing on the less number of *Submissions* provided by the Division for the Commission's determination.

CONCLUSION

Although 2017 was a very challenging year, the National Review Division performed exceptionally well to complete 226 Review Matters. The Division has been consistent with its performance for the last five years since 2013, with almost full staff strength on board until mid-year when one Senior Review Officer left the Division for private sector employment.

The Division carried over *121 cases as Outstanding Matters* to 2018. From this total, 12 cases are currently pending Commission decisions; some cases have been identified for closure as Information Papers for various reasons including 'lack of jurisdiction'; whilst others are pending appeals for waiver of the 60 days statutory time limitations; thirty-four (34) are pending legal advice; three (3) are pending decisions from the Departmental Heads concerned, whilst the remaining cases are in various stages of the review process. It is envisioned that the National Review Division will try its best to maintain the *Rate of Performance* into 2018 and beyond.

PROVINCIAL REVIEW DIVISION

INTRODUCTION

The Provincial Review Division (PRD) 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 and Laloki Psychiatric 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 Commission's direction hearings.
- Conduct the Commission's directional hearings in provinces.
- Preparation of submissions for Commission decisions; and
- Preparation of advice to all parties based on Commission's 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.

There are currently six (6) officers in the Division; four (4) are Review Officers; while two (2) are Admin Assistants to Commissioner Provincial and to Director Provincial. Details of the officers are provided 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 (Terms & Conditions)
3.	Mrs. Schola Muou	Acting Principal Review Officer (Selection)
4.	Mr. Joshua Heape	Acting Senior Review Officer (Discipline)
5.	Ms. Dorothy Memafu	Senior Admin Assistant to Commissioner Provincial
6.	Mrs. Mary Koike Feaviri	Admin Assistant to Director Provincial Review Division

N.B: The Division was faced with manpower shortage in November, 2017 due to the departure of one of its Senior Review Officer.

PERFORMANCE REPORT

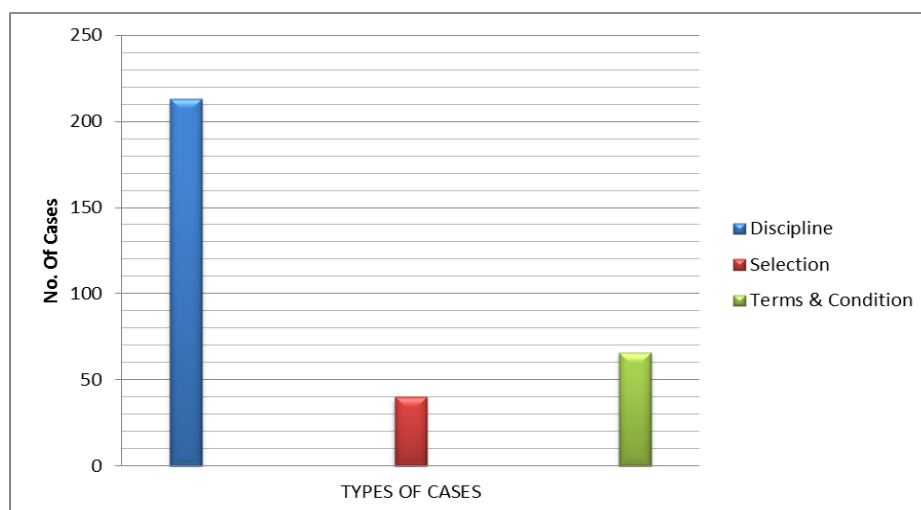
In 2017, a total of **142 Personnel Review Matters** were received and registered by the Provincial Review Division. One hundred and seventy-seven (177) Outstanding Review Matters were carried over from 2016, taking the grand total to **319 Review Matters** under the carriage of the Division. From that total of 319 cases; one hundred and five (105) cases were completed leaving 214 cases still pending review. By the end of 2017 the Provincial Review Division carried over 214 cases into 2018 as *Outstanding Matters*.

STATISTICAL SUMMARY OF REVIEW MATTERS BY THEIR NATURE OF COMPLAINTS & REVIEWED IN 2017

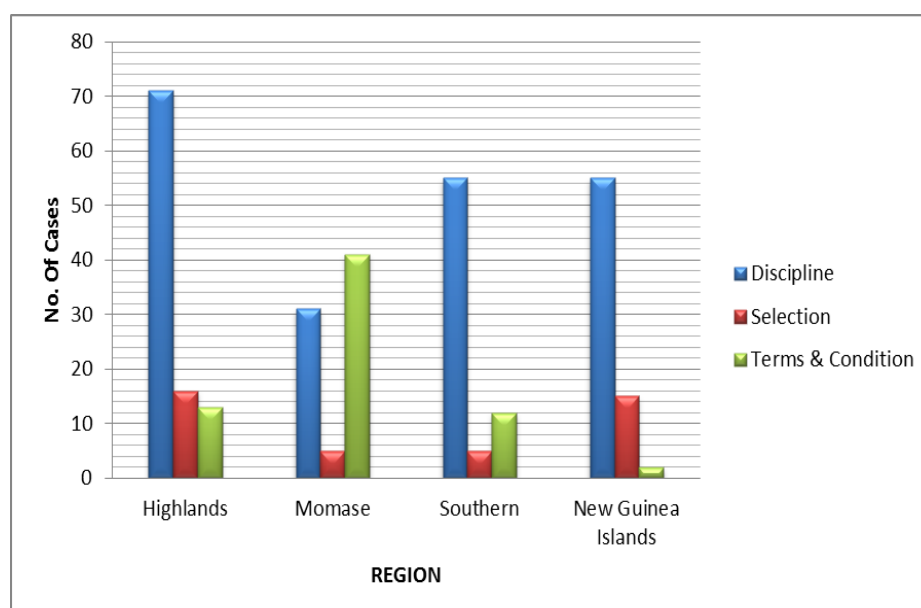
DISCIPLINE	SELECTION	TERMS & CONDITIONS	DIRECTIONAL APPEARANCES	CASES COMPLETED	OFFICIAL TRAVEL	DIVISIONAL MEETINGS
213	40	66	7	105	7	4

N.B: The number of Review Matters carried over to 2018 = **214**

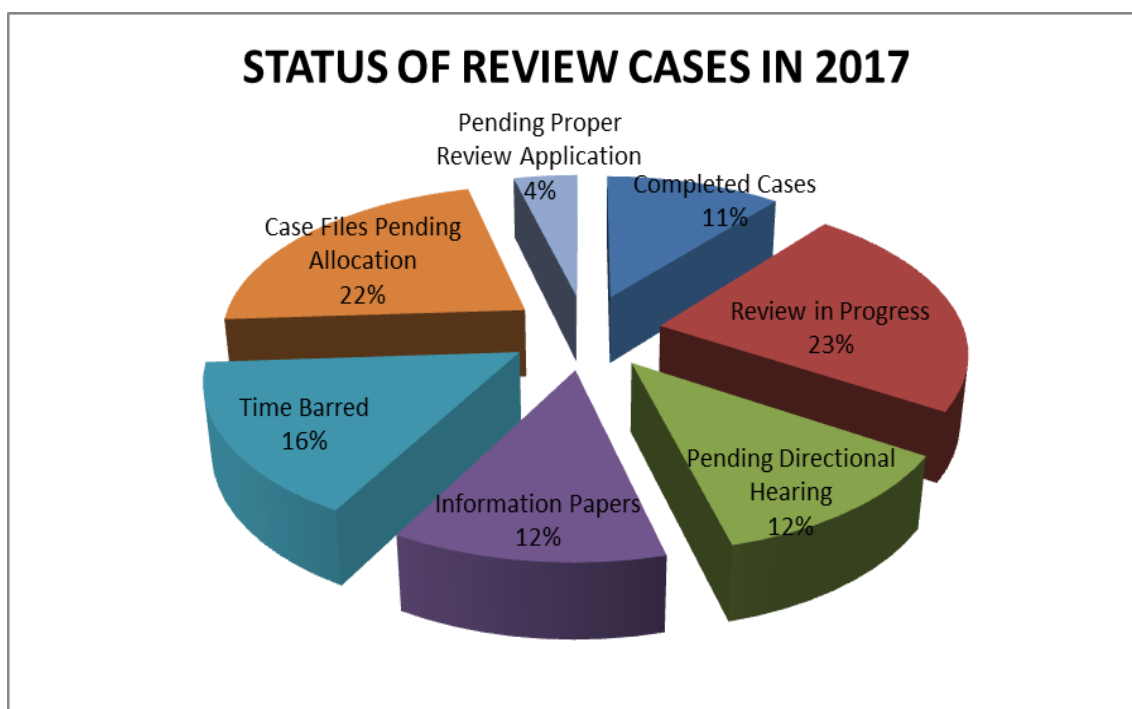
TOTAL NUMBER OF REVIEW MATTERS RECORDED WITH THE PROVINCIAL REVIEW DIVISION IN 2017



STATISTICAL SUMMARY OF THE TYPES OF CASES RECORDED FROM EACH REGION IN 2017



PERFORMANCE OUTPUT OF THE PROVINCIAL REVIEW DIVISION IN 2017



The statistics of these Review Matters can be found in Appendix J.

ACHIEVEMENT(S)

Despite the continuous funding constraints faced throughout most of 2017, the Provincial Review Division was able to complete and close 105 cases. This achievement was largely due to the commitment and hard work put in by each review officer within the division.

CHALLENGE(S)

The lack of funding to conduct Directional Hearings in provinces hindered the work of the Division, contributing to the large number of cases that remain outstanding, and have now been carried over into 2018. Despite this challenge, the Division continued to carry out its work with the limited funding available and were able to conduct seven (7) 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 overall performance of the Provincial Review Division in 2017 is commendable with the successful completion of 105 Review Matters. The Division would have done more, had there been appropriate funding available. However, continuous budget cuts to PSC's budget and funding constraints to the Division hindered the progress. Nonetheless, the Division proceeded to perform its role with what little funds available, to not only

conduct its review function but also implement the PSC Awareness Program in some of the provinces it visited.



Officers of the Nonga Base General Hospital (l) attending a Commission Directional Hearing held at the Gazelle International Hotel in Kokopo, East New Britain Province.

INVESTIGATION DIVISION

INTRODUCTION

The core function of the Investigation 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 Plan 4.1: *To conduct effective investigations.*

The Division has a staffing strength of three (3) officers, and is under the leadership of Acting Director Ms. Rachel Wii.

OFFICERS OF THE INVESTIGATION DIVISION

NO.	STAFF	DESIGNATION
1.	Ms. Rachel Wii	Acting Director Investigation
2.	Mr. Vali Vanua	Principal Investigator
3.	Mrs. Ravugerea Vagoli Ginis	Acting Principal Investigator

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

PERFORMANCE REPORT

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

- (1) ***Corporate Strategy:*** To conduct effective investigations into serious allegations made against Departmental Heads, Provincial Administrators and CEO's of Regulatory Statutory Authorities.

Corporate Outcome 4.1 requires the division to conduct effective investigations into serious allegations made against Departmental heads, Provincial Administrators and CEO's of Regulatory Statutory Authorities. However, when the new *Public Services (Management) Act 2014* was passed, it effectively took away the powers and functions relating to Appointments (Assessments) under the Constitution and *Public Services (Management) Act 1995*, and the respective Laws and Regulations. It consequently followed that even if PSC retained its investigation powers and in the event that PSC clears any investigations, one of the

consequential recommendations would be that of 'recommendations for reinstatement and/or appointment'. This aspect of the Commission's conduct of business was effectively ceased as of the passage of the law, and therefore the Investigation Division would serve no purpose. Therefore, the Division mainly focused 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 identified.

The Division also needs quality and constructive input and assistance from the Legal, Advisory and Litigation Division to conduct further research to review to the current objectives of the Division and its core functions, roles and responsibilities, but, due to capacity constraints there were no consultation with the Division. However, it is hoped that in 2018 more consultation and discussions will be held between the two (2) Divisions.

[2] Corporate Strategy 4.1 (a): Development of Investigation Guidelines

The Division is on target with the development of an investigation guideline. A draft Investigation Guideline Procedures Manual was developed in 2013, and a revised draft Investigation Guideline Procedures Manual along with an Information Paper on the draft guideline was submitted to the Office of the Acting Secretary and copies circulated to the Senior Management Committee (SMC) and the Commission Members for comments and views in May, 2015. Another set of copies were then circulated again in 2017, but to date there has been no feedback.

Furthermore, once the roles and functions of the Investigation Division are clearly established, then the draft will be revised and re-submitted for appropriate vetting and endorsement.

[3] Corporate Strategy 4.1 (b): Conduct Awareness

It is very crucial that we know what roles the Investigation Division plays in the Commission. There is a need for the roles and responsibilities of the Division to be clearly defined. Once the Division's roles are clearly defined, it will then progress to incorporate the roles and functions of the Investigation Division in PSC in the Awareness Program. Also in 2018, more consultation and discussion will be scheduled between the Legal, Advisory & Litigation Division and Investigation Division to come up with the Investigation Divisions new roles and responsibilities.

ACHIEVEMENT(S)

The Investigation Division has managed to close five (5) cases this year from a total of eight (8) cases recorded in 2017. Four (4) of those cases were outstanding matters from previous years, that were carried over into this reporting period. Moreover, three (3)

cases remain outstanding at the close of 2017 due to 'lack of information' and have been carried over into 2018.

Another achievement for the Division this year was its involvement and valuable contribution to a number of PSC projects; the PSC Research and Review Committee on the PSC New Look Model, as well as its involvement in the Joint Technical Team for PSC Bougainville (JTTBPSC). The Investigation Division has also embarked on developing two (2) guidelines that will be useful tools, not only for officers in the Division, but also to all PSC Secretariat officers. The *Internal Work Place Investigation Guideline* and *Internal Police Complaint Process Guideline* are still in its initial stage.

CHALLENGE(S)

There were a number of challenges faced which has slightly hindered the performance of the Division. One of the biggest challenges is the inability to perform its full core function due to the removal of the powers of the Commission, in-relation to Appointments (Assessments) as effected by the 2014 Constitutional Amendments.

Another challenge is the need to identify and define the new roles and functions of the Division. This requires consultation with the Legal, Advisory & Litigation Division.

Capacity was another challenge the division was faced with, and with the freeze on recruitment in the National Public Service, it has been difficult to recruit new staff.

Furthermore, the lack of support and feedback on projects and activities that have been completed and submitted for approval and endorsement in a timely manner has caused unnecessary delays.

In terms of investigation matters, there has been a lack of timely responses and feedback in providing necessary documents and information as requested both externally and internally, to assist with our internal investigation.

Finally, the lack of funding was also a major challenge encountered in the year, as a result of budget cuts to PSC's budget. This hindered progress and caused unnecessary delays in meeting deadlines and reporting effectively to management.

CONCLUSION

In 2017, the Investigation Division has performed well. The division continues to contribute meaningfully as and when required to work on other projects from time to time.

The way forward now is to work with the Legal Advisory & Litigation Division and the PSC Review Committee to draw up the Investigation Divisions new objectives, core functions and roles and responsibilities 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 and 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 consists of two (2) Branches, namely the Advisory Branch and the Litigation Branch.

The main functions of the Advisory Branch are to;

- Provide Legal Opinion/ 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 Commissions decisions 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 Legal Officers and private laws firms representing other parties to legal proceedings in which the Commission is a party to; and
- Attend Section 18 Commission hearings.

The year started with the resignation of our Legal Officer Mr. Yalo Kapili. This in turn increased the vacancies in the Division to five (5). Currently the Division has only three (3) staff servicing it 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.	Mrs. Mechtil Iga	Admin Assistant to Director LA&L

N.B: There are five positions that remain vacant include Principal Legal Officer (Litigation), Senior Legal Officer (Litigation), Senior Legal Officer (Advisory), Legal Officer (Litigation) and Legal Officer (Advisory).

PERFORMANCE REPORT

This was a very challenging year for the Division, largely due to the shortage of staff compared to the huge amount of work that passed through. Despite this issue, the Division was able to clear over **420 Review Files** which included **258 Advices, 70 Submissions** and **92 Information Papers** as well as attend to the various litigation files and other functions and responsibilities under the Corporate Plan. The Division has therefore performed exceptionally well, despite its challenges. This report will therefore outline the Legal, Advisory & Litigation Divisions achievements in 2017 as well as the challenges faced.

ACHIEVEMENT(S)

The main achievements of the Division in 2017 include;

- a) The successful disposal and conclusion of one National Court Judicial Review Proceeding involving the Commission.
- b) The provision of 18 Legal Opinions/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.
- c) Fully completed the vetting of 70 Submissions, 258 Advices and 92 Information Papers from the two Review Divisions.
- d) Assisted Mr. Nemo Yalo with the conclusion of the Chairman's Supreme Court Reference which is now pending a decision.

CHALLENGE(S)

The major constraint faced by the Division is in relation to the shortage of staff, especially in key senior positions. Of the seven (7) legal positions in the Division, only two (2) are occupied, which includes the position of Director. The work load is therefore immense as the Division has to cater for the Legal Opinions/Advices, legal clearance of Review files as well as attend to the numerous Court proceedings filed by parties aggrieved with the Commission's decisions.

CONCLUSION

Even though 2017 was a very challenging year for the Legal Division and the Commission as a whole, the Division was able to fulfil its tasks and responsibilities under the Commission's Corporate Plan and provided an effective and efficient legal service to the Commission and the PSC Secretariat.

ASSESSMENT DIVISION

INTRODUCTION

The core function of the Assessment Division is to conduct **Merit Based Assessments** on candidates and make recommendations to the National Executive Council (NEC) for appointment of Departmental Heads, Provincial Administrators, Chief Executive Officers of Regulatory Statutory Authorities (the RSA's) and non-ex officio members of the Board of RSA's in compliance with the **Merit Based Appointment Process** set out in the *Public Services (Management) Act 2014*, and to make appropriate recommendations 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 Commissions' list] for appointment by the Head of State.

Following the 2014 Constitutional Amendments (under which the Commissions' 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.

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

The Assessment Division was then revived /reactivated in May, 2016 to continue to deal with merit based assessment for appointments of those Departmental Heads referred to in Section 193 (l) (b), (c), (d), (e), and (f) of the Constitution as described above.

The Assessment Division in 2017 is under the leadership of Mr. Timothy Waringe as the Acting Director. Apart from the Acting Director, there is also another senior officer within 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, the Assessment Division was unable to fully perform its core functions. However, it continues to operate to deal with appointment matters referred to it under Section 193 (l) (b), (c), (d), (e), and (f), together with other tasks allocated to it by the Chairman and Secretariat from time to time.

ACHIEVEMENT(S)

The Assessment Division was not able to perform its core functions in this reporting period, but instead, assisted other operational divisions with their core functions. Therefore, in terms of the Divisions core functions, any form of achievement has been minimal.

A task that was assigned to the Division soon after it was revived in May, 2016 is to Review the Merit Based Appointment Procedural Manual. The Merit Based Appointment Procedural Manual is now in its draft stage for refinement.

CHALLENGE(S)

The biggest challenge faced by the Division was the removal of its functions and transferred to the Ministerial Executive Appointments Committee (MEAC).

CONCLUSION

In this reporting period, the two (2) men staff of the Assessment Division was able to complete all assigned tasks from other Divisions. Both staff in the Division were able to assist other Divisions together with the Commission, by participating in implementing various projects under its Corporate Plan 2014 – 2018.

CORPORATE SERVICES DIVISION

INTRODUCTION

The primary role of the Corporate Services Division (CSD) is to provide a high standard of corporate support and administrative services to support the core divisions, to achieve the Commissions mission and objectives, as outlined in the Public Services Commission's Corporate Plan 2014 – 2018.

The Corporate Services Division is made up of five (5) Branches that consist of: Human Resource Management, Finance, Information Technology, 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-two (22) 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 Corporate Services
2.	HUMAN RESOURCE MANAGEMENT (HRM) 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.	INFORMATION TECHNOLOGY (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	Registry Clerk Assistant Registry Clerk
7.	AUXILLARY STAFF	
	Mrs. Elizabeth Unido Mr. Julius Omuru Mr. Toby Teine	Receptionist / Admin Assistant Senior Driver Driver

Mr. Leo Paiera Mr. Joe Rove Mr. James Kepe Mr. Jaymex Elia Ms. Tonica Avei	Driver Executive Security Front Desk Security Cleaner Cleaner
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PERFORMANCE REPORT

It has been a very challenging year for the Corporate Services Division (CSD) in 2017, largely due to the continuous budget cuts and the delay on monthly allocations and at times, allocations were not given at all. This hindered the implementation of some projects and activities of the Commission. However, despite these constraints, the CSD continued to provide the best possible service it could within the limited resources allocated.

The five (5) Branches within CSD have highlighted their performance for 2017 indicating their achievements and challenges faced.

HUMAN RESOURCE MANAGEMENT (HRM) BRANCH

The Human Resource Management (HRM) Branch is responsible for the proper management of the human resource functions and activities within the Commission and Secretariat. This is done through continuous communication with staff and assessment of 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 not been a lot of change throughout 2017, relating to the Staff Establishment and Position Occupancies due to the freeze on recruitment into the Public Service by the Department of Personnel Management (DPM). However, an approval was given to the PSC Secretariat towards the end of 2017 to open recruitment for various funded positions that needed immediate occupancy, especially in our Legal, Advisory & Litigation Division.

STAFF ESTABLISHMENT & POSITION OCCUPANCY IN PSC

NO.	DIVISION	NO. OF STAFF ON STRENGTH	NO. OF VACANCIES	TOTAL NO. OF POSITIONS	COMMENTS
1.	Commission	3	-	3	
2.	Executive Service	2	2	4	
3.	National Review Division	8	4	12	

4.	Provincial Review Division	8	3	11	Includes Substantive Director who is the Acting Secretary.
5.	Legal, Advisory & Litigation Division	3	5	8	
6.	Investigation Division	2	6	8	Includes unattached officer. 1
7.	Assessment Division	3	8	11	Includes Substantive Director who is Acting Director Investigations.
8.	Corporate Services Division	26	6	32	
TOTAL		55	34	89	

ADVERTISEMENT OF VACANT FUNDED POSITIONS

Approval was granted by the Secretary of the Department of Personnel Management for the Public Services Commission to advertise its vacant funded positions. Recruitment is set to commence next year in February, 2018 when the positions are formally advertised.

TRAINING & DEVELOPMENT

SHORT TERM TRAINING

There were various short term training and workshops attended by staff throughout this reporting period as indicated below;

- Ms. Lydia Loko (Paymaster) attended the Alesco Payroll Training at the Concept Training & Coaching Centre from the 15th – 19th of May, 2017.
- Internal Auditor- Mrs. Christine Gorogo also attended a similar Alesco Payroll Training from the 1st – 5th of September, 2017 held at the Concept Training & Coaching Centre.

LONG TERM TRAINING/ACADEMIC STUDIES

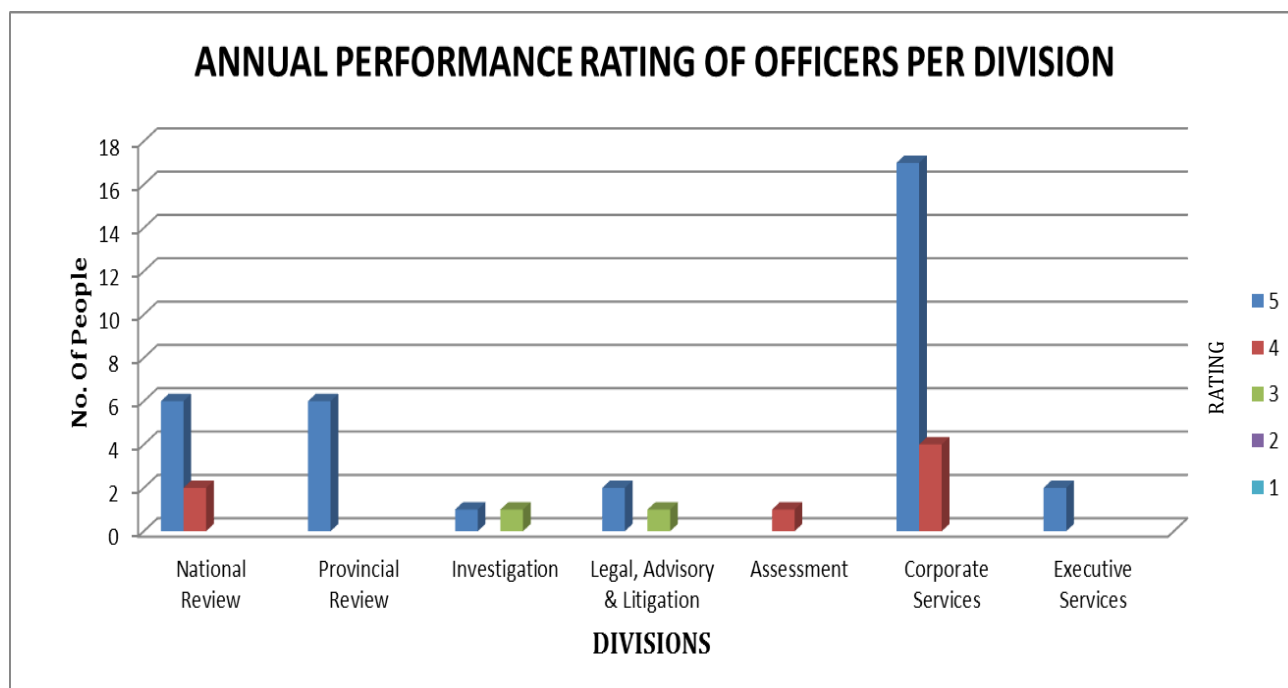
The PSC Training Committee in its meeting No.2/2017 made a decision to put on hold all long term training due to PSC funding situation. However, only one (1) officer Mr. Joshua Ngawi continued with his studies under PSC sponsorship as outlined below;

- Director National Review Division Mr. Joshua Ngawi is undergoing a Master of Public Administration Program at the Divine Word University campus in Madang Province. Mr. Ngawi will complete studies in 2018.
- Acting Finance Manager Mr. Goodwin Beliga has successfully completed a Bachelor of Accounting program at the PNGIPA facilitated by the University of Papua New Guinea. The program is sponsored by the Department of Finance. Mr Beliga completed his program in November, 2017.

PERFORMANCE BASED SALARY STRUCTURE (PBSS)

Staff Performance Appraisals (SPA's) were completed by staff and assessed by their respective Directors and Branch Managers for the period of 01st January – 30th June, 2017 and 01st – 31st December, 2017. The Annual Performance Ratings determine the eligibility of each of the officers' progression to the next salary step.

The graph below highlights the Annual Performance Rating of officers in their respective Divisions including the Executive Services Branch. From the statistics shown, forty-two (42) officers completed and submitted their Staff Performance Appraisals (SPA) for assessing out of a total of forty-nine (49) officers in the PSC Secretariat.



The graph above indicates that seven (7) officers were not assessed due to various reasons; four (4) officers did not submit their SPA forms for assessing; one (1) officer is employed on a casual basis and therefore cannot be assessed; one (1) officer did not sign the SPA and one (1) officer filled in the 1st part of the SPA after returning from recreational leave.

Also, in this appraisal period, eighteen (18) officers on Salary Grade Point 5 who scored 5 in their appraisals were awarded a one off payment of 5%.

ATTENDANCE & PUNCTUALITY

Attendance and punctuality records are compiled on a fortnightly basis by the Directors of each Division and forwarded to the HRM Branch for reporting. The same reports are further compiled into quarterly reports highlighting total absenteeism, lateness and credits due and also indicates if Divisions are submitting their appropriate Leave Forms. Since the installation of the Electronic Time and Access System in 2016, this has made it easier to compile and monitor the attendance and punctuality of staff.

In 2017, no action was taken to recommend for salary deduction for lateness and absenteeism as officers were able to provide medical reports and other necessary documents to substantiate their non-attendance and punctuality to work. The PSC Management in 2018 will take a tough stand on unauthorized leave of absence to curb this issue.

RECREATIONAL LEAVE ENTITLEMENTS

There was no budget allocated for staff recreational leave for 2017, even though the Commission had requested for it in its 2016 Budget Submission, valued at a total of K161, 000.00. Due to the non-allocation of funds, discussions were held with the Department of Treasury throughout the course of 2017, until in September, when an approval was given from the Department of Treasury to allow PSC to perform a Sectional Transfer of funds from the Commissions own budget under Goods & Services to fund staff recreational leave.

PLANS & POLICIES

➤ PSC TRAINING & DEVELOPMENT POLICY

The PSC Training & Development Policy is due for a review in 2017. Directors and Managers are yet to make their comments surrounding this policy.

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

CHALLENGE(S)

The Human Resource Branch faced numerous constraints in this reporting period;

- Reduced funding in training, the PSC Training Committee could not recommend more staff to take up academic studies as well as short term training.
- There was no funding allocated for retirement for our long serving officer, as the Department of Personnel Management were still finalizing their list of retirees.
- No funding was allocated in the 2017 Budget Appropriation for Staff Recreational Leave Fares. Most staff had to either defer their leave dates until funding was made available or took their leave with any fares at all. Those officers who took their recreational leave without being paid their leave fares were refunded once funding was made available in October, 2017.

FINANCE BRANCH

The Finance Branch ensures there is effective management, monitoring and control of financial records and transactions, planning, organizing, leading, coordinating and reconciliation of financial activities, relative to accounting and budgeting; a 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 2017 Revised Budget Appropriation given to the Public Services Commission is **K5, 268,197million**; however, the Commission expended its overall budget by 106% resulting in a total budget expenditure of **K5,594,581 million** (K435, 095 over budget). From the initial 2017 Budget Appropriation to the Commission; **K326, 384 million** was for Salaries & Allowances and **K138, 407** was for Retirement Benefits, Pensions and Gratuity; whilst **K904, 454** was appropriated for Goods and Services. However, the actual expenditure for Salaries and Allowances and Retirement Benefits, Pensions and Gratuity went over the appropriated amounts and stood at **K4, 798, 838 million** in total, whilst the Goods and Services component of the Commissions budget recorded a deficit of **K108, 711** that was not released by the Department of Treasury.

[Refer to the 2017 Financial Report for the Commission on Page 55]

ACHIEVEMENT(S)

There were significant achievements by the Finance Branch in this reporting period;

- Completed the Bank Reconciliation from PGAS to IFMS for the years 2014, 2015 and 2016.

- The Branch was able to deliver the Commissions Budget Output, through a Sectional Transfer of K120, 000.00 from *Goods & Services (GS)* to cater for the Staff Recreational Leave Fares under *Personnel Emoluments (PE)* as well as Legal Fees.
- Acting Finance Manager Mr. Goodwin Beliga was able to successfully complete a degree program in 'Public Finance Management, Accountancy and Public Policy' at the University of Papua New Guinea (UPNG).

CHALLENGE(S)

The major challenge faced by the Branch in this reporting period was the cut to the Commission's Budget; therefore, numerous projects earmarked for implementation in 2017 were not achieved.

Also, the branch was faced with manpower issues due to the head of the branch undergoing studies. There were also officers who were over loaded with additional duties and responsibilities under the IFMS, to prudently manage the limited resource allocated to the Commission.

CONCLUSION

The Public Services Commission has performed well with the limited resources allocated. The Commission requested for **K4.8 Million** for Salaries and Allowances based on the SOS of 62 personnel, however, Commission was given only **K4.1 Million** (there was a cut of K700, 000.00). The Commission exceeded on the salaries and allowances component by K191, 296.

This was also the same scenario faced for the Commissions Expenditure. The Commission's overall Budget request was **K6, 322,600**, but we were allocated **K5, 268,197** in the Budget Appropriation. The Commission's overall financial expenditure totalled **K5, 594,581**, which was in excess of **K326, 384**.

In 2017, Item 231 – Utilities was centralized to the Department of Finance and is therefore not reflected in the reporting of this Annual Report.

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 facilities. The Branch is also required to provide effective advice to the management on I.T requirements of the Commission.

Apart from the daily support and management of the Commission's I.T infrastructure, below are some of the notable achievements as well as challenges faced in 2017.

ACHIEVEMENT(S)

The I.T Branch embarked on four (4) major activities in this reporting period that are in line with PSC's Corporate Plan Outcome 6.2 – *Provide Effective Management of Information Technology*. Most of the activities that were successfully implemented include;

- *Case Management System (CMS)* – The CMS Database was successfully restored and migrated from Windows platform to Linux after problems were encountered with virus infections on the CMS server. Datec who is the developer assisting the I.T Branch also helped to identify and fix the errors before users were able to use the database.
- *PSC Website* – A website developer was identified and will work with the I.T Branch to further develop and enhance the Commission's website. A contract will be signed and payment made to that effect, once funds are available in 2018.
- *Antivirus Upgrade* – An antivirus upgrade was undertaken in the Commissions network from Trend Micro Antivirus to Kaspersky Endpoint Antivirus. Installation and configuration on the antivirus server and deployment to all servers and desktop computers was successfully completed. A further clean-up of viruses on all servers and computers was carried out and the nasty virus that was infecting our network was removed. All devices are now using the new antivirus protection.
- *Web Filter* – A web and network intrusion filter was installed and configured successfully. Internet usage is now controlled and monitored by the new filter which is more effective than the previous standard filter used.

CHALLENGE(S)

One major constraint faced was the lack of funds, which was largely due to the continuous budget cuts to the Commission's budget. Most of the funds appropriated for the CMS project were diverted to other operations of the Commission. Also, some funds were not released by the Departmental of Treasury which was largely associated with the economic constraints faced within the country in 2017.

Another constraint was the lack of commitment of I.T staff that caused a setback in the I.T Branch in providing timely assistance to the Commission.

MEDIA & PUBLICATION BRANCH

The role of the Media & Publication Branch is to provide an effective means of managing media and publication matters within the Commission, by optimizing on the best possible avenues to disseminate information through the utilization of the various forms of media, including print, electronic and social media.

The basic roles and functions of the Media & Publication Branch is to deal with media, marketing and publication matters, together with other services offered by the Branch for the Commission. It is the prerogative of the Branch to create awareness on the roles and functions of the Commission amongst public servants and stakeholders in the National Public Service.

Another vitally important role of the branch is to compile the Commission's Annual Reports and other publications sanctioned by the Commission, for reporting to Parliament.

This performance report is for the year 2017, and will highlight some of the major achievements of the branch together with the challenges faced.

ACHIEVEMENT(S)

There were a number of activities undertaken by the Branch in 2017 as indicated;

- *PSC Awareness Program* – The PSC Awareness Program was conducted in five (5) provinces in 2017 that included Gulf, Hela, Eastern Highlands, East New Britain and Western Provinces. The only department that the Awareness Team visited in NCD is the Department of Defence.

The Branch has played a major role in the delivery and implementation of this program since its inception in 2016, by ensuring that all logistics and awareness material are available for Review Officers when needed.

- *2016 Annual Report* – The Media & Publication Branch with the assistance of PSC Consultant Mr. Eremas Andrew was able to complete the 2016 PSC Annual Report and was presented to the Governor General Sir Bob Dadae in September at Government House and further presented to Parliament. The Commission thus far is up to date with all its Annual Reports to Parliament.
- *Media & Publication Operational Guideline* – The 1st Draft of the Media & Publication Operational Guideline was completed and submitted to the Director Corporate Service. The guideline provides an effective means of managing media and publication matters within the Commission. The report is still with the Director and will be presented to the SMC.
- *PSC Management Action Plan* – A Management Action Plan (MAP) incorporating all major projects and activities of all five divisions in the PSC Secretariat was successfully compiled into a report and distributed to all Directors, Managers and Senior Officers of the Commission for implementation in 2017. The MAP identifies major activities and projects to be undertaken throughout the year, and outlines the strategies and resources/logistics needed to fully implement the project.
- *PSC Today Newsletter* – Due to funding constraints, Editions 1 – 4 of the quarterly PSC Today Newsletter was not printed. It is hoped that funding be made available in 2018 for the publication of this important material.

- *Code of Ethics Presentation & Certificate* – A Power Point Presentation on the *Public Service Code of Ethics* was developed by the Branch and forwarded to the Acting Secretary and Manager HRM for implementation.

CHALLENGE(S)

Funding was a major hindrance faced in 2017; publications and reports that were endorsed for printing were instead put on hold. Funding was diverted to other priority projects and activities. The *PSC Today Newsletter* was one item that did not get any funding in 2017. However, it is hoped that funds are allocated in 2018, so that the newsletter can be revived and published.

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 out-going from the Commission.

The Branch primary objective in 2017 was to dispose all out dated review files and commission meetings files dating back to 1995 so that sufficient storage space can be created for the cases that need to be archived. However, this task proved impossible, because the Branch had no proper scanning machine to scan all files before they could be disposed.

ACHIEVEMENT(S)

A significant achievement for the Branch was the closing and archiving of 83 Review Files; forty-eight (48) were from the National Review Division and thirty-five (35) were registered by the Provincial Review Division.

The Branch has also worked alongside the Personnel Assistants of the both Review Divisions in assisting them create proper registry records of cases so that they monitor the movement of cases from the start to when the files are sent to the Registry Branch for archiving. This process is to ensure that Review Officers are not in possession of closed files but they are sent to the Registry Branch for proper archiving.

CHALLENGE(S)

Funding was a major constraint faced by the Registry Branch. The continuous budget cuts to the Commission's budget hindered the branch from purchasing a scanning machine; a tool that is vitally needed by the branch to perform to the standard expected. The lack of proper stationary supplies also affected the performance of the branch. However, despite these constraints, the Registry Branch managed to perform its role with the limited resources available.

Another challenge is the lack of properly trained Registry personnel, which resulted in some activities not achieving the desired outcome such as the Records Management Policy.



Registry Officer locating a file in the Public Services Commission Archives.

2017 FINANCIAL YEAR REPORT

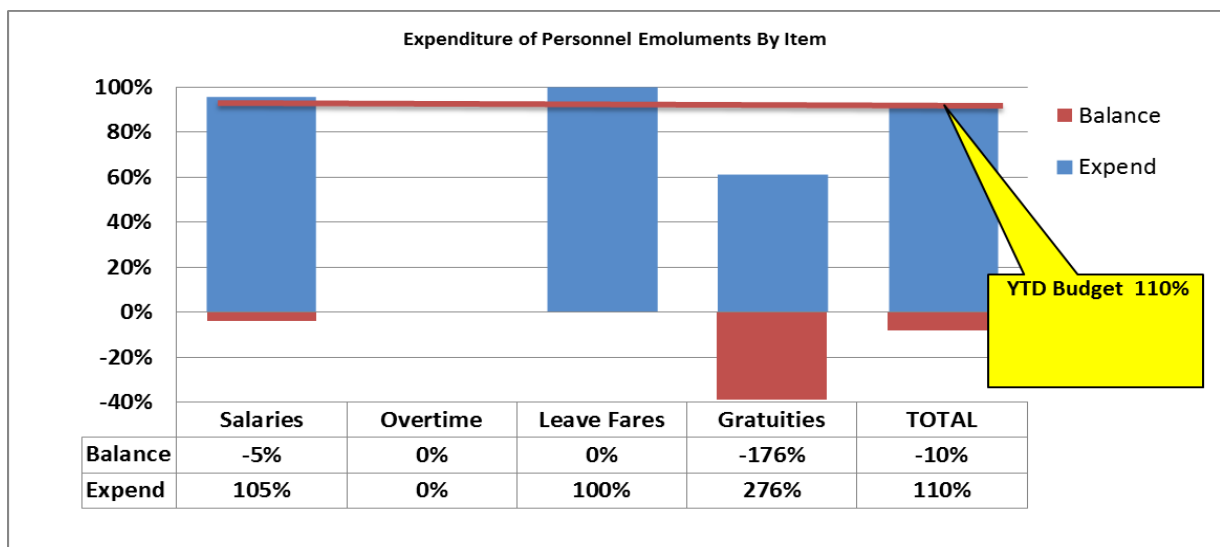
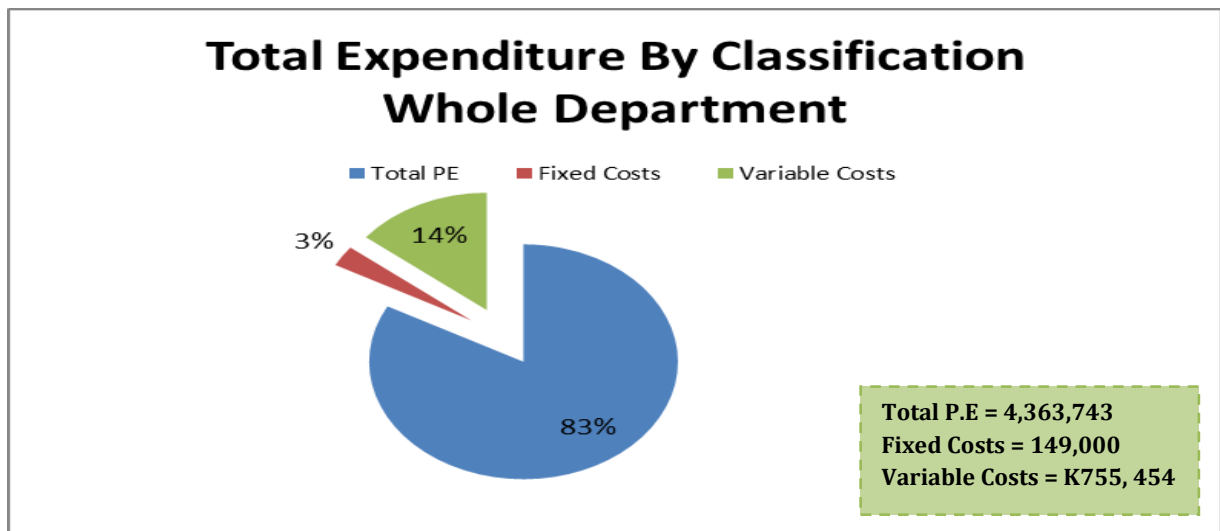
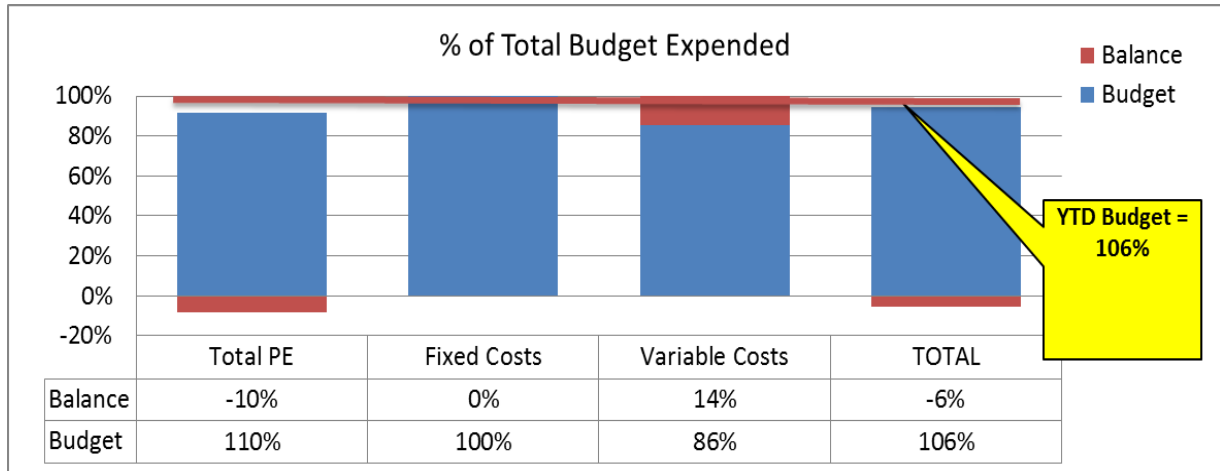
The Public Services Commission was allocated a revised budget of **K5, 268, 197 million**. The initial allocation from this budget had *Goods & Services* at **K904, 454**; *Salaries and Allowances* stood at **K4, 105, 336 million**; and **K138, 407** was budgeted for *Retirement, Pensions and Gratuity*.

However, the Commission expanded its over-all budget by 106% bringing the budget total to **K5, 594, 581 million**. From this actual spending, *Salaries and Allowances* totalled **K4, 296, 635.08 million**, *Retirement, Pensions and Gratuity* was allocated **K138, 407**; whilst there was an outstanding warrant of **K108, 711** in the *Goods & Services* component that was not released by the Department of Treasury.

PUBLIC SERVICES COMMISSION SUMMARY OF RE-CURRENT EXPENDITURE AS AT 31ST DECEMBER, 2017

OPERATIONAL (RECURRENT) BUDGET - QUARTERLY REPORT ON EXPENDITURE BY ITEMS: QTR ENDING: 31st DECEMBER 2017							Attachment D
Item	Original Appropriation	Revised Appropriation	Warrants YTD	Prorata (100%)	Expenditure YTD	Variance (Expenditure YTD less Prorata)	Justification (explanation needed if variance is more than 10 per cent)
Personnel Emoluments (PE)							
210000 - Personnel Costs							
211000 - Salaries and Allowances	4,105,336	4,105,336	4,105,336	4,105,336	4,296,632.08	(191,296)	-5
212000 - Wages	-	-	-	-	-	-	0
213000 - Overtime	-	-	-	-	-	-	0
214000 - Leave Fares	-	120,000	120,000	120,000	120,000	-	0
215000 - Retirement Benefits, Pensions, Gratuities and Retrenchment	138,407	138,407	138,407	138,407	382,206	(243,799)	-176
Total PE	4,243,743	4,363,743	4,363,743	4,363,743	4,798,837.6	- 435,095	-10
Goods and Services (G&S)							
221000 - Domestic Travel					-		
222000 - Travel and Subsistence	209,246	209,246	209,246	209,246	209,246	-	0
222100 - Overseas Travel	-	-	-	-	-	-	
223000 - Office Materials and Supplies	43,101	43,101	43,101	43,101	43,101	-	0
224000 - Operational Materials and Supplies	-	-	-	-	-	-	
225000 - Transport and Fuel	43,001	43,001	43,001	43,001	43,001	-	0
226000 - Administrative Consultancy Fees	89,000	149,000	149,000	149,000	149,000	-	0
227000 - Other Operational Expenses	54,846	54,846	54,846	54,846	54,846	-	0
228000 - Training	57,410	57,410	57,410	57,410	57,410	-	0
231000 - Utilities	227,600	-	-	-	-	-	0
233000 - Routine Maintenance	16,050	16,050	16,050	16,050	16,050	-	0
251000 - Membership Fees and Contributions	6,450	6,450	6,450	6,450	6,450	-	0
271000 - Office Furniture and Equipment	5,350	5,350	5,350	5,350	5,350	-	0
272000 - Information & Communication Tech.	500,000	320,000	211,289	320,000	211,289	108,711	34
Total Goods and Services	1,252,054	904,454	795,743	904,454	795,743	108,711.0	12
Grand Total (PE + GS)	5,495,797	5,268,197	5,159,486	5,268,197	5,594,581	- 326,384	-6

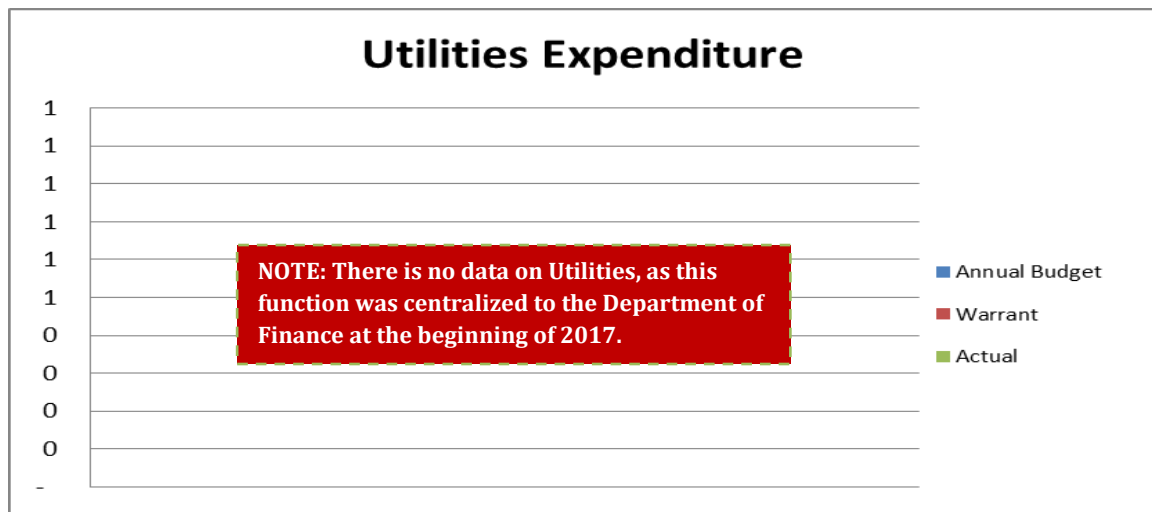
DATA FOR THE COMMISSION



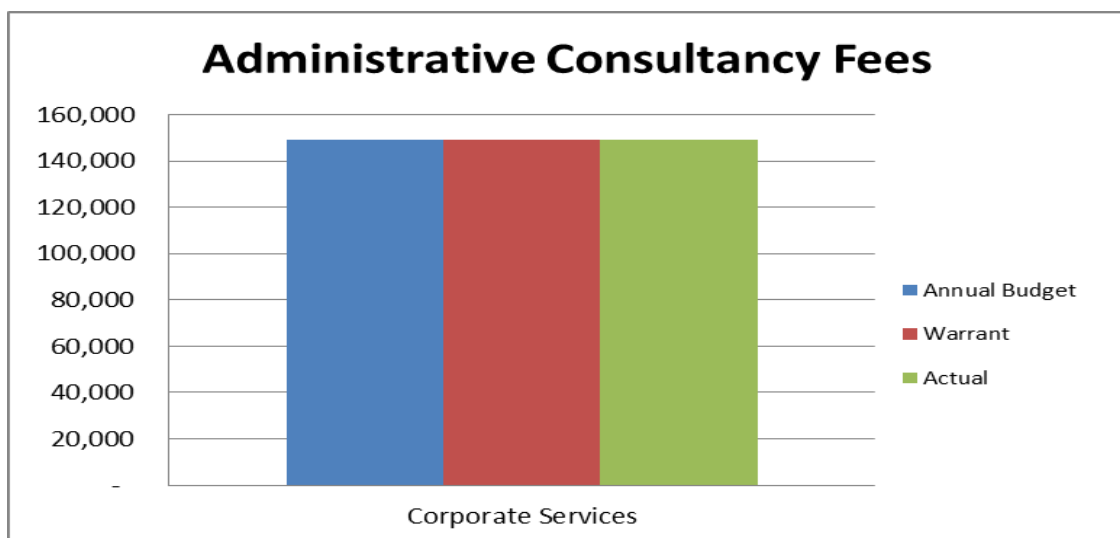
DATA FOR YTD EXPENDITURE BY CLASSIFICATION COMPARED TO BUDGET

	<u>Budget</u>	<u>Balance</u>	<u>Budget</u>	<u>Actual</u>
Total PE	106%	-6%	4,363,743	4,798,838
Fixed Costs	100%	0%	149,000	149,000
Variable Costs	86%	14%	755,454	646,743
TOTAL	103%	-3%	5,268,197	5,594,581
			Balances	Balances

DATA FOR UTILITIES EXPENDITURE

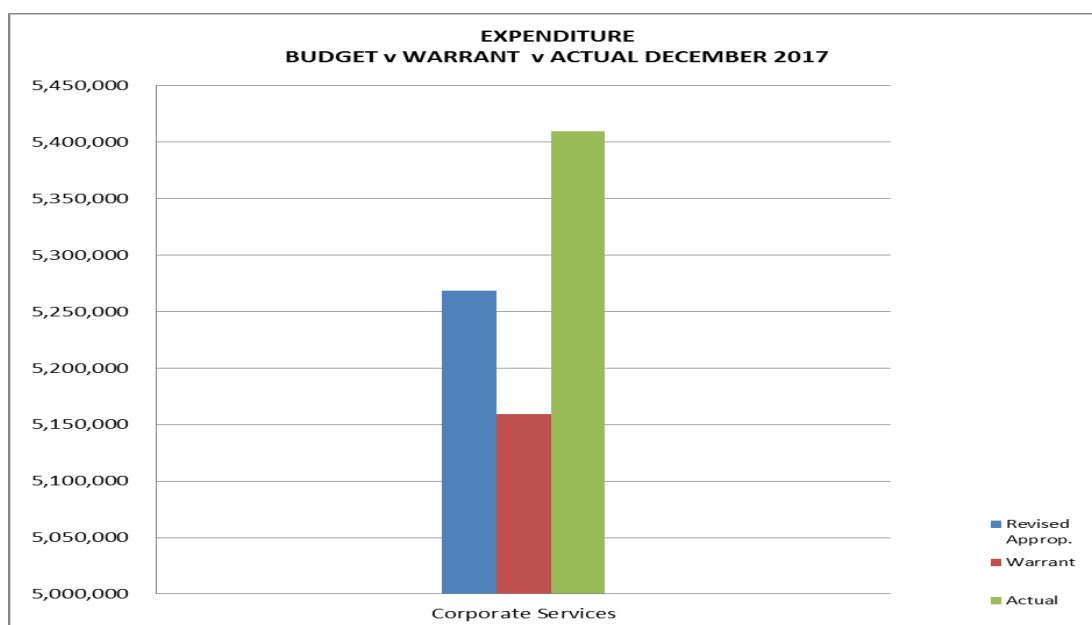


DATA FOR ADMIN CONSULTANCY FEES EXPENDITURE



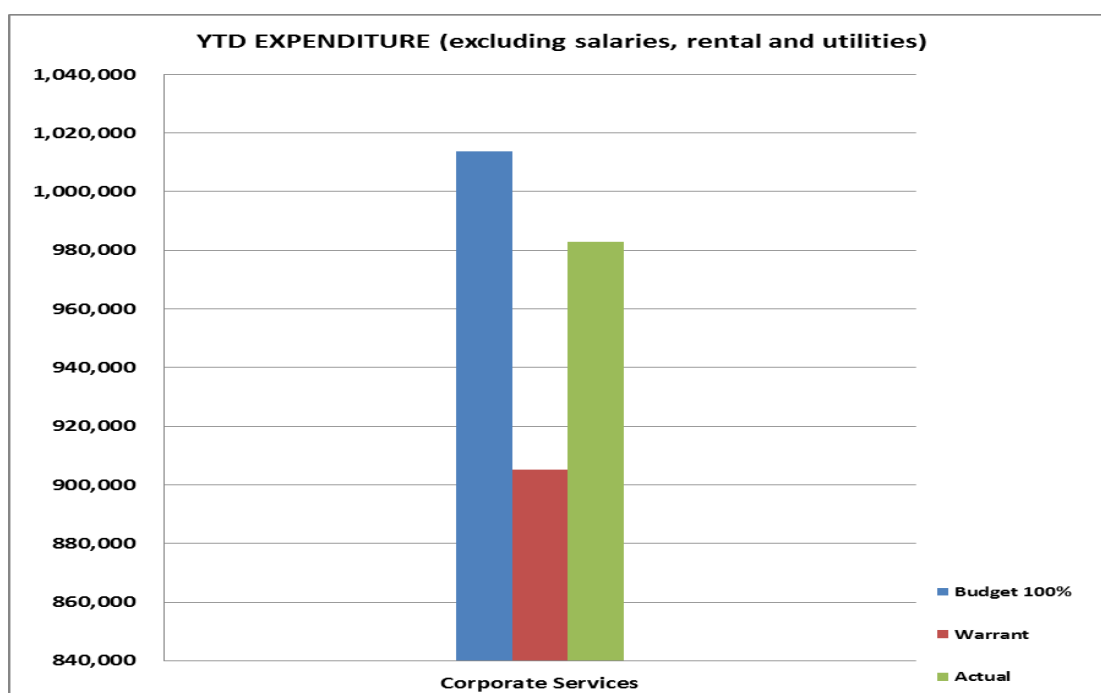
<u>Annual Budget</u>	<u>Warrant</u>	<u>Actual</u>
149,000	149,000	149,000

DATA FOR BUDGET v WARRANT v ACTUAL CHART BY COST CENTRE



<u>Revised Approp.</u>	<u>Warrant</u>	<u>Actual</u>
5,268,197	5,159,486	5,594,581

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

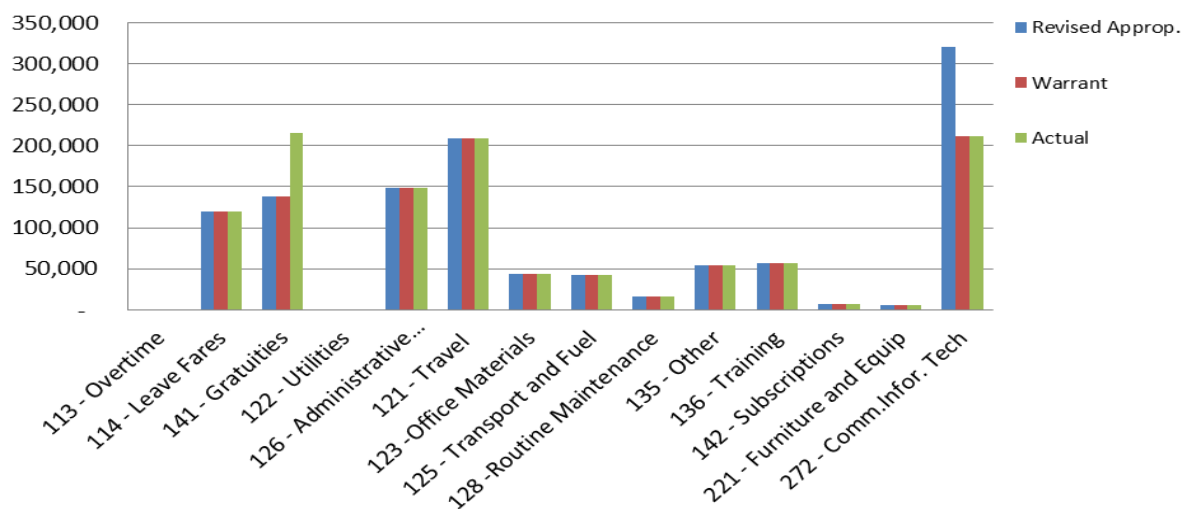


<u>Budget 100%</u>	<u>Warrant</u>	<u>Actual</u>
1,013,861	905,150	1,148,948

Data for Budget v Warrant v Actual Chart by Item

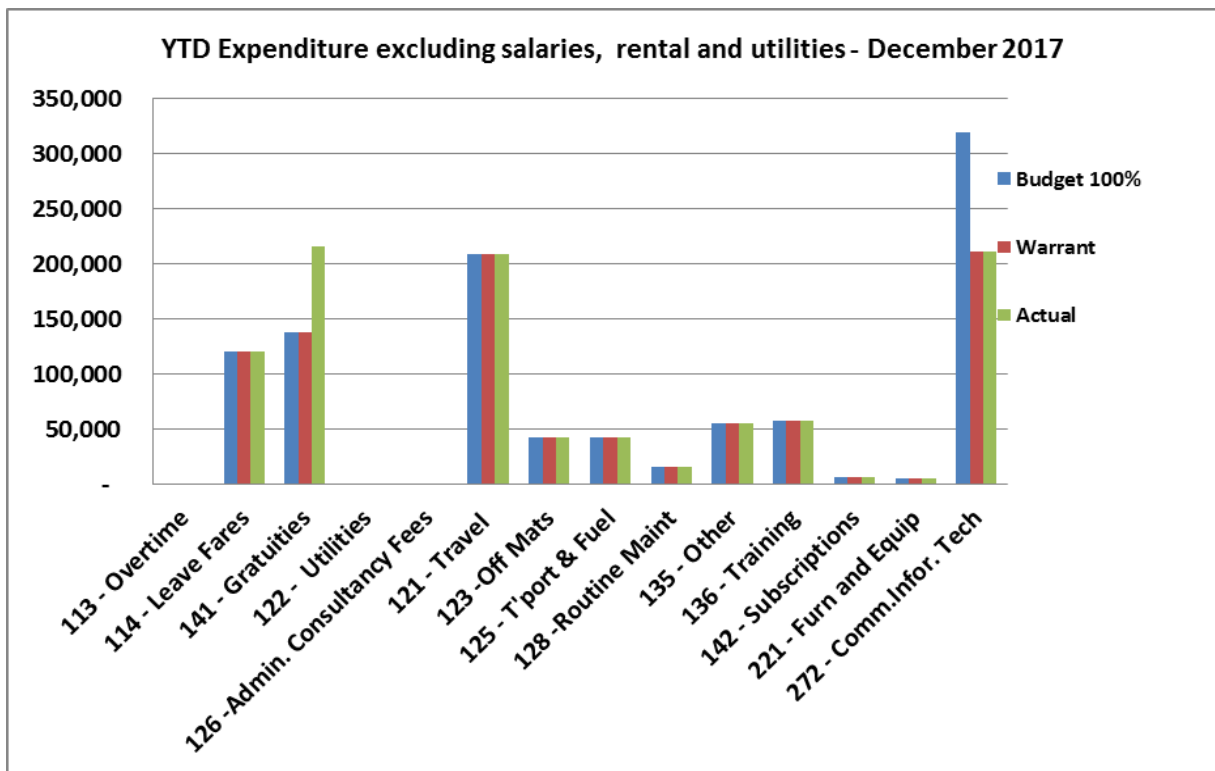
	<u>Revised Appro.</u>	<u>Warrant</u>	<u>Actual</u>
113 - Overtime	-	-	-
114 - Leave Fares	120,000	120,000	120,000
141 - Gratuities	138,407	138,407	382,206
122 - Utilities (Centralized to the Department of Finance)	-	-	-
126 - Administrative Consultancy Fees	149,000	149,000	149,000
121 - Travel	209,246	209,246	209,246
123 -Office Materials	43,101	43,101	43,101
125 - Transport and Fuel	43,001	43,001	43,001
128 -Routine Maintenance	16,050	16,050	16,050
135 - Operational Expenses	54,846	54,846	54,846
136 - Training	57,410	57,410	57,410
142 - Subscriptions	6,450	6,450	6,450
221 - Furniture and Equip	5,350	5,350	5,350
272 - Information Technology	320,000	211,289	211,289
TOTAL	1,162,861	1,054,150	1,297,949

Budget v Warrant v Actual by Item - DECEMBER 2017

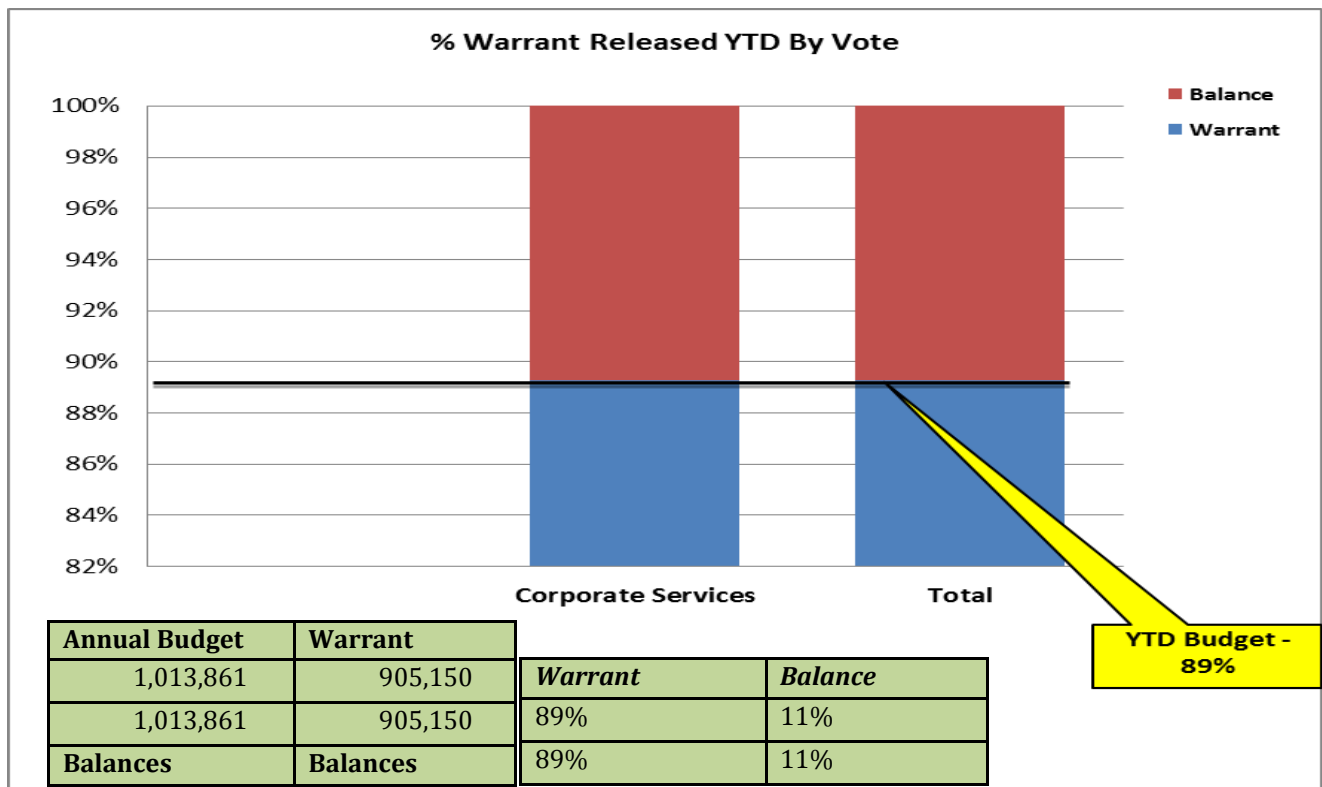


Data for Budget YTD v Warrant v Actual by Item, excluding salaries and fixed costs

	Budget 100%	Warrant	Actual
113 - Overtime	-	-	-
114 - Leave Fares	120,000	120,000	120,000
141 - Gratuities	138,407	138,407	382,206
122 - Utilities	-	-	-
126 -Admin. Consultancy Fees	-	-	-
121 - Travel	209,246	209,246	209,246
123 -Off Mats	43,101	43,101	43,101
125 - Transport & Fuel	43,001	43,001	43,001
128 -Routine Maintenance	16,050	16,050	16,050
135 - Other	54,846	54,846	54,846
136 - Training	57,410	57,410	57,410
142 - Subscriptions	6,450	6,450	6,450
221 - Furniture and Equip	5,350	5,350	5,350
272 - Information Technology	320,000	211,289	211,289
TOTAL	1,013,861	905,150	1,148,949



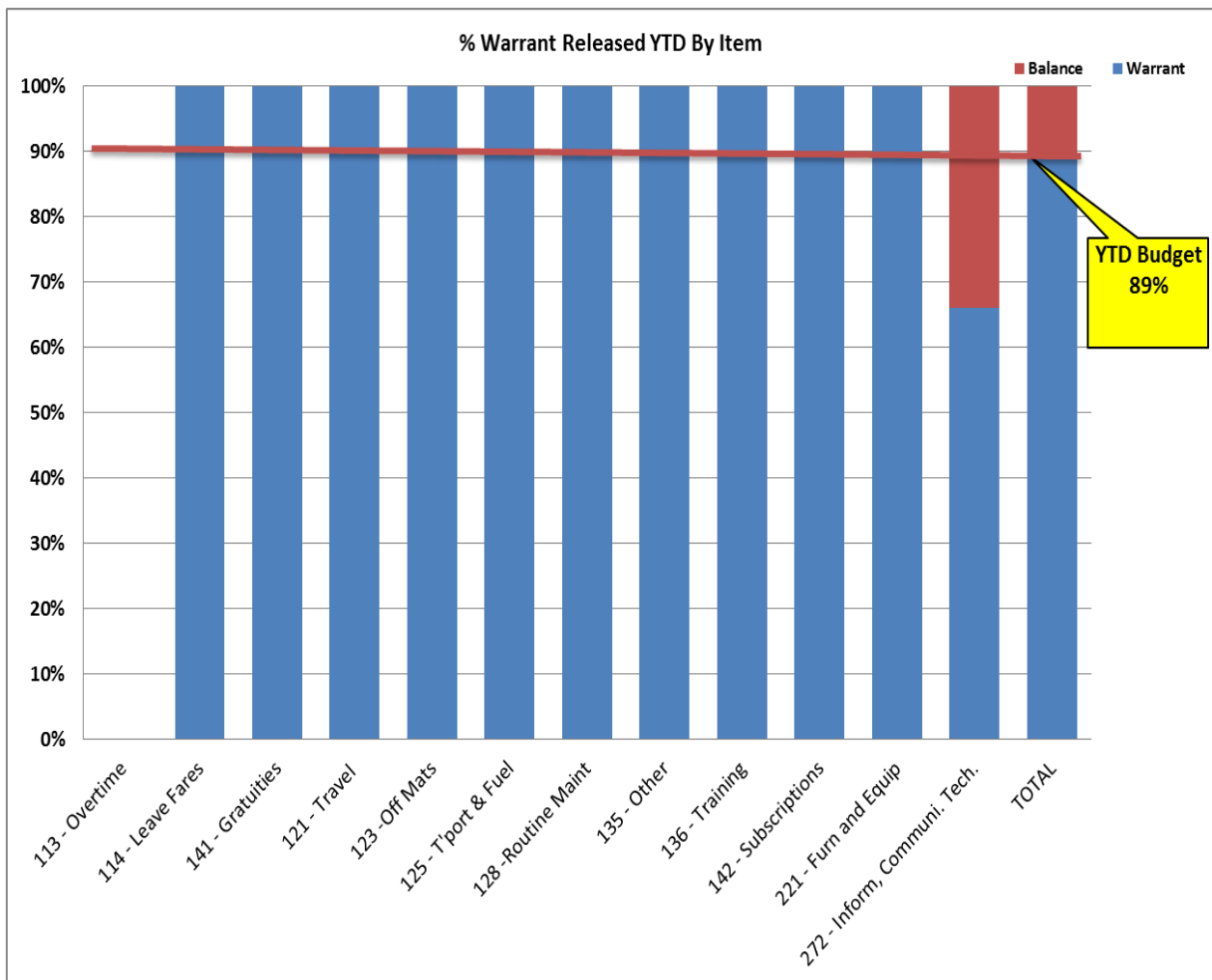
DATA FOR % ANNUAL BUDGET RECEIVED AS WARRANT & BALANCE YET TO COME, EXCLUDING SALARIES, RENTAL & UTILITIES



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

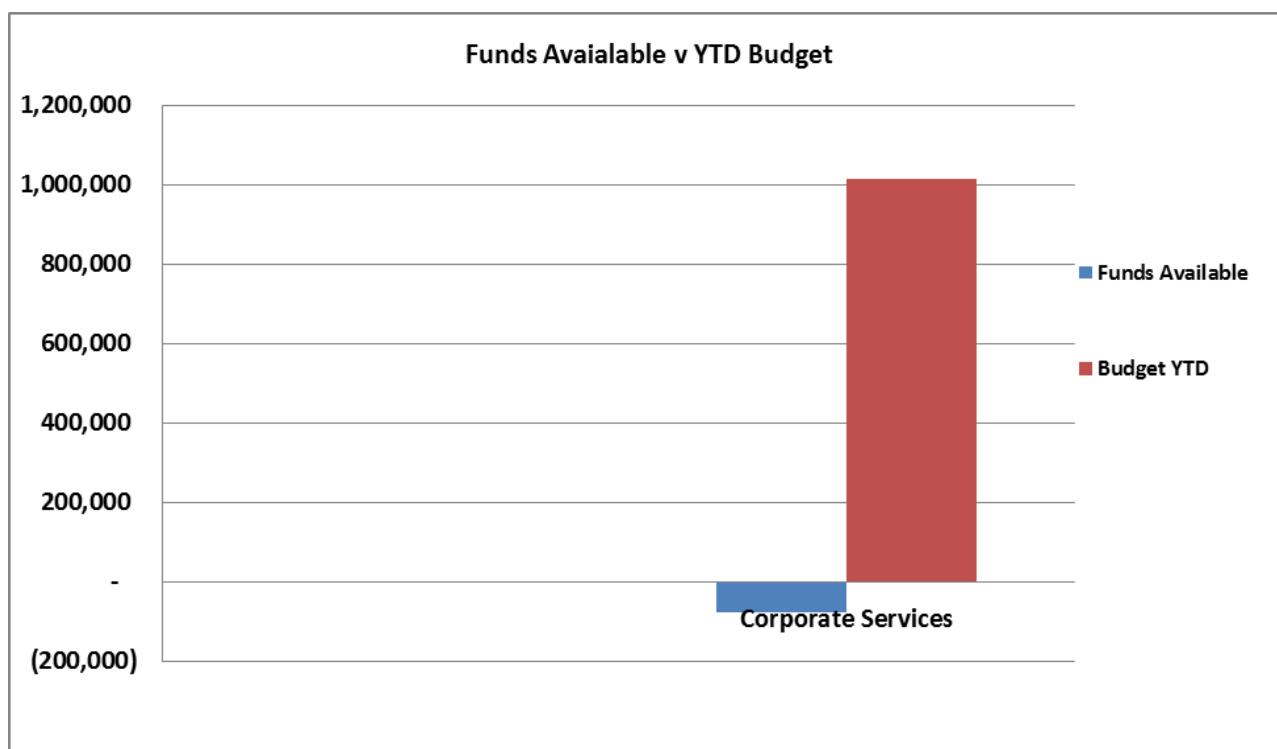
	Warrant	Balance	Budget	Warrant
113 - Overtime			-	-
114 - Leave Fares	100%	0%	120,000	120,000
141 - Gratuities	100%	0%	138,407	138,407
121 - Travel	100%	0%	209,246	209,246
123 -Off Mats	100%	0%	43,101	43,101
125 - Transport & Fuel	100%	0%	43,001	43,001
128 -Routine Maintenance	100%	0%	16,050	16,050

135 - Other	100%	0%	54,846	54,846
136 - Training	100%	0%	57,410	57,410
142 Subscriptions	100%	0%	6,450	6,450
221 - Furniture and Equip	100%	0%	5,350	5,350
272 Information Communication	66%	34%	320,000	211,289
TOTAL	89%	11%	1,013,861	905,150



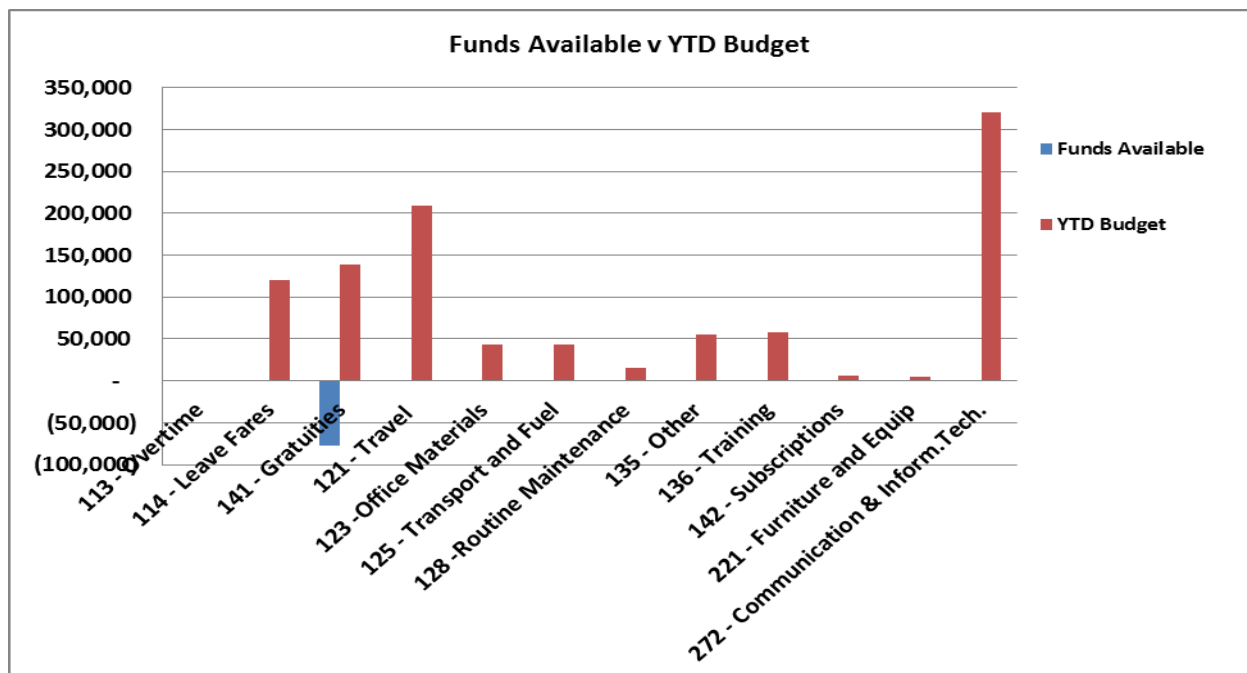
DATA FOR FUNDS AVAILABILITY

**DATA FOR BUDGET v WARRANT v ACTUAL CHART BY COST CENTRE LESS
SALARIES & FIXED COSTS WITH BUDGET ADJUSTED FOR TIME LAPSED**

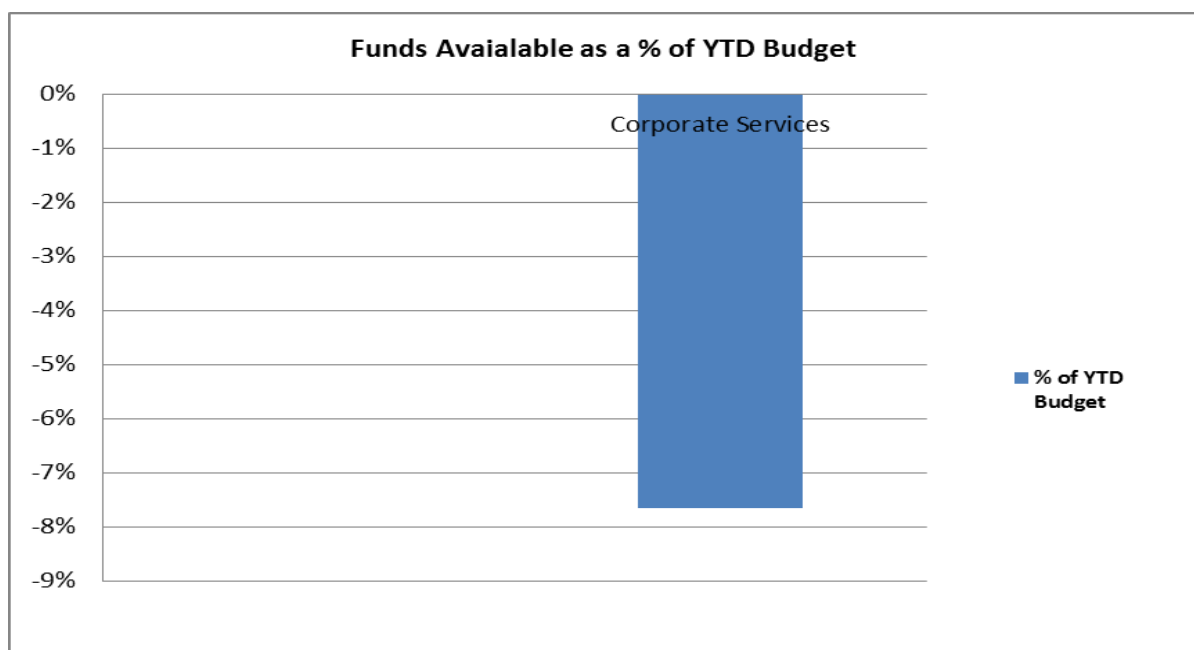


Funds Available	Budget YTD
(243,799)	1,013,861
(243,799)	1,013,861
Balances	Balances

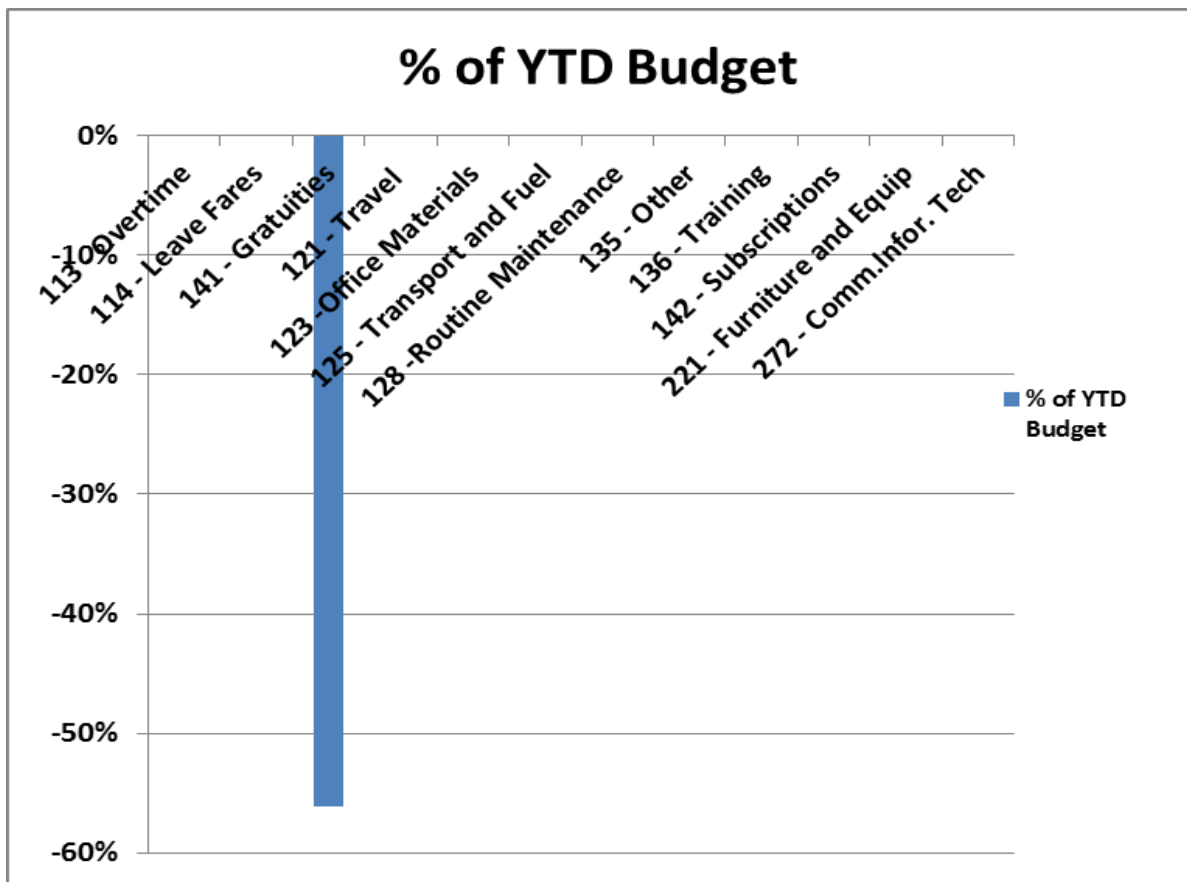
Data for Funds available by Item, excluding salaries and utilities			
	<i>Funds Available</i>	<i>YTD Budget</i>	
113 - Overtime	-	-	
114 - Leave Fares	-	120,000	
141 - Gratuities	(243,799)	138,407	
121 - Travel	-	209,246	
123 -Office Materials	-	43,101	
125 - Transport and Fuel	-	43,001	
128 -Routine Maintenance	-	16,050	
135 - Other	-	54,846	
136 - Training	-	57,410	
142 - Subscriptions	-	6,450	
221 - Furniture and Equip	-	5,350	
272 – Information Technology	-	320,000	
TOTAL	(243,799)	1,013,861	-24%



% OF YTD BUDGET

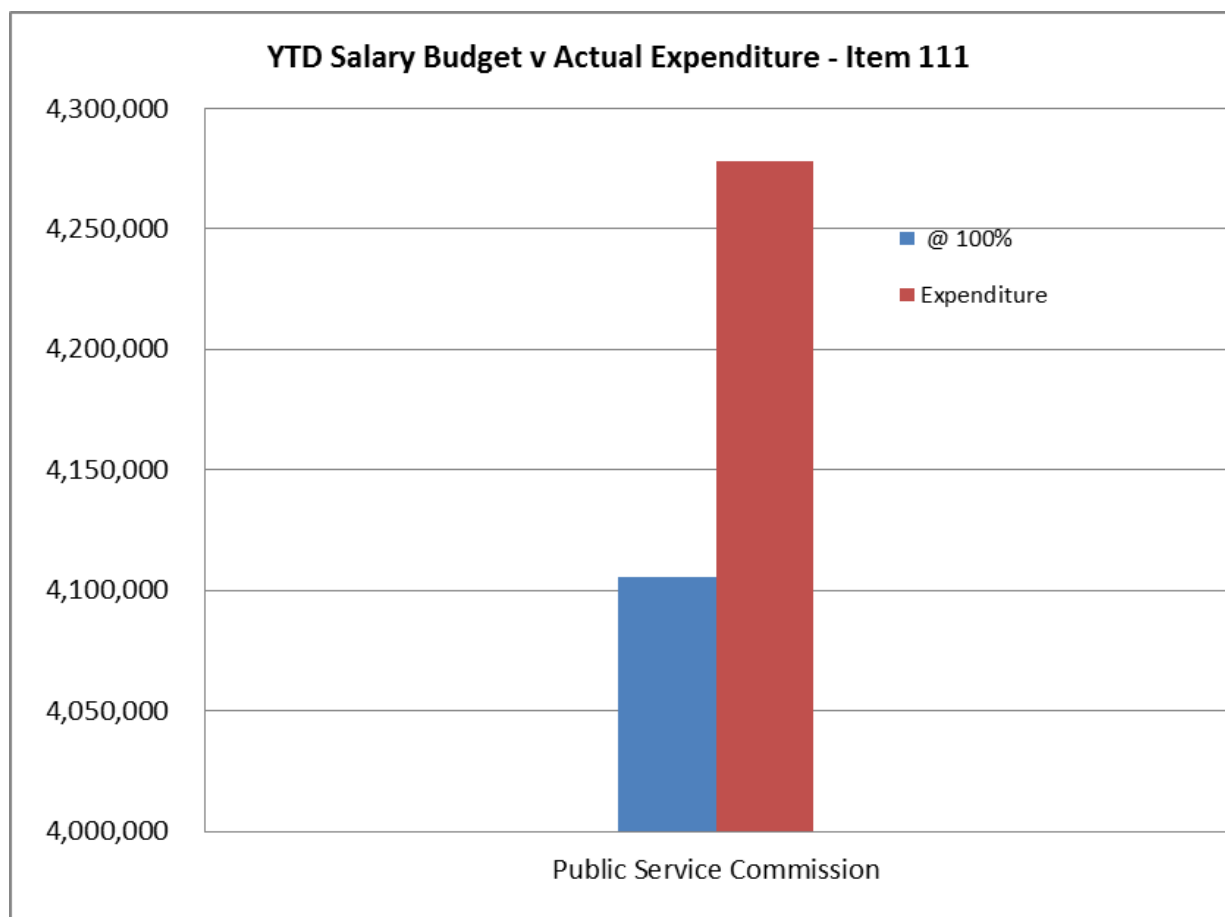


	<i>% of YTD Budget</i>
113 - Overtime	
114 - Leave Fares	0%
141 - Gratuities	-176%
121 - Travel	0%
123 -Office Materials	0%
125 - Transport and Fuel	0%
128 -Routine Maintenance	0%
135 - Other	0%
136 - Training	0%
142 - Subscriptions	0%
221 - Furniture and Equip	0%
272 - Information Technology	0%



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

	YTD Budget	Actual	Warrant	Balance
	@ 100%	Expenditure		Per Warrant
Public Service Commission	4,105,336	4,296,632	4,105,336	(191,296)
	4,105,336	4,296,632	4,105,336	(191,296)



DATA FOR PERSONNEL EMOLUMENTS FOR COMMISSION

	<u>Expend</u>	<u>Balance</u>	<u>Budget</u>	<u>Actual</u>
Salaries	105%	-5%	4,105,336	4,296,632
Overtime			-	-
Leave Fares	100%	0%	120,000	120,000
Gratuities	276%	-176%	138,407	382,206
TOTAL	110%	-10%	4,363,743	4,798,838



Officers of the Finance Branch discussing the break-up of a Warrant for the Commission's operations.

ORGANIZATIONAL STRUCTURE

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

PSC's last restructure was undertaken in mid – 2007 and was approved by the Department of Personnel Management (DPM) on 27th July, 2007. Apart from the Offices of the Chairman, Commissioner National and Commissioner Provincial and Secretary; the Secretariat's structure is made up of six (6) divisions with a total staff ceiling of eighty-nine (89).

STAFF ON STRENGTH

For this reporting period there are fifty-five (55) staff on strength with at-least thirty-four (34) position vacancies.

In 2017, there was a freeze on recruitment into the National Public Service imposed by the Department of Personnel Management (DPM). However, with quite a few number of vacancies in the Commission, especially in priority areas like the Legal, Advisory & Litigation Division, further advice was sought from DPM to recruit personnel, in which an approval was granted.

Recruitment is likely to commence in 2018, which will see eighteen (18) positions advertised; eleven (11) of those positions will be advertised internally within the public service and seven (7) positions externally for interested applicants to apply.



Staff of the PSC Secretariat attending the Commission's Annual Dedication Service that is held at the beginning of each year in the PSC Office.

CORPORATE PLAN PROJECTS

PSC AWARENESS PROGRAM

The Public Services Commission (PSC) Awareness Program is currently into its second year of implementation since its initial roll-out in 2016. The awareness has covered most provinces in the country except for five that will be covered in 2018.

The project is highlighted in the PSC Corporate Plan 2014 -2018, specifically under *Corporate Outcome 1.1* – that requires the Commission to ‘ensure that there is compliance with mandatory procedures, in-relation to discipline, selection and terms and conditions of public servants’.

Due to funding constraints, the awareness program was held in tandem with the Commission’s Directional Hearing that was undertaken throughout the course of the year in the provinces.

In 2017, awareness on the roles and functions of PSC was carried out to staff of the Gulf Provincial Administration, Kerema General Hospital, Hela Provincial Administration, Tari General Hospital, Eastern Highlands Provincial Administration, Eastern Highlands Provincial Health Authority, East New Britain Provincial Administration, Nonga Base General Hospital, Western Provincial Administration and Daru General Hospital and in NCD, awareness was only carried out to staff of the Department of Defence with an Induction Program for the new staff joining the Department of Foreign Affairs.

ACHIEVEMENT(S)

The roll out of the program in 2017 was a major success, especially for those five (5) Provincial Administrations and four (4) Public Hospitals visited, as many public servants attended to learn about the roles and functions of the Commission and to understand the review process.

The continuous support from each member of the Awareness Committee and the presentations done by the Review Officers were extremely beneficial to the participants, as most in their feedback stated how important it was to know and learn about their rights and where they can go to seek assistance or advice regarding their personnel matters.

CHALLENGE(S)

There were several challenges faced during the implementation of the Awareness Program. The major one being the cut in the Commission’s budget for the year that affected the implementation of various projects including the Awareness Program.

The lack of sufficient funding and the late release of warrants from the Department of Treasury affected duty-travel into the provinces to not only carry out the Commission’s

Directional Hearings but also the Awareness Program as these two activities were held concurrently with each other.

Another challenge was the lack of support shown from some Provincial Administrations in assisting the Commission to implement this project. One or two administrations were not fully supportive of the program which may be attributed to the late notice or for reasons unknown to the Commission.

CONCLUSION

The implementation of the PSC Awareness Program in 2017 was successfully carried out to the Provincial Administrations and Public Hospitals visited. It is unfortunate that not all the Provincial Administrations, Public Hospitals and Departments were covered, as funding was a major hindrance in properly implementing this project.

Nevertheless, the Committee has received a lot of positive feedback from public servants regarding the awareness program, with most saying that it has been an eye-opener for them, as most of these officers do not understand the Constitutional roles and responsibilities that the Commission is mandated to carry out in the National Public Service. The awareness program has achieved its goal of educating officers on the mandatory process involved in the review function that the Commission plays; and also educating them on their rights as employees in the National Public Service of Papua New Guinea.



PSC Awareness Program being carried out to staff of the Tari General Hospital in Hela Province.

PSC HOUSING PROJECT

The Public Services Commission (PSC) Housing Project is a key project under *Corporate Outcome 6.1 (g)* in the PSC Corporate Plan 2014 – 2018 to ‘develop a Home Ownership Scheme’ for staff of the PSC Secretariat. In achieving that goal, the PSC Housing Committee was established in 2014, comprising officers from the various divisions within the Secretariat.

Regardless of its importance, this project has never been financed under the recurrent budget of PSC in its successive annual budgets since 2014. Further steps were taken to initiate a Public Investment Program (PIP) Submission for it to be funded under the Development Budget for 2017, but it was not successful due to the Governments focus on whole Government Housing Policy approach.

The PSC Housing Committee have pursued other options including holding discussions with the National Housing Estates Limited for the Duran Farm Housing Scheme; writing to the Office of Urbanization to participate in the Governments Housing Scheme, however, these options proved futile for the Committee. Upon realising that the whole of Governments policy on housing was ineffective, the PSC embarked on securing a vacant State land and enter into a Public Private Partnership (PPP) Agreement with a developer to realize the Commissions own Home Ownership Scheme. This led the Committee to engage a private land consultant to undertake this task. However, due to non-performance of the hired consultant, his contract was revoked and the Acting Secretary of the PSC Secretariat appointed Mr. Francis Koaba as the Special Project Coordinator to be assisted by the Housing Committee through Chairperson Ms. Koya Leslie.

ACHIEVEMENT(S)

There have been numerous achievements recorded by the PSC Housing Committee as indicated below;

- A draft PSC Housing Policy was created and has been submitted to the Senior Management Committee, Commission Members and staff to make their comments. The policy is yet to be finalized.
- A vacant state land has been identified behind Gerehu Stage 6 known as Portion 3593. Additionally, the National Capital District Commission and the Department of Lands and Physical Planning have indicated to PSC that the vacant state land is zoned as a residential area and is the most suitable land for the project.
- The Committee ventured into a Public Private Partnership (PPP) arrangement with Parkside PNG Ltd, an Australian Residential Developer with an impeccable reputation. An Urban Development Lease (UDL) application was lodged by Parkside PNG Ltd with the assistance of officers from the Department of Lands & Physical Planning and is now before the Minister for Lands to grant an exemption from tender. Once an exemption is granted, the National Lands Board will further deliberate on the granting of a UDL to Parkside.

- A Memorandum of Understanding (MoU) with the developer under certain agreed terms and conditions is in progress and will be finalized and signed once the UDL is granted to Parkside PNG Ltd.

CHALLENGE(S)

The major constraint was the lack of funding available to implement this project. The lack of appropriation for the PSC Housing Project in the recurrent budget in successive annual budgets since 2014 has hampered the progress of the project.

To date, the Public Services Commission does not have the funding to meet the costs involved, such as boundary and topography surveys, as well as civil and mechanical engineering designs for roads, water supply, sewerage and sub division plans for the approval to be granted for the lease, as well as for the planning permit from the National Lands Board and NCD Physical Planning Board respectively. The cost for the design of this project currently stands at K220, 000.00, which has been met by the developer due to funding difficulties faced by the Commission.

CONCLUSION

The PSC Housing Project continues to remain one of the Commission's priority projects in the PSC Corporate Plan 2014 – 2018. For this project to be successful there are various activities that remain outstanding that will pave the way for the project and that includes continuing negotiations with Parkside PNG Ltd on the terms of the Memorandum of Understanding (MoU) that must be finalized and endorsed to safeguard the interest of both parties involved, before the UDL is granted and work begins on the vacant land behind Gerehu Stage 6.

Another important aspect is to conduct awareness to educate staff on the types of houses, models and associated costs involved in obtaining a home loan preferably with the BSP First Home Owners Scheme and any other financial institutions providing such options that will more than likely assist officers purchase and build their own homes.

NEW LOOK PSC

During the formation of the O'Neill – Dion government in Alotau, Milne Bay Province in August, 2012, coalition partners identified and framed seventy-four (74) policies to be reformed. This meeting saw the birth of the Alotau Accord 1 – *'The Platform for Action'*, under which Policy No. 39 was specifically framed to reform the Department of Personnel Management and the Public Services Commission.

In keeping with this policy directive, the core agencies like the Department of Personnel Management and the Public Services Commission were required to implement the reform provided for under Policy 39 which is to;

'Review the Department of Personnel Management and the Public Services Commission. Abolish the Department of Personnel Management and restructure the Public Services Commission. The Public Services Commission is given Constitutional powers and responsibilities to oversee the efficiency of the public service. The Commission is accountable to the NEC and Parliament. Establishment of a smaller office representing Personnel Management, the department would focus solely on deployment of public servants and their ongoing training'.

However, the policy directive has not been fully implemented to date due to a Supreme Court Reference taken out by the Chairman of the Public Services Commission, for a judicial review to be undertaken into the government's decision to remove certain functions of the Commission, relating to the recommendation to NEC appointments, suspension and termination of Departmental Heads in the public service. A decision surrounding this case is still pending in the Supreme Court.

The O'Neill – Abel government framed the *Alotau Accord 2* after the 2017 National General Elections, nevertheless, maintained the initial policy directive of Alotau Accord 1 which means PSC and the Department of Personnel Management (DPM) must work towards improving the Alotau Accord Priority No. 39.

ACHIEVEMENT(S)

The Office of the Secretary of the PSC Secretariat in 2015 setup a PSC Research and Review Committee to conduct research and study into various models of the Public Services Commission, preferably in other Commonwealth nations come up with a model that will best suit the Commission according to the Governments intentions and desire for the PNG PSC. The Committee studied nine (9) different models including those in developed and developing nations. In August, 2017 a preliminary report for the project in the form of a *Policy Concept Paper for PSC New Look Models* was submitted to the Commission Members and they have provided their responses in writing to the PSC Research and Review Committee.

CONCLUSION

The New Look PSC Model is a significant project for the Commission. The PSC Research and Review Committee will continue to work on it to compile a Draft Policy Submission Paper. The outcome of this project will provide the basis and framework for policy formulation and drafting, to implement the government's policy directive on Public Sector Reform under Priority No. 39 of the Alotau Accord.

ACHIEVEMENTS

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

- The Executive Services despite budgetary constraints was able to deliver on some of its responsibilities and expectations, one of which will see PSC launch its first Audit Committee in 2018.
- The National Review Division disposed two-hundred and twenty-five (225) cases from a total of three-hundred and forty-seven (347) personnel review matters; one-hundred and one (101) cases were carried over from 2016 and two-hundred and forty-six (246) cases were registered in 2017.
- The Provincial Review Division registered three-hundred and nineteen (319) cases of which one-hundred and five (105) cases were completed, with two-hundred and fourteen (214) cases still pending review, and has been carried over to 2018. There were also seven (7) Directional Hearings carried out in the provinces despite funding constraints.
- Investigation Division was able to close five (5) cases from a total of eight (8) cases received in 2017. Four (4) cases were outstanding cases from previous years. The Division was also able to develop two guidelines which are still in their initial stage.
- The Legal, Advisory & Litigation Division was able to dispose and conclude one (1) National Court Judicial Review Proceeding involving the Commission with a 100% success rate. The Division also provided eighteen (18) Legal Opinions/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. The Division was also able to complete the vetting of seventy (70) Submissions, two-hundred and fifty-eight advices and ninety-two (92) Information Papers from the two Review Divisions.

The Legal Division also assisted the Commission Lawyer Mr. Nemo Yalo with the conclusion of the Chairman's Supreme Court Reference that is now pending a decision.

- The Assessment Division was able to draft and refine the Merit Based Appointments Procedural Manual into a more appropriate volume to make it more coherent. It is now in its draft stage for refinement.
- The Corporate Services Division recorded numerous achievements for the year for its five (5) Branches;
 - Human Resource Branch was able to assist officers to attend short skills training programs to help them boost their competency levels in their respective jobs. The Branch was also able to properly monitor the attendance and punctuality of staff through the Time and Access System.
 - Finance Branch was able to complete the Commission's Bank Reconciliation from PGAS to IFMS for the years 2014, 2015 and 2016. The Branch also delivered on the Commission's Budget Output through a Sectional Transfer to cater for the PSC Secretariat staff recreational leave entitlements. Also, the Acting Manager Finance was able to successfully complete a degree program in *Public Finance Management, Accountability and Public Policy* at the University of Papua New Guinea [UPNG].
 - I.T Branch successfully restored and migrated the Commission's Server from Windows Platform to Linux after problems were encountered with virus infections on the CMS Server. Also the CMS contract was renewed for 2017 – 2018. A website developer was identified and will assist the I.T Branch develop and enhance the Commission's Website. A contract to that effect will be signed in 2018. The I.T Branch also upgraded the Commission's Antivirus from Trend Micro to Kaspersky. The server together with the Commission's computers has been thoroughly cleaned. The Branch also installed a Web Filter to properly manage and monitor internet usage within the Commission.
 - Media and Publication Branch successfully compiled the 2016 Annual Report with the assistance of the Commission's Consultant Mr. Eremas Andrew. The Branch also completed the 1st draft of its *Media & Publication Operational Guideline* and was submitted to the office of the Director Corporate Services in January, 2017. The Branch also participated in the roll-out of the PSC Awareness Program by coordinating all logistics and materials for the awareness program.
 - The Registry Branch closed and archived eighty-three (83) Review files and was also able to assist the Admin. Assistants of both Review Divisions create proper registry records to monitor the movement of cases. This is to ensure Review Officers are not in possession of closed files.

- Awareness Program was a huge success in 2017 after it was rolled out to five (5) Provincial Administrations, four (4) Public Hospitals and one (1) Department despite funding constraints.
- PSC Housing Project made notable progress since its inception in 2014. They include the creation of a draft housing policy that is now pending finalization after comments are received from Commission Members, Senior Management Committee and Staff of the PSC Secretariat. A vacant land Portion 3593 at Gerehu Stage 6 has been identified for the PSC Housing Project that has prompted PSC to venture into a Public Private Partnership (PPP) arrangement with a reputable Australian developer Parkside PNG Limited. A Memorandum of Understanding was initiated by PSC under certain terms and conditions, that is yet to be formalized with the developer. Parkside PNG Limited has given their verbal agreement on the MoU pending the outcome of the granting of the Urban Development Lease (UDL) by the Department of Lands and Physical Planning. PSC is pleased to report that the PSC in-house project model and approach toward Home Ownership for its staff through a Public Private Partnership arrangement with Parkside PNG Limited has been adopted by the Government through the Department of Lands. The Government has indicated their support through funding for the development phase of the project.
- The PSC Research and Review Committee setup by the Office of the PSC Secretary has successfully drafted a preliminary report for the *PSC New Look* in the form of a *Policy Concept Paper* which is being finalized.

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;

- Executive Services was faced with incapacity and in-efficiency issues and the lack of funds made it extremely hard to adequately provide much needed support to all the divisions as anticipated.
- The National and Provincial Review Divisions had a challenging year, due to government warrants not being released in a timely manner and at times, there were no warrants. Budgetary cuts also had a profound effect on duty travel for both Divisions.

- The Investigation Division was unable to fully perform its core function due to the removal of the Commission's powers in relation to appointments (Assessment), therefore, the Division focused on other investigations referred from the Office of the Chairman and the Office of the PSC Secretary. Incapacity issues were also a constraint for the Investigation Division, largely due to the freeze on recruitment into the National Public Service. The lack of support and timely responses in providing much needed assistance with necessary documents and information caused unnecessary delays resulting in a lot of outstanding matters.
- The Legal, Advisory and Litigation Division was faced with incapacity issues due to the shortage of manpower; of the seven (7) legal positions, only two (2) are occupied, therefore the work load is immense.
- Assessment Division's biggest challenge was the removal and transfer of its function to the Ministerial Executive Appointments Committee (MEAC).
- Branches under the Corporate Services Division was also faced with numerous challenges as indicated;
 - The PSC Training Committee were not able to recommend more staff to take up academic studies as well as short term training due to a reduced funding in the budget allocated for training.
 - The Human Resource Branch faced numerous challenges, one of which was no funding was allocated for the retirement of one of the Commission's long serving officer, as DPM was yet to finalize its list of retirees. Another major challenge faced was that there was no funding allocated for Staff Recreational Leave Fares in the 2017 Budget Appropriation.
 - Allocating funds to priority areas was a major constraint for the Finance Branch as there were not enough funds to complete projects earmarked for implementation in 2017.
 - The I.T Branch was faced with funding issues also, as funds parked for the CMS project was diverted to fund other vital operations of the Commission.
 - Planned activities for the Media & Publication Branch had to be put on hold due to funding being diverted to other priority activities.
 - The Registry Branch still requires a Scanning Machine which has been an outstanding item for the Branch for the past three (3) years. This scanning machine is required by the Branch to properly scan cases/files for archiving.
- The PSC Awareness Program was faced with budget cuts and did not cover most organizations and departments as anticipated. This was because the program itself did not receive any funding and had to be implemented in conjunction with the Commissions Directional Hearing.

- Funding was a major constraint faced by the PSC Housing Committee in fully implementing the PSC Home Ownership Scheme. The lack of appropriation for the PSC Home Ownership Project in the recurrent budget in successive annual budget since 2014 prompted the PSC Housing Committee to venture into other avenues to implement this project, which has now gotten off the ground.

CONCLUSION

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

In 2017, the Commission reviewed a total of six hundred and sixty-six (666) Personnel Review Matters undertaken by both the National Review and Provincial Review Divisions, of which 347 were charged to the National Review Division that successfully completed 225 cases whilst 122 are pending review. The Provincial Review Division on the other hand received 319 cases and managed to close 105 cases leaving 214 cases that were carried over into 2017.

The Commission in this reporting period continued to roll out the Awareness Program that has been held concurrently with the Commission's Directional Hearings. In 2017, awareness on the roles and functions of the Public Services Commission was carried out to five (5) Provincial Administrations and four (4) Public Hospitals that included; Gulf Provincial Administration, Kerema General Hospital, Hela Provincial Administration, Tari General Hospital, Eastern Highlands Provincial Administration, Eastern Highlands Health Authority, East New Britain Provincial Administration, Nonga Base General Hospital, Western Provincial Administration and Daru General Hospital.

Also in 2017, the PSC Secretariat is working on a new PSC Model for the PNG Public Service, in accordance with the Government's Policy Directive on Public Service Reform. The aim of this project is to provide the basis and framework for policy formulation and drafting to fully participate and implement the Government's Priority No. 39 of the Alotau Accord No. 1 and 2.

The PSC New Look is a significant project being undertaken by the Commission in 2017. Other projects include; the development of a PSC Home Ownership Scheme; and the Development of a PSC Website. 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.

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 the PSC Corporate Plan 2014 -2018 and to enable the Commission to carry out its Constitutional duties and functions, and in-compliance with the requirement under Section 225 of the National Constitution, 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 office-holders".

- The Commission is an independent body and must be seen to be independent. It should not be subjected to 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.
- PSC as a Constitutional office requires Government support in-terms of funding our Home Ownership Scheme initiative.

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 summoned 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 maybe 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 PERSONNEL REVIEW FILE UPDATE FOR 2017

NO.	DEPARTMENT/ORGANIZATION	REVIEW CASE NUMBER	DATE RECIEVED	NATURE OF CASE
1.	Manus Provincial Administration	PSC-09-MAPA:189/2014	31/10/2012	Entitlement
2.	Milne Bay Provincial Administration	PSC3-10-MBPA:43/2014	04/07/2014	Discipline
3.	Manus Provincial Administration	PSC3-09-MAPA:73/2014	31/07/2014	Discipline
4.	Popondetta General Hospital	PSC3-14-POPGH:91/2014	25/09/2014	Discipline
5.	Hela Provincial Administration	PSC3-21-HPA:196/2014	07/11/2014	Discipline
6.	Hela Provincial Administration	PSC3-21-HPA:192/2014	17/11/2014	Selection
7.	Morobe Provincial Administration	PSC3-11-MOPA:11;2014	15/01/2015	Selection
8.	Simbu Provincial Administration	PSC3-15-SPA:05/2015	20/01/2015	Discipline
9.	West New Britain Provincial Administration	PSC3-19-WNBPA:06/2015	29/01/2015	Discipline
10.	West New Britain Provincial Administration	PSC3-19-WNBPA:20/2015	26/02/2015	Discipline
11.	West New Britain Provincial Administration	PSC3-19-WNBPA:19/2015	26/02/2015	Discipline
12.	Angau Memorial Hospital	PSC3-11-AGMH:40/2015	26/03/2015	Discipline
13.	Boram General Hospital	PSC3-04- WEWGH:201/2014	17/05/2015	Discipline
14.	East New Britain Provincial Administration	PSC3-03-ENBPA:37/2015	02/07/2015	Discipline
15.	Kimbe General Hospital	PSC3-19-KIMGH:46/2015	10/07/2015	Discipline
16.	Kimbe General Hospital	PSC3-19-KIMGH:45/2015	10/07/2015	Selection
17.	West New Britain Provincial Administration	PSC3-19-WNBPA:50/2015	17/07/2015	Selection
18.	Hela Provincial Administration	PSC3-21-HPA:52/2015	21/07/2015	Discipline
19.	East New Britain Provincial Administration	PSC3-03-ENBPA:40/2015	22/07/2015	Discipline

20.	Jiwaka Provincial Administration	PSC3-22-JPA:55/2015	28/08/2015	Selection
21.	Kerema General Hospital	PSC3-07-KEGH:57/2015	28/08/2015	Selection
22.	Kerema General Hospital	PSC3-07-KEGH:54/2015	02/09/2015	Discipline
23.	Daru General Hospital	PSC3-17-DGH:62/2015	15/09/2015	Discipline
24.	Western Highlands Provincial Administration	PSC3-18-WHPA:67/2015	08/10/2015	Selection
25.	Jiwaka Provincial Administration	PSC3-22-JPA:72/2015	08/10/2015	Selection
26.	Jiwaka Provincial Administration	PSC3-22-JPA:71/2015	08/10/2015	Discipline
27.	Kerema General Hospital	PSC3-07-KEGH:176/2014	21/10/2015	Entitlement
28.	East New Britain Provincial Administration	PSC3-03-ENBPA:83/2015	29/10/2015	Discipline
29.	Kerema General Hospital	PSC3-07-KEGH:73/2015	02/11/2015	Selection
30.	Daru General Hospital	PSC3-17-DGH:90/2015	27/11/2015	Discipline
31.	Hela Provincial Administration	PSC3-21-HPA:88/2015	01/12/2015	Discipline
32.	West New Britain Provincial Administration	PSC3-19-WNBPA:92/2015	04/12/2015	Discipline
33.	Hela Provincial Administration	PSC3-21-HPA:91/2015	04/12/2015	Discipline
34.	Kerema General Hospital	PSC3-07-KEGH:97/2015	10/12/2015	Selection
35.	Gulf Provincial Administration	PSC3-07-GPA:100/2015	17/12/2015	Discipline
36.	Jiwaka Provincial Administration	PSC3-22-JPA:110/2015	18/12/2015	Selection
37.	Jiwaka Provincial Administration	PSC3-22-JPA:101/2015	18/12/2015	Selection
38.	Daru General Hospital	PSC3-17-DGH:06/2016	04/02/2016	Discipline
39.	Manus Provincial Administration	PSC3-09-MAPA:13/2015	18/02/2016	Selection
40.	Oro Provincial Administration	PSC3-14-OPA:17/2016	19/02/2016	Discipline
41.	Gulf Provincial Administration	PSC3-07-GPA:10/2016	26/02/2016	Discipline
42.	Kundiawa General Hospital	PSC3-15-KUGH:03/2016	29/02/2016	Discipline
43.	Angau Memorial Hospital	PSC3-11-AGMH:072016	04/03/2016	Discipline
44.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:14/2016	04/03/2016	Entitlement
45.	Hela Provincial Administration	PSC3-21-HPA:16/2016	22/03/2016	Discipline

46.	Daru General Hospital	PSC3-17-DGH:23/2016	31/03/2016	Entitlement
47.	Madang Provincial Administration	PSC3-08-MDPA:24/2016	12/04/2016	Discipline
48.	Hela Provincial Administration	PSC3-21-HPA:36/2016	14/04/2016	Discipline
49.	Daru General Hospital	PSC3-17-DGH:22/2016	14/04/2016	Entitlement
50.	Western Highlands Provincial Administration	PSC3-18-WHPA:35/2016	15/04/2016	Selection
51.	Western Highlands Provincial Administration	PSC3-18-WHPA:34/2016	15/04/2016	Selection
52.	Simbu Provincial Administration	PSC3-15-SPA:51/2016	19/04/2016	Discipline
53.	Western Highlands Provincial Health Authority	PSC3-18-WHPHA:20/2016	28/04/2016	Discipline
54.	Manus Provincial Administration	PSC3-09-MAPA:29/2016	04/05/2016	Discipline
55.	Gulf Provincial Administration	PSC3-07-GPA:28/2016	05/05/2016	Entitlement
56.	Gulf Provincial Administration	PSC3-07-GPA:27/2016	10/05/2016	Discipline
57.	East New Britain Provincial Administration	PSC3-03-ENBPA:28/2015	14/05/2016	Discipline
58.	West New Britain Provincial Administration	PSC3-19-WNBPA:46/2014	25/05/2016	Discipline
59.	East New Britain Provincial Administration	PSC3-03-ENBPA:25/2016	26/05/2016	Discipline
60.	Western Highlands Provincial Administration	PSC3-18-WHPA:33/2016	06/06/2016	Selection
61.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:43/2016	06/06/2016	Discipline
62.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:44/2016	06/06/2016	Discipline
63.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:45/2016	06/06/2016	Discipline
64.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:46/2016	06/06/2016	Discipline
65.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:47/2016	06/06/2016	Discipline
66.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:48/2016	06/06/2016	Discipline

67.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:50/2016	06/06/2016	Discipline
68.	Central Provincial Administration	PSC3-02-CPA:42/2016	08/06/2016	Discipline
69.	East New Britain Provincial Administration	PSC3-03-ENBPA:39/2016	14/06/2016	Discipline
70.	Sandaun Provincial Administration	PSC3-20-SAPA:49/2016	17/06/2016	Discipline
71.	Jiwaka Provincial Administration	PSC3-22-JPA:51/2016	20/06/2016	Discipline
72.	Manus Provincial Administration	PSC3-09-MAPA:09/2015	26/06/2016	Selection
73.	Enga Provincial Administration	PSC3-06-EPA:74/2016	29/06/2016	Resignation
74.	Kerema General Hospital	PSC3-07-KEGH:57/2016	11/07/2016	Discipline
75.	Kerema General Hospital	PSC3-07-KEGH:97/2015	21/07/2016	Discipline
76.	Gulf Provincial Administration	PSC3-07-GPA:59/2016	26/07/2016	Discipline
77.	Central Provincial Administration	PSC3-02-CPA:58/2016	27/07/2016	Discipline
78.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:60/2016	01/08/2016	Discipline
79.	West New Britain Provincial Health Authority	PSC3-19-WNBPHA:13/2016	15/08/2016	Selection
80.	Gulf Provincial Administration	PSC3-07-GPA:62/2016	19/08/2016	Discipline
81.	Gulf Provincial Administration	PSC3-07-GPA:63/2016	19/08/2016	Discipline
82.	Morobe Provincial Administration	PSC3-11-MOPA:72/2016	02/09/2016	Entitlement
83.	Gulf Provincial Administration	PSC3-07-GPA:61/2016	02/09/2016	Discipline
84.	West New Britain Provincial Health Authority	PSC3-19-WNBPHA:68/2016	07/09/2016	Selection
85.	West New Britain Provincial Health Authority	PSC3-19-WNBPHA:67/2016	07/09/2016	Selection
86.	West New Britain Provincial Health Authority	PSC3-19-WNBPHA:69/2016	07/09/2016	Selection
87.	West New Britain Provincial Health Authority	PSC3-19-WNBPHA:65/2016	09/09/2016	Selection
88.	West New Britain Provincial Health Authority	PSC3-19-WNBPHA:66/2016	09/09/2016	Selection
89.	Oro Provincial Administration	PSC3-14-OPA:41/2016	21/09/2016	Discipline

90.	Jiwaka Provincial Administration	PSC3-22-JPA:78/2016	22/09/2016	Discipline
91.	West New Britain Provincial Health Authority	PSC3-19-WNBPHA:73/2016	27/09/2016	Selection
92.	Western Highlands Provincial Administration	PSC3-18-WHPA:79/2017	03/10/2016	Discipline
93.	Morobe Provincial Administration	PSC3-11-MOPA:71/2016	05/10/2016	Entitlement
94.	Morobe Provincial Administration	PSC3-11-MOPA:40/2016	12/10/2016	Discipline
95.	West Sepik Provincial Health Authority	PSC3-20-WSPHA:80/2016	21/10/2016	Entitlement
96.	Popondetta General Hospital	PSC3-14-POPGH:85/2016	24/10/2016	Entitlement
97.	Sandaun Provincial Administration	PSC3-20-SAPA:81/2016	25/10/2016	Discipline
98.	Enga Provincial Health Authority	PSC3-06-EPHA:84/2016	31/10/2016	Discipline
99.	Manus Provincial Administration	PSC3-09-MAPA:83/2016	31/10/2016	Discipline
100.	Manus Provincial Administration	PSC3-09-MAPA:88/2016	07/11/2016	Discipline
101.	Enga Provincial Health Authority	PSC3-06-EPHA:86/2016	10/11/2016	Discipline
102.	Western Provincial Administration	PSC3-17-WPA:87/2016	10/11/2016	Entitlement
103.	Morobe Provincial Administration	PSC3-11-MOPA:06/2016	24/11/2016	Entitlement
104.	Hela Provincial Administration	PSC3-21-HPA:96/2016	05/12/2016	Discipline
105.	Enga Provincial Health Authority	PSC3-06-EPHA:95/2016	05/12/2016	Selection
106.	Enga Provincial Health Authority	PSC3-06-EPHA:95/2016	05/12/2016	Selection
107.	Sandaun Provincial Administration	PSC3-20-SAPA:93/2016	05/12/2016	Discipline
108.	Sandaun Provincial Administration	PSC3-20-SAPA:91/2016	05/12/2016	Discipline
109.	Morobe Provincial Administration	PSC3-11-MOPA:92/2016	05/12/2016	Discipline
110.	Sandaun Provincial Administration	PSC3-20-SAPA:04/2017	12/12/2016	Discipline
111.	Hela Provincial Administration	PSC3-21-HPA:01/2017	12/12/2016	Discipline
112.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:09/2016	19/12/2016	Discipline
113.	Central Provincial Administration	PSC3-02-CPA:14/2017	21/12/2016	Discipline
114.	Sandaun Provincial Administration	PSC3-20-SAPA:12/2017	05/01/2017	Discipline
115.	East Sepik Provincial Administration	PSC3-04-ESPA:09/2017	05/01/2017	Selection

116.	Madang Provincial Administration	PSC3-08-MAPA:10/2017	05/01/2017	Discipline
117.	East Sepik Provincial Administration	PSC3-04-ESPA:11/2017	05/01/2017	Selection
118.	Sandaun Provincial Administration	PSC3-20-SAPA:13/2017	09/01/2017	Discipline
119.	Hela Provincial Health Authority	PSC3-21-HPHA:16/2017	31/01/2017	Entitlement
120.	Southern Highlands Provincial Administration	PSC3-16-SHPA:17/2017	01/02/2017	Entitlement
121.	East New Britain Provincial Administration	PSC3-03-ENBPA:18/2017	01/02/2017	Discipline
122.	Kundiawa General Hospital	PSC3-15-KUGH:61/2017	06/02/2017	Entitlement
123.	Boram General Hospital	PSC3-04-WGH:27/2017	06/02/2017	Entitlement
124.	Boram General Hospital	PSC3-04-WGH:20/2017	06/02/2017	Entitlement
125.	Boram General Hospital	PSC3-04-WGH:19/2017	06/02/2017	Entitlement
126.	Boram General Hospital	PSC3-04-WGH:59/2017	06/02/2017	Entitlement
127.	Boram General Hospital	PSC3-04-WGH:21/2017	06/02/2017	Entitlement
128.	Boram General Hospital	PSC3-04-WGH:22/2017	06/02/2017	Entitlement
129.	Boram General Hospital	PSC3-04-WGH:23/2017	06/02/2017	Entitlement
130.	Boram General Hospital	PSC3-04-WGH:24/2017	06/02/2017	Entitlement
131.	Boram General Hospital	PSC3-04-WGH:25/2017	06/02/2017	Entitlement
132.	Boram General Hospital	PSC3-04-WGH:26/2017	06/02/2017	Entitlement
133.	Boram General Hospital	PSC3-04-WGH:28/2017	06/02/2017	Entitlement
134.	Boram General Hospital	PSC3-04-WGH:29/2017	06/02/2017	Entitlement
135.	Boram General Hospital	PSC3-04-WGH:30/2017	06/02/2017	Entitlement
136.	Boram General Hospital	PSC3-04-WGH:31/2017	06/02/2017	Entitlement
137.	Boram General Hospital	PSC3-04-WGH:32/2017	06/02/2017	Entitlement
138.	Boram General Hospital	PSC3-04-WGH:33/2017	06/02/2017	Entitlement
139.	Boram General Hospital	PSC3-04-WGH:34/2017	06/02/2017	Entitlement
140.	Boram General Hospital	PSC3-04-WGH:35/2017	06/02/2017	Entitlement
141.	Boram General Hospital	PSC3-04-WGH:36/2017	06/02/2017	Entitlement
142.	Boram General Hospital	PSC3-04-WGH:37/2017	06/02/2017	Entitlement

143.	Boram General Hospital	PSC3-04-WGH:38/2017	06/02/2017	Entitlement
144.	Boram General Hospital	PSC3-04-WGH:39/2017	06/02/2017	Entitlement
145.	Boram General Hospital	PSC3-04-WGH:40/2017	06/02/2017	Entitlement
146.	Boram General Hospital	PSC3-04-WGH:41/2017	06/02/2017	Entitlement
147.	Boram General Hospital	PSC3-04-WGH:42/2017	06/02/2017	Entitlement
148.	Boram General Hospital	PSC3-04-WGH:43/2017	06/02/2017	Entitlement
149.	Boram General Hospital	PSC3-04-WGH:44/2017	06/02/2017	Entitlement
150.	Boram General Hospital	PSC3-04-WGH:45/2017	06/02/2017	Entitlement
151.	Boram General Hospital	PSC3-04-WGH:46/2017	06/02/2017	Entitlement
152.	Boram General Hospital	PSC3-04-WGH:47/2017	06/02/2017	Entitlement
153.	Boram General Hospital	PSC3-04-WGH:48/2017	06/02/2017	Entitlement
154.	Boram General Hospital	PSC3-04-WGH:49/2017	06/02/2017	Entitlement
155.	Boram General Hospital	PSC3-04-WGH:50/2017	06/02/2017	Entitlement
156.	Boram General Hospital	PSC3-04-WGH:51/2017	06/02/2017	Entitlement
157.	Gulf Provincial Administration	PSC3-07-GPA:52/2017	09/02/2017	Discipline
158.	Sandaun Provincial Administration	PSC3-20-SAPA:57/2017	13/02/2017	Discipline
159.	Kerema General Hospital	PSC3-07-KEGH:53/2017	15/02/2017	Discipline
160.	Gulf Provincial Administration	PSC3-07-GPA:54/2017	17/02/2017	Discipline
161.	Western Provincial Administration	PSC3-17-WPA:89/2017	20/02/2017	Discipline
162.	Western Provincial Administration	PSC3-17-WPA:90/2017	20/02/2017	Discipline
163.	Western Provincial Administration	PSC3-17-WPA:91/2017	20/02/2017	Discipline
164.	Western Provincial Administration	PSC3-17-WPA:92/2017	20/02/2017	Discipline
165.	Western Provincial Administration	PSC3-17-WPA:93/2017	20/02/2017	Discipline
166.	Western Provincial Administration	PSC3-17-WPA:94/2017	20/02/2017	Discipline
167.	Western Provincial Administration	PSC3-17-WPA:95/2017	20/02/2017	Discipline
168.	Western Provincial Administration	PSC3-17-WPA:96/2017	20/02/2017	Discipline
169.	Western Provincial Administration	PSC3-17-WPA:97/2017	20/02/2017	Discipline
170.	Western Provincial Administration	PSC3-17-WPA:98/2017	20/02/2017	Discipline

171.	Western Provincial Administration	PSC3-17-WPA:99/2017	20/02/2017	Discipline
172.	Sandaun Provincial Administration	PSC3-20-SAPA:63/2017	28/02/2017	Discipline
173.	West New Britain Provincial Health Authority	PSC3-19-WNBPHA:55/2017	28/02/2017	Discipline
174.	Morobe Provincial Administration	PSC3-11-MOPA:65/2017	02/03/2017	Discipline
175.	Southern Highlands Provincial Health Authority	PSC3-16-MEGH:62/2017	06/03/2017	Entitlement
176.	Enga Provincial Health Authority	PSC3-06-EPHA:69/2017	07/03/2017	Discipline
177.	Enga Provincial Health Authority	PSC3-06-EPHA:81/2017	07/03/2017	Discipline
178.	Enga Provincial Health Authority	PSC3-06-EPHA:80/2017	07/03/2017	Discipline
179.	Enga Provincial Health Authority	PSC3-06-EPHA:79/2017	07/03/2017	Discipline
180.	Enga Provincial Health Authority	PSC3-06-EPHA:78/2017	07/03/2017	Discipline
182.	Enga Provincial Health Authority	PSC3-06-EPHA:77/2017	07/03/2017	Discipline
183.	Enga Provincial Health Authority	PSC3-06-EPHA:76/2017	07/03/2017	Discipline
184.	Enga Provincial Health Authority	PSC3-06-EPHA:75/2017	07/03/2017	Discipline
185.	Enga Provincial Health Authority	PSC3-06-EPHA:74/2017	07/03/2017	Discipline
186.	Enga Provincial Health Authority	PSC3-06-EPHA:73/2017	07/03/2017	Discipline
187.	Enga Provincial Health Authority	PSC3-06-EPHA:72/2017	07/03/2017	Discipline
189.	Enga Provincial Health Authority	PSC3-06-EPHA:71/2017	07/03/2017	Discipline
190.	Enga Provincial Health Authority	PSC3-06-EPHA:70/2017	07/03/2017	Discipline
191.	Enga Provincial Health Authority	PSC3-06-EPHA:83/2017	07/03/2017	Discipline
192.	Enga Provincial Health Authority	PSC3-06-EPHA:82/2017	07/03/2017	Discipline
193.	Western Provincial Administration	PSC3-17-WPA:64/2017	07/03/2017	Entitlement
194.	Western Provincial Administration	PSC3-17-WPA:66/2017	07/03/2017	Entitlement
195.	Simbu Provincial Administration	PSC3-15-SPA:85/2017	09/03/2017	Discipline
196.	Nonga Base General Hospital	PSC3-03-NONGAH:110/2017	14/03/2017	Entitlement
197.	Enga Provincial Health Authority	PSC3-06-EPHA:67/2017	16/03/2017	Discipline
198.	West Sepik Provincial Health Authority	PSC3-20-WSPHA:107/2017	16/03/2017	Discipline

199.	Gulf Provincial Administration	PSC3-07-GPA:119/2017	30/03/2017	Discipline
200.	Sandaun Provincial Administration	PSC3-20-SAPA:118/2017	30/03/2017	Discipline
201.	West Sepik Provincial Health Authority	PSC3-20-WSPHA:116/2017	10/04/2017	Discipline
202.	Angau Memorial Hospital	PSC3-11-AGMH:07/2017	12/04/2017	Discipline
203.	Manus Provincial Administration	PSC3-09-MAPA:15/2017	12/04/2017	Discipline
204.	Western Provincial Administration	PSC3-17-WPA:100/2017	13/04/2017	Discipline
205.	Angau Memorial Hospital	PSC3-11-AGMH:05/2017	18/04/2017	Discipline
206.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:123/2017	18/04/2017	Discipline
207.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:124/2017	18/04/2017	Discipline
208.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:120/2017	18/04/2017	Discipline
209.	Oro Provincial Administration	PSC3-14-OPA:88/2017	24/04/2017	Discipline
210.	Morobe Provincial Administration	PSC3-11-MOPA:60/2017	05/05/2017	Discipline
211.	Western Provincial Administration	PSC3-17-WPA:87/2017	05/05/2017	Discipline
212.	Angau Memorial Hospital	PSC3-11-AGMH:138/2017	16/05/2017	Resignation
213.	Sandaun Provincial Administration	PSC3-20-SAPA:130/2017	30/05/2017	Discipline
214.	Enga Provincial Health Authority	PSC3-06-EPHA:68/2017	07/06/2017	Discipline
215.	Daru General Hospital	PSC3-17-DGH:136/2017	20/06/2017	Discipline
216.	Angau Memorial Hospital	PSC3-11-AGMH:127/2017	07/07/2017	Discipline
217.	Western Provincial Administration	PSC3-17-WPA:140/2017	07/08/2017	Discipline
218.	Simbu Provincial Administration	PSC3-15-SPA:173/2017	05/09/2017	Entitlement
219.	University of Goroka	PSC3-05-UOG:172/2017	07/09/2017	Entitlement
220.	Western Provincial Administration	PSC3-17-WPA:178/2017	11/09/2017	Discipline
221.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:181/2017	21/09/2017	Entitlement
222.	Central Provincial Administration	PSC3-02-CPA:187/2017	16/10/2017	Discipline
223.	Central Provincial Administration	PSC3-02-CPA:182/2017	01/11/2017	Discipline
224.	Western Provincial Administration	PSC3-17-WPA:112/2017	22/11/2017	Entitlement

SUMMARY ON THE NUMBER OF CASES RECEIVED IN 2017			
Completed Cases:	Submission Papers: Review in Progress	Submission Papers: Pending Directional Hearing	Information Papers: To be closed
26	56	29	29
Sub Total = 140			
Grand total = 223			

PENDING PROPER REVIEW APPLICATIONS TO BE FILED 2017

NO.	DEPARTMENT/ ORGANIZATION	REVIEW CASE NUMBER	DATE RECEIVED	NATURE OF CASE
1.	East New Britain Provincial Administration	PSC3-03-ENBPA:109/2017	17/02/2017	Selection
2.	Southern Highlands Provincial Administration	PSC3-16-SHPA:117/2017	07/04/2017	Selection
3.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:123/2017	10/05/2017	Discipline
4.	Nonga Base General Hospital	PSC3-03-NONGH:134/2017	24/05/2017	Discipline
5.	Enga Provincial Administration	PSC3-06-EPA:137/2017	28/06/2017	Discipline
6.	Milne Bay Provincial Administration	PSC3-10-MBPA:195/2017	13/10/2017	Discipline
7.	Morobe Provincial Administration	PSC3-11-MOPA:193/2017	20/10/2017	Discipline
8.	Morobe Provincial Administration	PSC3-11-MOPA:194/2017	30/10/2017	Discipline
9.	Manus Provincial Administration	PSC3-09-MAPA:191/2017	06/11/2017	Discipline

SUMMARY ON THE NUMBER OF CASES		
DISCIPLINE	SELECTION	TERMS & CONDITIONS
7	2	0
TOTAL NUMBER = 9		

TIME BARRED APPLICATIONS FOR 2017

NO.	DEPARTMENT / ORGANIZATION	REVIEW CASE NUMBER	DATE RECEIVED	NATURE OF CASE
1.	Angau Memorial General Hospital	PSC3-11-ANGMH:77/2016	22/09/2016	Discipline
2.	Enga Provincial Administration	PSC3-06-EPA:75/2016	07/10/2016	Discipline
3.	Hela Provincial Administration	PSC3-21-HPA:90/2016	03/11/2016	Discipline
4.	Eastern Highlands Provincial Administration	PSC3-05-EHPA:89/2016	21/11/2016	Discipline
5.	Western Highlands Provincial Health Authority	PSC3-18-WHPHA:02/2017	12/12/2016	Entitlement
6.	Enga Provincial Administration	PSC3-06-EPA:58/2017	13/02/2017	Discipline
7.	Western Provincial Administration	PSC3-17-WPA:104/2017	20/02/2017	Discipline
8.	Western Provincial Administration	PSC3-17-WPA:102/2017	20/02/2017	Discipline
9.	Western Provincial Administration	PSC3-17-WPA:105/2017	20/02/2017	Discipline
10.	Western Provincial Administration	PSC3-17-WPA:101/2017	20/02/2017	Discipline
11.	Angau Memorial General Hospital	PSC3-11-ANGMH:88/2017	28/02/2017	Discipline
12.	Western Provincial Administration	PSC3-17-WPA:86/2017	07/03/2017	Entitlement
13.	Hela Provincial Administration	PSC3-21-HPA:111/2017	14/03/2017	Selection
14.	Southern Highlands Provincial Administration	PSC3-16-SHPA:108/2017	27/03/2017	Entitlement
15.	Hela Provincial Administration	PSC3-21-HPA:114/2017	11/04/2017	Entitlement
16.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:126/2017	23/05/2017	Discipline
17.	Enga Provincial Administration	PSC3-06-EPA:135/2017	30/06/2017	Discipline
18.	Boram General Hospital	PSC3-04-WGH:139/2017	06/07/2017	Entitlement
19.	Oro Provincial Administration	PSC3-14-OPA:141/2017	07/08/2017	Entitlement
20.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:129/2017	08/08/2017	Discipline
21.	Western Provincial Administration	PSC3-17-WPA:142/2017	17/08/2017	Discipline
22.	Daru General Hospital	PSC3-17-DGH:143/2017	17/08/2017	Discipline
23.	Hela Provincial Administration	PSC3-21-HPA:170/2017	04/09/2017	Discipline

24.	Western Provincial Administration	PSC3-17-WPA:179/2017	19/09/2017	Selection
25.	Milne Bay Provincial Health Authority	PSC3-10-MBPHA:183/2017	02/10/2017	Discipline
26.	Simbu Provincial Administration	PSC3-15-SPA:186/2017	16/10/2017	Discipline
27.	Jiwaka Provincial Administration	PSC3-22-JPA:188/2017	23/10/2017	Selection
28.	Oro Provincial Administration	PSC3-14-OPA:189/2017	24/10/2017	Entitlement
29.	Autonomous Region of Bougainville Provincial Administration	PSC3-13-BIPA:192/2017	07/11/2017	Discipline
30.	East Sepik Provincial Administration	PSC3-04-ESPA:197/2017	13/11/2017	Entitlement
31.	Enga Provincial Health Authority	PSC3-06-EPHA:196/2017	13/11/2017	Discipline
32.	Southern Highlands Provincial Health Authority	PSC3-16-SHPHA:198/2017	14/11/2017	Discipline
33.	West New Britain Provincial Administration	PSC3-19-WNBPA:200/2017	15/11/2017	Discipline
34.	Enga Provincial Health Authority	PSC3-06-EPHA:202/2017	24/11/2017	Discipline
35.	West New Britain Provincial Healthy Authority	PSC3-19-WNBPHA:201/2017	29/11/2017	Discipline
36.	Manus Provincial Administration	PSC3-09-MAPA:203/2017	04/12/2017	Discipline
37.	Oro Provincial Administration	PSC3-14-OPA:204/2017	07/12/2017	Discipline
38.	West New Britain Provincial Administration	PSC3-19-WNBPA:08/2017	08/12/2017	Discipline

SUMMARY ON THE NUMBER OF TIME BARRED CASES		
DISCIPLINE	SELECTION	TERMS & CONDITIONS
27	8	3
TOTAL NUMBER = 38		

CASE FILES PENDING ALLOCATION

NO.	DEPARTMENT / ORGANIZATION	REVIEW CASE NUMBER	DATE RECEIVED	NATURE OF CASE
1.	Buka General Hospital	PSC3-13-BGH:78/2015	31/08/2015	Discipline
2.	Kavieng General Hospital	PSC3-12-KAVGH:87/2017	30/11/2015	Selection
3.	New Ireland Provincial Administration	PSC3-12-NIPA:03/2017	14/12/2016	Discipline
4.	Enga Provincial Administration	PSC3-06-EPA:56/2017	13/02/2017	Discipline
5.	Boram General Hospital	PSC3-04-WEGH:113/2017	15/03/2017	Discipline
6.	Hela Provincial Administration	PSC3-21-HPA:115/2017	04/04/2017	Discipline
7.	Hela Provincial Administration	PSC3-21-HPA:106/2017	07/04/2017	Discipline
8.	Kerema General Hospital	PSC3-07-KGH:121/2017	13/04/2017	Discipline
9.	Kimbe General Hospital	PSC3-19-KIMGH:82/2017	18/04/2017	Discipline
10.	Autonomous Region of Bougainville Health Department	PSC3-13-ABGHS:122/2017	24/04/2017	Selection
11.	Autonomous Bougainville Government Administration	PSC3-13-ABGHS:122/2017	24/04/2017	Selection
12.	Angau Memorial General Hospital	PSC3-11-ANMGH:133/2017	29/05/2017	Discipline
13.	Eastern Highlands Provincial Administration	PSC3-05-EHPA:131/2017	30/05/2017	Selection
14.	Eastern Highlands Provincial Administration	PSC3-05-EHPA:132/2017	30/05/2017	Selection
15.	Autonomous Region of Bougainville Provincial Administration	PSC3-13-BIPA:147/2017	03/08/2017	Discipline
16.	Western Highlands Provincial Health Authority	PSC3-18-WHPHA:128/2017	15/08/2017	Discipline
17.	Modilon General Hospital	PSC3-08-MODGH:145/2017	21/08/2017	Discipline
18.	Western Highlands Provincial Health Authority	PSC3-18-WHPHA:144/2017	21/08/2017	Discipline
19.	New Ireland Provincial Administration	PSC3-12-NIPA:151/2017	25/08/2017	Discipline
20.	New Ireland Provincial Administration	PSC3-12-NIPA:168/2017	25/08/2017	Discipline

	Administration				
21.	New Ireland Administration	Provincial	PSC3-12-NIPA:158/2017	25/08/2017	Discipline
22.	New Ireland Administration	Provincial	PSC3-12-NIPA:150/2017	25/08/2017	Discipline
23.	New Ireland Administration	Provincial	PSC3-12-NIPA:164/2017	25/08/2017	Discipline
24.	New Ireland Administration	Provincial	PSC3-12-NIPA:166/2017	25/08/2017	Discipline
25.	New Ireland Administration	Provincial	PSC3-12-NIPA:167/2017	25/08/2017	Discipline
26.	New Ireland Administration	Provincial	PSC3-12-NIPA:160/2017	25/08/2017	Discipline
27.	New Ireland Administration	Provincial	PSC3-12-NIPA:165/2017	25/08/2017	Discipline
28.	Eastern Highlands Health Authority	Provincial	PSC3-05-EHPHA:159/2017	31/08/2017	Discipline
29.	Western Provincial Administration		PSC3-17-WPA:103/2017	13/09/2017	Discipline
30.	New Ireland Administration	Provincial	PSC3-12-NIPA:175/2017	13/09/2017	Discipline
31.	New Ireland Administration	Provincial	PSC3-12-NIPA:152/2017	18/09/2017	Discipline
32.	New Ireland Administration	Provincial	PSC3-12-NIPA:153/2017	18/09/2017	Discipline
33.	New Ireland Administration	Provincial	PSC3-12-NIPA:154/2017	18/09/2017	Discipline
34.	New Ireland Administration	Provincial	PSC3-12-NIPA:155/2017	18/09/2017	Discipline
35.	New Ireland Administration	Provincial	PSC3-12-NIPA:156/2017	18/09/2017	Discipline
36.	New Ireland Administration	Provincial	PSC3-12-NIPA:157/2017	18/09/2017	Discipline
37.	New Ireland Administration	Provincial	PSC3-12-NIPA:149/2017	18/09/2017	Discipline
38.	New Ireland Administration	Provincial	PSC3-12-NIPA:169/2017	18/09/2017	Discipline

39.	New Ireland Administration	Provincial	PSC3-12-NIPA:174/2017	18/09/2017	Discipline
40.	New Ireland Administration	Provincial	PSC3-12-NIPA:148/2017	18/09/2017	Discipline
41.	New Ireland Administration	Provincial	PSC3-12-NIPA:163/2017	18/09/2017	Discipline
42.	Autonomous Region of Bougainville Administration	Provincial	PSC3-13-BIPA:177/2017	21/09/2017	Discipline
43.	New Ireland Administration	Provincial	PSC3-12-NIPA:162/2017	25/09/2017	Discipline
44.	New Ireland Administration	Provincial	PSC3-12-NIPA:180/2017	25/09/2017	Discipline
45.	New Ireland Administration	Provincial	PSC3-12-NIPA:161/2017	25/09/2017	Discipline
46.	Western Highlands Health Authority	Provincial	PSC3-18-WHPHA:176/2017	26/09/2017	Discipline
47.	Western Highlands Health Authority	Provincial	PSC3-18-WHPHA:171/2017	28/09/2017	Entitlement
48.	Hela Provincial Administration		PSC3-21-HPA:146/2017	02/10/2017	Discipline
49.	Western Highlands Health Authority	Provincial	PSC3-18-WHPHA:184/2017	10/10/2017	Discipline
50.	Daru General Hospital		PSC3-17-DGH:185/2017	10/10/2017	Selection
51.	West Sepik Provincial Health Authority		PSC3-20-WSPHA:190/2017	09/11/2017	Selection
52.	West New Britain Health Authority	Provincial	PSC3-19-WNBPHA:199/2017	21/11/2017	Discipline

PSC MANAGEMENT STRUCTURE

DPM APPROVED, 2007

FUNCTIONAL & MANAGEMENT STRUCTURE

