



Public Services Commission



'To transform the National Public Service into a vibrant, effective and efficient service delivery machinery'



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- 2018 ANNUAL REPORT

In accordance with Section 191(4) of the National Constitution of Papua New Guinea and Section 17(1) of the *Public Services (Management) Act 1995*, I have the honour of submitting to you for presentation to Parliament, the 2018 Annual Report of the Public Services Commission.

The 2018 Annual Report covers the period from January 01st, 2018 to December 31st, 2018, 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
Acting Chairman- PSC

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CHAIRMANS' OVER-VIEW



In 2018 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 affecting its operations.

THE MEMBERS OF THE COMMISSION

Section 190 of the National Constitution provides for the establishment of the Commission which comprises three (3) members and Section 191 of the Constitution provides for the functions of the Commission.

The three (3) Members of the Commission are currently comprised of: Dr. Philip Kereme, OBE, M.A., Ph.D – Acting PSC Chairman, Mr. Apeo Fuata Sione, 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 reported in its 2017 Annual Report that 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Law on Provincial Government & Local Level Governments and enacted the new Public Services (Management) Act 2014, which repealed the Public Services (Management) Act 1995 (as amended). The Constitutional Amendments and enactments effectively removed PSC's powers relating to appointments, re-appointments, suspensions and revocation of appointments of Departmental Heads, Provincial Administrators and Chief Executive Officers of Statutory Authorities and conferred these powers and functions on the Ministerial Executive Appointments Committee (MEAC), established under Section 28 of the Public Services (Management) Act 2014.

However, it became clear that the Constitutional Amendments did not affect the Commission's powers and role on the appointment of the Police Commissioner, Commander of the PNG Defence Force, Managing Director of the National Broadcasting Corporation (NBC), Members of the Boundaries Commission and Heads of other State Services and these provisions were not affected (or amended) in the 2014 Constitutional Amendments. Whether this was intentional or an oversight is not clear.

The Commission, therefore, made the decision in 2016 to re-activate its Assessment Division to continue to conduct merit-based assessments for appointments and for the Commission to

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, and therefore, the Commission was genuinely concerned about the possible adverse effect this new regime might have on the appointment of Heads of Government agencies, in-relation to 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 file the application under Section 18(1) of the Constitution.

The Chairman's Supreme Court Application was then awaiting a final determination from the Supreme Court. The substantive hearing of the Chairman's Supreme Court Application was completed towards the end of 2017 and the Supreme Court reserved its decision to a date to be later advised. Up till now the Supreme Court has not yet handed down its decision on the Chairman's Supreme Court Application. The Commission genuinely believed that a favourable Supreme Court decision will be in the best interest of the National Public Service and the people of Papua New Guinea, generally. And the 2017 Alotau Accord has not changed the Government's Public Service Reform Policy as stated in the 2012 Alotau Accord in 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 2018.

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) – two Commissioners who are responsible for review matters in each division.

REVIEW OF ORGANIZATIONAL MATTERS

As we reported in our 2017 Annual Report, there was no Review of Organizational Matters undertaken in 2017, as there were no complaints or issues raised from concerned persons or corporate bodies. In 2018, there were no Review of Organizational Matters conducted. The Review of Organizational Matters 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 PSC's powers and functions relating to the appointment of the Police Commissioner, Commander of the PNG Defence Force, Managing Director of the National Broadcasting Corporation (NBC), Members of the Boundaries Commission and Heads of other State Services. Furthermore, the Commission has re-activated its Assessment Division to continue to carry out the Merit-Based Assessments, but only in respect to the candidates for appointment of Departmental Heads referred to in Section 193(2) and (3) as stated above. Based on these findings and recommendations of the Assessment Division, and upon proper deliberations on the Assessment Divisions recommendation, the Commission will then form its views on the candidates for the position concerned and forward its views to NEC.

In 2018, there were no consultation on the appointment of Departmental Heads referred to above, under Section 193(2) and (3) of the Constitution.

CHALLENGES

The Government's Policy change, via the 2014 Constitutional Amendments and enactment of the Public Services (Management) Act 2014 continued to affect the performance of the Commission in 2018.

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 and that there won't be any merger between Public Services Commission and the Department of Personnel Management during the 2017 Budget Year; noted that any interference by any Agency or person(s) will be liable for contempt and will be sued. This situation is still the same in 2018.

In the first quarter of 2016, the Department of Treasury had 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 2018.

The Department of Treasury in consultation with the Department of Personnel Management (DPM) issued notices to the Commission on their intention to relocate and merge 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, and the Chairman through his legal counsel, threatened to sue the Interveners in his Supreme Court Application for contempt. In response to this, NEC by 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 and 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. Therefore, the Commission's status quo remains the same and it continued to conduct its normal operations as usual in 2018.

The consecutive budget cuts from 2015 through to 2018 coupled with warrants from Department of Treasury not coming in on time had seriously affected PSC's routine operations, thus leading to the closure of the Commission's office on numerous occasions in the early part of the year due to non-payment of rentals; impacted duty travel to provinces for the Commission's Directional Hearings; halted again the first and second phase of the Case Management System (CMS Project) earmarked for the enhancements of the first phase and development and integration of the Registry Branch and both the Legal, Advisory & Litigation and Investigation Divisions into the Case Management System Project; and scaling down of other essential operational activities of the Commission.

ACCOMPLISHMENT(S)

However, despite these challenges, PSC continued to perform its core constitutional functions and responsibilities in line with its work-plan and programed activities to allow a smooth flow of services to its stakeholders.

The Commission continued to conduct its scheduled meetings in 2018; a total of two-hundred and sixty-three (263) personnel review cases were registered with the National Review Division (NRD) from which one-hundred and nine (109) cases were completed and files closed leaving one-hundred and fifty-four cases (154) incomplete and will be brought forward to 2019 as Outstanding Matters. For the Provincial Review Division (PRD) one-hundred and eighty-one (181) cases were registered from which one-hundred and fifty-seven (157) were completed and closed, leaving twenty-four (24) Outstanding Matters brought forward to 2019.

In 2018 Personnel Review Training Sessions were conducted for Review Officers, focused on improving their handling of Review Cases to ensure credibility and integrity in the decisions that PSC made on Applications for Personnel Review Matters by officers of the National Public Service.

Other accomplishments include the PSC Housing Project which was listed as one of the five (5) key projects under the PSC Corporate 2014 – 2018 to address PSC's housing issues; the successful recruitment drive in 2018 resolved capacity issues faced in the Legal, Advisory & Litigation Division and the Secretariat as a whole; the successful completion of PSC's Website; the set up and launch of the PSC Audit Committee, with two (2) meetings conducted in the same year. The National and Provincial Review Divisions continued to participate in the implementation of the PSC Awareness Program in Provinces and to Departments in NCD informing public servants on PSC's roles and functions.

Furthermore, the Commission (PSC) successfully launched its PSC Corporate Plan 2019 – 2023 on the 30th November, 2018, setting a new direction for the Commission for the next five (5) years, on how it will achieve its Vision, that is, *‘To transform the National Public Service into a vibrant, effective and efficient service delivery machinery’*, which is in line with the Government’s overall Public Service Reform Policy.

CONCLUSION

I am pleased to report that in 2018, the Public Services Commission continued to discharge its Constitutional roles and function without fear or favour, despite financial constraints and other policy challenges that continue to directly affect the operations of the Public Services Commission.

May I sincerely thank and acknowledge the following individuals and corporate bodies for supporting the Commission to perform its Constitutional roles and functions in 2018: Commissioners – Apeo Fuata Sione and Hansel Hakimo; Acting Secretary PSC Secretariat – 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 2018.

Thank you all, for your kind and loyal support.

Dr. Philip Kereme, OBE, M.A, Ph. D
Acting Chairman

STATEMENT OF COMMISSIONER NATIONAL



The purpose of this section of the Annual Report for year 2018 is to report on one of the functional role of the Commission which the Commissioner National is responsible for, and that is the Review of Personnel Matters connected with the National Public Service and performed by the National Review Division (NRD).

This basically concerns the conducting of Review of Personnel Matters or complaints lodged by aggrieved officers of National Departments, Statutory Organizations (or Government Bodies) and Public Hospitals that fall within the scope of the Commission's review powers as set out under *Section 191 of the National Constitution* and *Section 18 of the Public Services (Management) Act 2014*.

OFFICERS OF THE NATIONAL REVIEW DIVISION

The National Review Division has a total 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.

DIVISIONAL PERFORMANCE

The National Review Division (NRD) at the commencement of 2018 looked forward with great enthusiasm and determination to successfully implement its Work Plans, despite a decrease in the Annual Budget Allocation given to the Commission. There was a decrease in the allocation of funds in *ITEM 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 times 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 program. And particularly for the National Review Division, the roll out of this program continued mainly with the National Departments in NCD and not with the provinces, due to funding constraints. However, the Review Divisions decided to embark on a joint duty travel program to ensure that the program was satisfactorily rolled out in the provinces given the limited funding appropriated for duty travels. Some of the provinces visited include, West New Britain, Western Highlands, East Sepik, Autonomous Region of Bougainville and Western Province.

It is also noted that the overall performance of the National Review Division (NRD) in 2018 was ordinary, although it was able to achieve three (3) main deliverables as contained in its *2018 Management Action Plan (MAP)*. These are: *Activity 3.1.1 - Review of Personnel Matters*; *Activity 3.1.2 – Training of Review Officers (in-house) by a Professional Consultant*, and *Activity 3.1.3 – PSC Awareness Program Implementation*. In addition to the above, the Division was also able to achieve six (6) of its aims (or goals) in 2018.

Also in 2018 the NRD was in carriage of a total of two-hundred and sixty-three (263) review cases. That is, one-hundred and twenty-one (121) cases were carried over from 2017 and one-hundred and forty-two (142) were received and registered in 2018 as indicated in the table below.

STATISTICAL SUMMARY OF REVIEW MATTERS IN 2018

CASES	DISCIPLINE	SELECTION	TERMS & CONDITION	OTHERS	TOTAL
Registered	96	04	39	3	142
Completed	20	02	30	3	55
Pending	76	02	09	0	87

NOTE: Out of 263 cases in carriage, the National Review Division completed a total of 109 cases. That is 55 cases have been completed in 2018 whilst 54 cases were from 2017. Hence this table only provides for review matters received, registered and reviewed in 2018.

As depicted from the above statistics, the Division was able to dispose a total of 109 cases out of 263 review cases that it took carriage of in 2018. That is 54 cases from 2017 and 55 cases in 2018. Similar to the year 2017, the year 2018 was a challenging year for the Division in view of the work load it had to undertake and also because of other constraints which are further highlighted below. However, despite the challenges it encountered the Division was duty bound to have all review cases for 2018 fully disposed and determined forthwith.

CHALLENGES

The year 2018 has been quite a challenging year for the National Review Division, largely due to financial constraints and budget cuts that continue to hamper the performance of the Division in regards to conducting Directional Hearings in the provinces. In 2018 alone, the Division undertook three (3) Duty Travels into the provinces which included West New Britain, Autonomous Region of Bougainville (AROB) and Western. Additionally, the financial constraints and budget cuts also affected the implementation of the Commission's *Corporate Plan Outcomes 1.1, 1.2 and 1.3* relating to the Awareness Program which was to be carried out in conjunction with the Directional Hearings.

The closure of the Commission's office on numerous occasions in the early part of the year due to non-payment of rentals, also affected the performance of the Division. The office closure not only affected the morale of the review officers but also led to many scheduled Directional Hearings of review cases being cancelled or re-scheduled. This significantly affected the turnaround time of the concerned review matters being determined within the 90 days statutory time limitation.

Government warrants from the Department of Treasury were not released in a timely manner, and at other times, they were not released at all. This not only affected the Duty Travels but also affected the daily operations of the Division and the Commission as a whole in terms of logistics for the office.

The indefinite suspension of Directional Hearings as a result of an earlier decision made by the National Court followed by a Supreme Court decision which upheld *Oral Hearing* as opposed to *Directional Hearing* is also another factor. The shift created a 'waiting vacuum' of inactivity by the Review Officers who were waiting for the *Oral Hearing* procedures to be finalized and put in place for *Oral Hearings* to be conducted, even to date.

Lastly, the Constitutional and Legislative amendments by the National Parliament that affected the functions of the Commission brought its own challenges of creating uncertainties, and had an adverse impact on the staff in general, which also affected their performance output. However, this matter has been left to the Members of the Commission and the Legal, Advisory & Litigation Division to handle. A decision is still pending in the Supreme Court.

CONCLUSION

On behalf of the National Review Division, 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 Division. I also extend my appreciation to the staff of the Legal, Advisory & Litigation Division for the excellent job, in relation to the clearances of all advices and provision of legal opinions; and staff of the Corporate Services Division for the logistical and financial support they continue to provide.

I also convey my heartfelt appreciation to all the hard working Review Officers and staff of the National Review Division particularly for their untiring effort and commitment in performing their respective duties in ensuring the Commission successfully discharged its constitutional responsibilities without any difficulty. And above all, a huge thank you to the awesome Great God, for his leading and guidance in bringing the Commission to where it is now.

Mr. Apeo Fuata Sione, L.M, M.PP
Commissioner [National]

STATEMENT OF COMMISSIONER PROVINCIAL



The Statement of Commissioner Provincial in-general is part of the Commission's Annual Report for the year 2018.

The Statement essentially is on my role as Commissioner, in discharging the Commission's powers under *Section 191* of the *National Constitution* which are detailed in the *Public Service (Management) Act 2014* under *Section 18 – Review of Personnel Matters* connected with the National Public Service, and *Section 19 – Review of Organizational Matters*.

Focus of my role as Commissioner was performed in various capacities, including; being a team member on the roll out of the Awareness Program on the Commission's Roles and Functions into the Provinces; presiding over Directional Hearings; and reviewing decisions of Departmental Heads, Provincial Administrators and Chief Executive Officers of

Provincial Health Authorities affecting individual staff.

I stated in the 2017 Annual Report that the Division will increase the number of Directional Hearings by not less than two (2) provinces/agencies per month over ten (10) months. This meant that carry over review matters, including the ones received for the year were to be completed within the 'ninety (90) days' time required. The increase in the number of Directional Hearings was very much dependent on the following; that twelve (12) positions allocated to the Provincial Review Division be filled; and a budget of one-hundred and eighty-five thousand (K185, 000.00) be allocated to enable Duty Travel into the provinces.

A slight increase in funding under *ITEM 222 – Travel and Subsistence*, and also the adaptation of horizontal/cross-functional approach taken, addressed the lack of manpower capacity. Functional Divisions' that assisted include the Legal, Advisory & Litigation and National Review together with Executive Services Unit. This contributed and made it possible for twelve (12) Duty Travels to seventeen (17) provinces on personnel review matters as well as the roll out of the Commission's roles and functions.

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

Details pertaining to Personnel Review Matters received and attended to are contained in the performance report of the Provincial Review Division. Nonetheless, and in summary, the Commission's Decision's on the one-hundred and fifty-cases (150) cases that were completed

include; thirty-one (31) decisions annulled; twenty-two (22) decisions upheld; there were no/zero (0) decisions varied and one-hundred and four (104) cases had no merits and files were closed.

Whilst in-relation to *Section 19 – Organizational Review Matters*, since my appointment as Commissioner, I brought this matter up at Commission Meetings, resulting in the Commission's endorsement to re-establish the function organizationally from 2019 and onwards.

CORPORATE PLAN 2014 – 2018

Success in achieving the Corporate Outcomes is dependent on a number of key factors, including; retention of trained and skilled personnel; skills training be continuous; and ensure staff are happy at the workplace. More importantly, the Commission must ensure its business process on Personnel Review Matters is current. Corporate Outcomes that have a direct link to the role of Commissioner's National and Provincial are;

- 1.1 – *Improvement in Compliance with Mandatory Functions and Requirements of the Commission;*
- 1.2 – *Reduction in the number of review cases received; and*
- 1.3 – *Effective Review System.*

These Corporate Outcomes are being realized through the Awareness Program and the training on Oral Hearing Process being conducted in-house by a Professional Consultant. Oral Hearing will be trailed by the Commission with the view to improving compliance to meeting statutory timelines.

OUTLOOK 2019 – 2020

The Public Services Commission and the Autonomous Region of Bougainville (AROB) Government will jointly have a Memorandum of Understanding (MoU) on the establishment of AROB Public Services Commission. The outcome of the MoU will determine PSC- Waigani's future involvement on Personnel Review Matters from AROB.

Organization Review Function is captured in the Commission's revised Corporate Plan 2019 – 2023, which will enable the Commission to fully discharge its constitutional role and functions as established under law. It will also mean rightsizing the current structure of the two Review Divisions with resources required to effect the change.

Whilst, Oral Hearing will be trailed, the Commission is mindful that this method or process may require additional resources in manpower, finance and time, over and above the budget allocated towards accomplishing this activity on an annual basis.

At this juncture, I also make mention that my tenure as Public Service Commissioner will come to an end on 16th October, 2019. In saying so I wish to sincerely thank the outgoing Chairman, Dr. Philip Kereme, OBE, MA, Ph.D; Commissioner National Mr. Apeo Fuata Sione, LM, MPP and Acting Secretary of the PSC Secretariat Ms. Judith Stenis, MBA for the cordial working relationship over the last four (4) years.

I have certainly found the job fulfilling and rewarding, as I was ably supported by many talented, diligent and reliable people who have assisted me in more ways than one to deliver outcomes to the expectations of parties involved in the Personnel Review Matters.

In conclusion, the journey on reform continues and with confidence I say, as the Commission is well placed to take on initiatives under Alotau Accord 1 & 2 and the project under the PSC Corporate Plan 2019 – 2023.

Farewell Public Service Commission!

Mr. Hansel Kakimo, LM
Commissioner (Provincial)

INTRODUCTION

This is the 23rd Annual Report of the Public Services Commission (PSC). It is produced and submitted in accordance with Section 19(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 2018, covering the period from January 01st, 2018 to December 31st, 2018.

The Annual Report begins with the over-view from the Chairman of PSC, 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 this 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 this annual report provides a detailed account of tasks performed by the Commission from January 01st, 2018 to December 31st, 2018. The bulk of the activity for this reporting period surrounds the Review of Personnel Matters and the implementation of various projects contained in the Public Services Commission's Corporate Plan 2014 – 2018.

The 2018 Annual Report also contains an unaudited financial statement on the Commission's Budget for the 2018 Fiscal Year and highlights the constants and achievements faced by the Commission.

The 2018 Annual Report concludes with recommendations on how the work of the Commission could be improved to adequately fulfill its Constitutional roles 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 (PSC) 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 (3) members appointed for a five (5) 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*.

PSC being a Constitutional Office, *Section 192* of the *Constitution*² guarantees the Commission's **independence** in performing 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 of the 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 *Constitution*³, 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 realized the need to strengthen the role of the Commission in appointment, revocation of appointment and suspension of Departmental Heads, Provincial Administrators and Chief Executive Officers (CEO's) of *Regulatory Statutory Authorities*⁴, as well as its role in the Review of Personnel Matters (as defined by *Section 194*⁵ of the *Constitution*). 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 decision 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 CEO's) of RSA's also became subject to the recommendation of the PSC, following merit-based assessment (*Sections 208A and 208B* of the *Constitution*).

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 *Section 60* (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 Public Service (Management) Act 1995].
4. Regulatory Statutory Authorities [Appointment to Certain Offices] (Amendment) Act 2013.
[Certified on 17th February, 2014].

However, the Commission's powers⁶ in relation to appointment of Departmental Heads referred to in *Section 193(1) (b), (c), (d), (e) and (f)* of the *Constitution* (including the Commissioner of Police, Commander of the PNG Defence Force, Managing Director of the National Broadcasting Corporation [NBC], Members of the Boundaries Commission and Heads of other State Services.

The 2014 Constitutional Amendments conferred on the Commission the additional power to review (upon complaint made to the Commission) a decision of the NEC in-relation to appointments of Departmental Heads made under *Section 193* of the *Constitution*, pursuant to *Section 193(1E)* of the *Constitution*.

The core functions of the Commission are therefore to;

- a. Review Personnel⁷ & Organizational Matters⁸ under *Section 191* of the *Constitution* and *Sections 18 and 19* of the *Public Services (Management) Act 2014*.
- b. Review of the NEC's decision relating to appointment of Departmental Heads under *Section 193* of the *Constitution*, pursuant to *Section 193 (1E)* of the *Constitution*.⁹
- c. By way of consultation, provide views and appropriate advice (recommendation) to the NEC relating to the appointment of the Commissioner of Police, Commander of the PNG Defence Force, Managing Director of NBC, Members of the Boundaries Commission and Heads of other State Services.

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

‘Our Vision is to transform the National Public Service into a vibrant, effective and efficient service delivery machinery’.

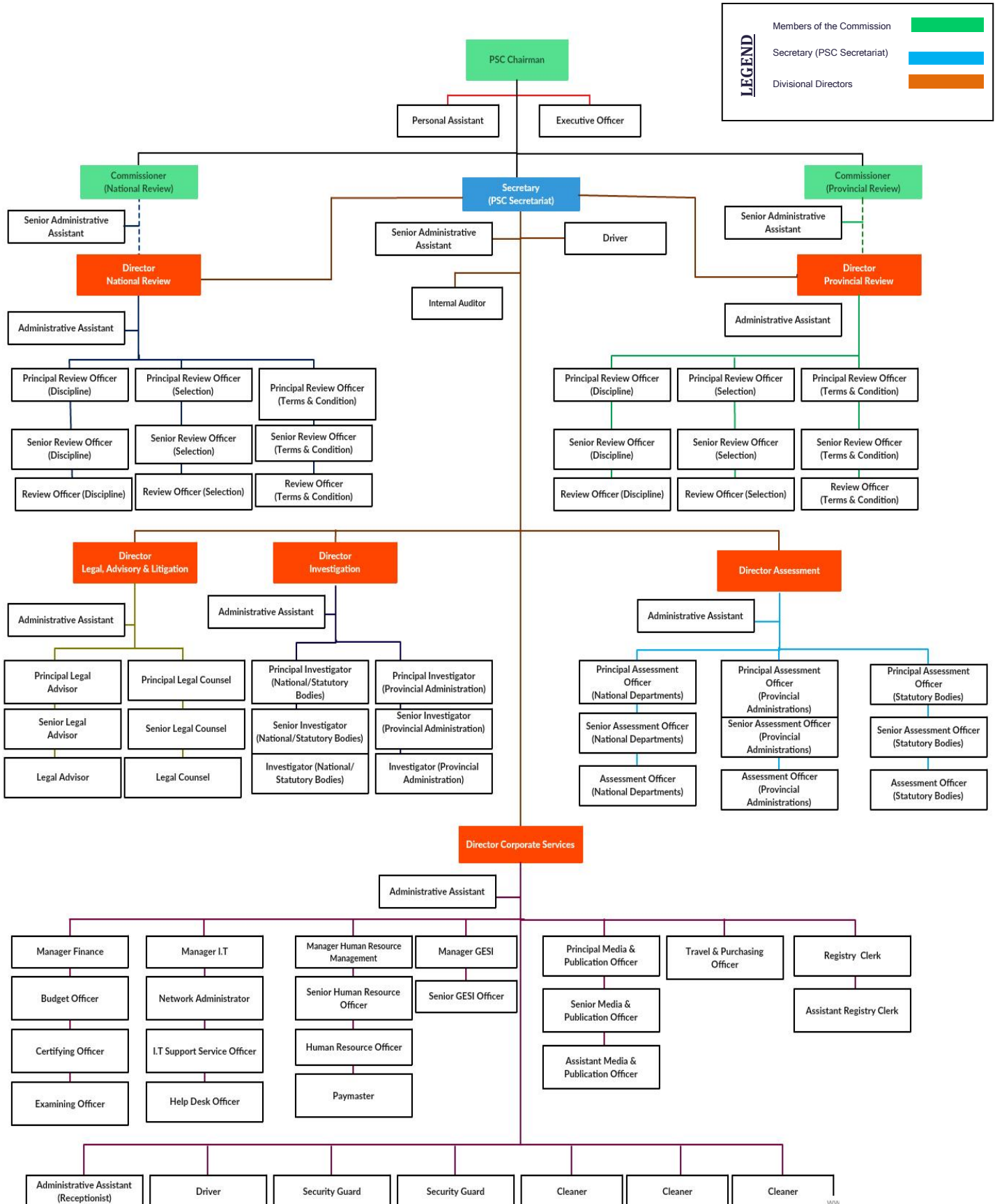
MISSION

‘Our Mission is to promote a highly competent, non-partisan and representative Public Service, that is based on the values of fairness, integrity, transparency and accessibility’.

PROFESSIONAL VALUES

- Our Staff:
 - We value diversity and promote unity of our staff.
 - We ensure a secure and conducive working environment for our staff.
 - We provide opportunities for our staff to strive for professional excellence through skills and competency enhancement.
 - We promote equal employment and participation.
 - We are dedicated to achieving our goals and demonstrating loyalty of the Public Services Commission.
- Our Professionalism:
 - Maintaining impartiality in our Review Process, Merit Based Appointments proceedings, Investigations and Legal representation in accordance with the rule of law.
- Our Integrity:
 - Performing duties to the highest principles of honesty, fairness, accountability and transparency.
- Our Decisions:
 - We value compliance with and take full responsibility of our decisions.
- Our Commitment:
 - Dedicated to achieving our goals and demonstrating loyalty to the Public Services Commission.
- Our Stakeholders:
 - We strive to meet the professional expectation of our stakeholders and value and respect their feedback.

PSC ORGANIZATIONAL STRUCTURE



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 – 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.

Dr. Kereme completed a Master of Arts (M.A) Degree in Education from the University of Reading in the United Kingdom in 1982. In 1998, he 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 the Director General of the Office of Higher Education (OHE).

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.

Dr. Kereme officially retired on the 11th of November, 2018 after serving twelve years with the Public Services Commission.

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

Commissioner Sione has well over 19 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 Secretariat, since his appointment on the 30th of May, 2011. Commissioner National 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 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



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

Prior to his appointment as Commissioner Provincial on 17th October, 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 Human Resource Advisor to the Department of Prime Minister & NEC from 2010 – 2011. From 2013 – 2014, he was with the National Coordination Office for Bougainville Affairs as Public Service Advisor 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 Department of Personnel Management (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.

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 (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 Commissions 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), (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/reactivated 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;

SENIOR MANAGEMENT COMMITTEE

ACTING SECRETARY PSC SECRETARIAT - MS. JUDITH STENIS



Ms. Stenis has nineteen (19) years of professional experience in 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 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 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 which he resigned to pursue further studies abroad at the China Foreign Affairs University – Institute of International Relations in Beijing, China. He successfully completed and defended his research program and attained a 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 and Monitoring as a Monitoring & Evaluation Officer.

ACTING DIRECTOR INVESTIGATION - MS. RACHEL WII

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

She commenced her career in the National Public Service in January, 2004 when she joined the Internal Revenue Commission (IRC) as a Revenue Assessment Officer. In 2006, she moved to join the Ombudsman Commission as an Assessor in the Annual Statement Assessment Unit under the Leadership Division, a position she held for two and a-half years before being promoted to the position of Local Level Government Investigator. In August 2009, Ms. Wii joined the Public Services Commission (PSC) as the Principal Assessment Officer for Provincial Administration with the Assessment Division, and a little over two years 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 thirteen (13) 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 Paraka Lawyers in Port Moresby in 2010 as a Junior Lawyer; and in 2012 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 (8) successful PNG ADS scholars who were further awarded the prestigious Australian Leadership Award (ALA).

He completed his studies at the ANU in 2013 and successfully graduated 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 - 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 eight (8) 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. WAGA NAVEI



Mr. Waga Navei joined the Public Services Commission in September, 2018. Prior to joining PSC, he was employed as a teacher with the Mt. Diamond Adventist Secondary School.

Mr. Navei graduated with a Bachelor of Arts Degree in Politics & Public Administration and International Relations from the University of Papua New Guinea (UPNG) in 1993. He then pursued further studies in 1994 at UPNG and graduated with a Post Graduate Diploma in Education at the end of the year. After he graduated, he joined UPNG as a Administrative Officer in the Human Resource Division. In 1997 he was selected under ADB scholarship to take up a Graduate Diploma program in Development Administration at the School of Asia & Pacific Studies at the Australia National University (ANU) in Canberra, Australia and graduated a year later. He continued his employment with UPNG in 1998 after returning from ANU. In 1999 he joined the University of Goroka (UoG) as Senior Human Resource Officer in the Personnel Management Division, and after two (2) months was promoted to Executive Officer of the Science Faculty. In 2003 he left UoG and took up a teaching position at Bareji High School in Oro Province. He was given a promotional transfer and taught social sciences at the Passam National High School in East Sepik from 2005 to 2006. In 2007 he was employed with the Port Moresby National High School as a teacher, but after two (2) months he resigned to join the National Institute of Standards and Industrial Technology as Director Corporate Services, the position he held up until late 2012. In early 2014 he joined Mt Diamond Adventist Secondary school.

Mr. Navei has a background in Administration and Management and has 22 years of experience serving both in the education and public service.

2018 PERFORMANCE REPORT

EXECUTIVE SERVICES

INTRODUCTION

The Executive Services within the Public Services Commission Secretariat is comprised of the Office of the Secretary, the Internal Audit Unit and Special Projects Unit. The key function of the Executive Services is to provide overall leadership, direction, and control, of the Secretariat and the necessary support service to the Commission. Executive Services is quite small in-terms of manpower, however, it has a wider span and scope of responsibility considering its oversight role over the Commission's Secretariat through the Secretary's Office.

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

OFFICERS OF THE EXECUTIVE SERVICES

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

PERFORMANCE REPORT

Executive Services through the Secretary's Office manages staff, resources, and all the operational aspects of the Secretariat.

The unit coordinates Annual Work Programs, the Commission's Corporate Plans and Management Action Plans to ensure they are aligned with the Vision and Mission of the Commission and implemented in-line with the annual budgetary allocation through the Secretary's Office. Personnel Matters relating to the Members of the Commission and staff are also managed by the Executive Services.

ACHIEVEMENT(S)

The Executive Services performed generally well in 2018. Some of the highlights of the achievements in the Commission relate to the successful set up and launch of the PSC Audit Committee with two (2) meetings conducted in the same year. Another significant output was the successful review of the Corporate Plan and development and launching of the new and revised Corporate Plan 2019 – 2023.

The Executive Services is also proud to report on the set up of the new PSC Website which is a milestone. The Commission's services can now be accessed by public servants anywhere in PNG, meaning aggrieved personnel do not have to spend time and money to travel to Port Moresby to lodge their grievances with the Commission; they can lodge it online from their place of employment.

There was also a successful recruitment drive in 2018, coordinated by the Executive Services, which resolved serious capacity issues in the Legal, Advisory & Litigation Division and the Secretariat, and is an achievement also worth noting.

CHALLENGE(S)

The Executive Services biggest challenge was in the Internal Audit Unit, which was largely due to the lack of manpower to meet set work targets and adequate requirements of the PSC Audit Committee. Assistance provided by the Department of Finance Audit & Compliance to assist with capacity issues was minimal.

The other setback relates to the lack of sufficient budgetary support from the Department of Treasury to effectively oversee and coordinate the implementation of divisional work plans and the Management Action Plan. Capacity issues, internal control and weaknesses also hindered Executive Service from performing its duties efficiently.

Delay in required human resource assistance and support from other key agencies such as the Department of Finance and Department of Personnel Management continue to hinder the progress of some of our key activities annually.

CONCLUSION

In 2018, the Executive Services fared generally well in terms of managing the Secretariat. It could have done even better given the financial resources, and the necessary human resource and financial assistance from relevant external agencies in a timely manner.

Performance of its duties to the expectation of the Commission fell short with capacity issues and internal inefficiencies and other external factors such as recruitment freeze and underfunding of the Commissions' annual budget. Despite the setbacks, the Executive Services maximized the limited resources through the combined efforts of work programs amongst divisions to deliver on the outcome, multi-tasking personnel through work teams to accomplish more with the limited manpower.

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 Administrative Assistants [*Senior Administrative Assistant to Commissioner National and Administrative Assistant to Director National*]. Details of the officers are provided 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 Administrative Assistant to Commissioner National
8.	Mrs. Norris Sevese	Administrative Assistant to Director National

PERFORMANCE REPORT

The overall performance of the National Review Division in 2018 has been below expectation in the last six (6) years; with the completion of **one-hundred and nine (109) Review Cases** out of two-hundred and sixty-three (263) cases handled. By comparison, the National Review Division completed **226 Review Matters** in 2017; particularly the *twenty-one (21) Submissions* compared to *forty-four (44) Submissions* in 2017. On the other hand, 2018 was observed to be a very challenging year for the Division and the Commission as a whole, due to financial constraints; PSC

office being locked out for almost two (2) months and various court decisions that affected the review function of the Commission.

Although the National Review Division performed below expectation; nonetheless, individual officers performed exceptionally well.

ACHIEVEMENT(S)

The Division had three (3) main goals to achieve in 2018, which included the following;

1. To complete most, if not all the **121 Outstanding Review Matters** currently pending in various stages of the review process by 31st July, 2018.
2. Director NRD to continuously prepare Information Papers for **Applications for Review of Personnel Matters** which qualify for immediate closure, such as; Commission's lack of jurisdiction, time-barred review cases, lack of interest displayed by Applicant and cases of administrative nature.
3. All outstanding Review Matters (121) will be fairly re-distributed to all Review officers amongst the new cases from 2018.

In 2018, a total of **142 Review Matters** were received and registered by the National Review Division through the Office of Commissioner National. **[This is 104 review cases/complaints less than the 246 cases received and registered in 2017].**

To that total, *121 Outstanding Cases/Review Matters* carried-over from 2017 were added, bringing the progressive total to **263 cases** in the carriage of the Division. From 263 cases; 109 cases were completed whilst 154 are pending review. By the end of 2018, the National Review Division carried over 154 cases into 2019 as *Outstanding Matters*. Out of that total of *Outstanding Matters*, more than 14 cases have been submitted to the Commission for decisions.

The overall performance of the Division since 2013 has been consistently exceptional. However, there was a slight drop in 2018, which was attributed to the following challenges; financial constraints, the PSC Office being locked-out for almost two months and various decisions of the courts.

The National Review Division in this reporting period successfully delivered on three of its main activities planned for the year in the 2018 Management Action Plan (M.A.P). The activities include;

1. Activity 3.1.1 – Review of Personnel Matters
2. Activity 3.1.2 – In-house training of Review Officers by professional consultant.
3. Activity 3.1.3 – Implementation of the PSC Awareness Program.

Whilst activities 3.1.1 and 3.1.3 are ongoing activities, activity 3.1.2 will be delivered by the consultant in the 1st quarter of 2019.

KEY ISSUES & SUMMARY POINTS

- In 2018, the National Review Division took carriage of two-hundred and sixty-three (263) cases, of which one-hundred and twenty-one (121) were *Outstanding Matters* and one-hundred and forty-two (142) cases were registered in 2018.
- The Division received and registered one-hundred and forty-two (142) cases; from that total, fifty-five (55) cases have been completed whilst eighty-seven (87) cases are pending.
- The Division successfully completed one-hundred and nine (109) cases: fifty-five (55) cases were from 2018, whilst the other fifty-four (54) were from previous years.
- In 2018, the Division completed twenty-one (21) *Submissions* and eighty-eight (88) *Information Papers*.
- A total of one-hundred and fifty-four (154) *Outstanding Review Matters* have been carried over into 2019; whilst fourteen (14) cases are currently pending Commissions' decision.
- The Division has one-hundred and fifty-four (154) *Outstanding Review Matters* currently under review at various stages of the Review Process and consist of;
 - Fourteen (14) cases that are before the Commission for determination;
 - Thirty-four (34) cases are pending legal advice;
 - Ten (10) cases are pending court decisions; and
 - Ninety-six (96) cases are those that have been identified for closure by way of *Information Papers* for various reasons include 'lack of jurisdiction'. Other cases are pending appeals for waiver of the 60 days statutory time limitations; others are pending decisions from their Departmental Heads concerned, whilst other cases are under substantive review with their respective case officers.
- Duty Travels were few in this reporting period. The provinces that the National Review Division visited include; West New Britain, Western Highlands, East Sepik, Autonomous Region of Bougainville and Western Province.
- There are twelve (12) cases from the provinces that are pending review, and they have been carried over into 2019 as *Outstanding Matters*.

STATISTICAL SUMMARY OF REVIEW MATTERS BY THEIR NATURE OF COMPLAINTS & REVIEWED IN 2018

CASES	DISCIPLINE	SELECTION	TERMS & CONDITION	OTHERS	TOTAL
Registered	96	4	39	3	142
Completed	20	2	30	3	55
Pending	76	2	9	-	89

N.B. This table provides for Review Matters received, registered and reviewed in 2018 only. One-hundred and fifty-four (154) Review Matters (on record) are Outstanding Matters and have been carried over into 2019.

CHALLENGE(S)

It was more challenging in 2018 than in previous years, due to Government warrants not being released in a timely manner and further reduction in the funds allocated in the warrants that were issued. Thus, 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 in terms of logistics.

The PSC Office was also locked out –for almost two (2) months (April and May) due to rental arrears incurred by the government, which badly affected the National Review Division's performance and the Commission's daily operations.

The various decisions from the Court of law also affected the performance of the National Review Division, since those decisions were related to the review function of the Commission. An example was that of the Supreme Court upholding an earlier decision of the National Court of a decision against the Commission regarding *Oral Hearing vs. Directional Hearing* for review cases.

Financial constraints continued to affect the Divisions Duty Travel into most of the provinces to attend to review matters. The lack of funding also affected the Provincial Review Division and the Commission as a whole in 2018.

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. 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 in August, 2017 and a decision is still pending.

Nevertheless, this challenge also created another project in the Commission that saw the establishment of the *Research & Review Committee* made up of senior officers from the various divisions who were tasked to take carriage of a project to create a New Look PSC Model. Although the project was protracted in 2015 and 2016, much progress was made in 2017 and in November 2018, a *Concept Policy Paper* was submitted to the Commission.

CONCLUSION

Although 2018 was a very challenging year, the National Review Division performed exceptionally well to complete two-hundred and twenty-six (226) Review Matters.

The Division carried over one-hundred and fifty-four (154) Review Matters as *Outstanding Matters* to 2019; fourteen (14) are pending decisions before the Commission; thirty-four (34) are pending legal advice on the issue of jurisdiction; three (3) are pending decisions from the Departmental Heads concerned; other cases are pending appeals for waiver of the 60 days statutory time limitations; whilst other 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 conducted in the last five years and carry it over into 2019 and beyond.

Finally, the National Review Division commends the hard work put in by the Review Officers and other support staff especially from the Legal, Advisory & Litigation Division and the Corporate Services Division, whose effort and commitment has assisted the NRD to perform its function. The acknowledgement and appreciation is also extended to the Members of the Commission and the Senior Management Committee for its leadership, vision and direction in 2018.

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; five (5) are Review Officers; while one is an Administrative Assistant to Director Provincial. The Senior Administrative Assistant's position to Commissioner Provincial remains vacant following the promotion of the incumbent to the Office of the Chairman as Personal Assistant. Details of the officers are listed below;

OFFICERS OF THE PROVINCIAL REVIEW DIVISION

NO.	STAFF	DESIGNATION
1.	Mr. Terence Tupi	Acting Director Provincial Review Division
2.	Mrs. Schola Muou	Principal Review Officer (Selection)
3.	Ms. Koya Leslie	Principal Review Officer (Terms & Conditions)
4.	Mr. Joshua Heape	Senior Review Officer (Terms & Conditions)
5.	Mr. Barnabas Bineke	Senior Review Officer (Selection)
6.	Mrs. Mary Feaviri	Administrative Assistant to Director Provincial

PERFORMANCE REPORT

The performance of the Provincial Review Division (PRD) in 2018 is profound and exciting with many new achievements as well as challenges faced. This performance report provides in detail the PRD's implementation as per the work programs and activities to the provinces in 2018.

In 2018, the Provincial Review Division registered one-hundred and eighty-one (181) cases. From that total, one-hundred and fifty-seven (157) cases were completed leaving twenty-four (24) cases pending review. Below is the overall statistical summary of the types of cases received in 2018.

Review Of Personnel Matters						
Discipline	Selection	Terms & Conditions	Cases Completed	Directional Appearances	Official Travels	Divisional Meetings
136	21	24	157	12	12	4

Refer to Appendix J for statistics on cases.

ACHIEVEMENT(S)

Despite the continuous funding constraints faced through most of 2018, the Provincial Review Division was able to complete and close one-hundred and fifty-seven (157) cases out of the one-hundred and eighty-one (181) review applications received and registered in 2018. The Divisions achievement is largely due to the commitment and hard work put in by each of the review officers within the Division.

Another achievement for the Provincial Review Division in 2018 is the successful recruitment of one (1) officer and the promotion of two (2) officers within the Division. Mr. Barnabas Bineke joined the Division as Senior Review Officer (Selection) whilst Mrs. Schola Muou and Mr. Joshua Heape were promoted to Principal Review Officer (Selection) and Senior Review Officer (Terms & Conditions) respectively.

CHALLENGE(S)

The lack of funding was a major constraint in conducting Directional Hearings in the provinces, hindering the work of the Division. Due to this issue, the Division was not able to conduct hearings in Western and Milne Bay Provinces. Despite this challenge the Division continued to carry out its work with the limited funding available and was able to conduct twelve (12) 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

In 2018, complaints received from aggrieved public servants had increased dramatically to one-hundred and eighty-one (181) cases compared to 2017 where a total of one-hundred and forty-two (142) personnel review matters were received and registered. Even though funding and manpower issues were major constraints in 2018, the Division was able to successfully complete and close one-hundred and fifty-seven (157) cases.

The year 2019, brings with it new challenges, especially with the return of the Oral Hearing, and the Provincial Review Division remains optimistic and will realign its work plan and program activities to accommodate this new activity for implementation.

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 four (4) officers and is under the leadership of Acting Director Ms. Rachel Wii. Details of the officers are listed below;

OFFICERS OF THE INVESTIGATION DIVISION

NO.	STAFF	DESIGNATION
1.	Ms. Rachel Wii	Acting Director Investigation Division
2.	Mr. Vali Vanua	Principal Investigator
3.	Mrs. Ravugerea Ginis	Principal Investigator
4.	Ms. Chrysolyte Kasokason	Administrative Assistant to Director Investigation

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 Act, *Public Services [Management] Act 2014* was passed, it effectively took away the powers and functions relating to Appointments [Assessments] under the Constitution and the *Public Services [Management] Act 1995 (as amended)*, and other respective laws and regulations. It consequently followed that even if PSC retained the investigation powers and in the event that PSC clears any investigations, one of the consequential recommendations would be that of 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 investigations would serve no purpose. Therefore, the Division mainly focused on other investigations referred from the office of the Chairman, and/or Secretary of the PSC Secretariat.

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

The division is on target with the development of an Investigation Guideline. A revised draft Investigation Guideline Procedures Manual has been endorsed at the PSC Senior Management Committee (SMC) level, however, placed on hold pending the outcome of the Supreme Court Reference, as the Manual is based on the function of the Investigation Division prior to the legislative amendments of 2014. Furthermore, once the decision of the Court is handed down, then the Manual will be either finalized and revised and re-submitted for appropriate vetting and endorsement.

3. Corporate Strategy 4.1 (b): Conduct Awareness

The Division is involved in the PSC Awareness Program, however, the role of the Investigation Division is not further explained and emphasized during the awareness programs as more emphasis is placed on the review function and process, as it is PSC's core mandatory function.

As stated under the 2nd Corporate Strategy, once the decision of the Court is handed down on the Supreme Court Reference than the roles and responsibilities of the Division will be clearly defined. Once the Division's roles are defined, it will then progress to incorporate the roles and functions of the Investigation Division in PSC, in consultation with the Legal, Advisory & Litigation Division.

ACHIEVEMENT(S)

The Investigation Division has managed to close three (3) cases this year, from a total of four (4) cases recorded in 2018. Three of the cases were outstanding matters from previous years that were carried over into this reporting period.

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), and the PSC Organizational Review Working Committee. The Investigation Division has also embarked on developing three (3) 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, Internal Investigators Code of Conduct & Ethics and Internal Police Complaint Process Guideline, are drafts pending further vetting.

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 (Assessment) 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.

Further, the delay in timely responses and feedback on projects and activities that have been completed and submitted for approval and endorsement 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 the Division's internal investigations.

CONCLUSION

In 2018, the Investigation Division performed well. The Division continues to contribute meaningfully as and when required to work on other projects from time to time.

The way forward now is to work with the Legal, Advisory & Litigation Division and the PSC Research & Review Committee to draw up the Investigation Division's new objectives, core functions, 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 & Litigation Division 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 Opinions/Advices upon request by the Commission and Secretariat;
- Correct draft Submissions prepared by Review Officers before they are finalized and presented for Commission decision;
- Correct draft Advices prepared in line with the Commission's decision for the Chairman's signature;
- Represent the Commission or accompany Members of the Commission to legal conferences whenever required; and
- Attend Section 18 Commission Hearings.

The main functions of the Litigation Branch are to;

- Appear for the Commission in legal proceedings in which the Commission or the Commission Members are a party to;

- Prepare Court documents in legal proceedings in which the Commission or the Commission Members are a party to; and
- Liaise with Legal Officers and private law firms representing other parties to legal proceedings in which the Commission is a party to.

The Division was able to welcome four (4) new lawyers into its ranks in the last quarter of 2018, taking the total staff on strength in the Division to seven (7). This was beneficial, given the serious shortages and manpower issues faced by the Division in the last decade. Details of the officers are listed below;

OFFICERS OF THE LEGAL, ADVISORY & LITIGATION DIVISION

NO.	STAFF	DESIGNATION
1.	Mr. Richard Simbil	Director Legal, Advisory & Litigation Division
2.	Ms. Monica Kale	Principal Legal Officer (Advisory)
3.	Mr. Manasseh Ranyeta	Principal Legal Officer (Litigation)
4.	Mr. Tobert Torato	Senior Legal Officer (Litigation)
5.	Miss. Fiona Yandi	Legal Counsel
6.	Mr. Salmat Sakarias	Legal Advisor
7.	Mrs. Mechtil Iga	Administrative Assistant to Director LA&L

N.B: The only position that remains vacant is that of the Senior Legal Officer (Advisory).

PERFORMANCE REPORT

This year has been a very productive year for the Legal, Advisory & Litigation Division. The Division was able to vet four-hundred and twenty-four (424) Review Files which included one-hundred and eighty-two (182) Advices, one-hundred and thirty-two (132) Submissions and eighty-six (86) Information Papers, as well as attended 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 outline the Division's achievements in 2018 as well as the challenges faced.

ACHIEVEMENT(S)

The main achievements of the Division in 2018 include:

- a) The successful appeal to the Supreme Court in the matter of **SCM No. 42 of 2015: PSC –v- Marasembi & Anor** which quashed the National Court decision of **OS (JR) No. 343 of 2014 – Small Business Development Corporation –v- Public Services Commission & The State**;

- b) The successful defence and dismissal of two judicial review applications in the matters of OS [JR] No. 638 of 2015: Kalinoe –v- Kereme & Ors and Ors [JR] No. 698 of 2016: Sir Joseph Nombri Memorial Hospital & Ors –v- Kereme & Ors;
- c) The disposal and conclusion of one other Supreme Court appeal and three other National Court Judicial Review proceedings involving the Commission;
- d) The provision of twenty-four [24] 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;
- e) Full and complete vetting of one-hundred and thirty-two [132] Submissions, one-hundred and eighty-two [182] Advices and eighty-six [86] Information Papers from the two Review Divisions.

CHALLENGE(S)

The recruitment of four new lawyers is positive for the Division. The challenge will be in retaining these lawyers, given the lure of better conditions from the private sector as well as other State agencies.

CONCLUSION

Even though 2018 was a very challenging year for the Division and the Commission as a whole, the Division was able to fulfill its tasks and responsibilities under the Commission's Corporate Plan and provide effective and efficient legal services to the Commission and PSC Secretariat.

RECOMMENDATIONS

The Commission to conduct review of the current terms and conditions of the Division's lawyers with a view to making it competitive and on par with that of private law firms, companies and other Constitutional offices and State agencies.

ASSESSMENT DIVISION

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 1995 (as amended)*, 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 Commission's list] for appointment by the Head of State.

However, following the 2014 Constitutional Amendments (under which the Commissions' powers in relation to appointment, revocation of appointment and suspension of agency heads were removed) giving way to the revised *Public Services (Management) Act 2014*, the Assessment Division did not have 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 (1) (b), (c), (d), (e) and (f)* of the *Constitution*, which includes the Police Commissioner, Commander of the PNG Defence Force, Managing Director of the National Broadcasting Corporation, Members of the Boundaries Commission and Heads of other State Services.

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

The Assessment Division in 2018 is under the leadership of Mr. Timothy Waringe as the Acting Director. There are also two (2) other officers in the Division one of which is a Administrative Assistant. Details of the officers are listed below;

OFFICERS OF THE ASSESSMENT DIVISION

NO.	STAFF	DESIGNATION
1.	Mr. Timothy Waringe	Acting Director Assessment
2.	Mr. Victor Lismond	Principal Assessment Officer
3.	Ms. Maggie Willie	Administrative Assistant

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 of matters referred to

it under *Section 193 (1)(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 Manual is being reviewed but yet to be refined.

Another achievement in 2018 was the recruitment of an Administrative Assistant to the office of the Director Assessments, boosting the staff on strength to three (3).

CHALLENGE(S)

The biggest challenge faced by the Division was the removal of its functions which was transferred to the Ministerial Executive Appointments Committee (MEAC). Also a prolong delay of the Supreme Court Decision of the matter regarding the removal of the Merit Based Appointment function to MEAC through the Constitutional Amendments in 2014.

CONCLUSION

In this reporting period, staff of the Assessment Division were able to complete all assigned tasks by the Commission and the Secretariat. The Division participated in various committees in this reporting period to implement various projects in the PSC Corporate Plan 2014 – 2018.

CORPORATE SERVICES DIVISION

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. Waga Navei as Director of the Corporate Services Division. Mr. Navei 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. Waga Navei	Director Corporate Services
	Mrs. Kerry Gapi	Administrative Assistant to Director Corporate Services
2.	HUMAN RESOURCE MANAGEMENT (HRM) BRANCH	
	Mrs. Mary Solomon	Manager Human Resource Management
	Mr. Douglas Formai	Senior Human Resource Officer
	Mrs. Geraldine Sema	Human Resource Officer
3.	FINANCE BRANCH	
	Mr. Goodwin Beliga	Manager Finance
	Ms. Miriam Namesi	Acting Budget Officer
	Mr. Neidab Ulu	Certifying Officer / Acting Examiner
	Ms. Lydia Loko	Paymaster
4.	INFORMATION TECHNOLOGY (I.T) BRANCH	
	Mr. Peter Timan	Manager Information Technology
	Mr. Rogana Mala	Network Administrator
	Mr. Lavi Lavi	Information Technology Officer
5.	MEDIA & PUBLICATION BRANCH	
	Ms. Dorah Gawi	Principal Media & Publication Officer

6.	REGISTRY BRANCH	
	Mr. Daera Papua Eli Iwa	Registry Clerk Assistant Registry Clerk
7.	RECEPTION, DRIVERS, SECURITY & CLEANERS	
	Mrs. Elizabeth Unido	Receptionist/ Administrative Assistant
	Mr. Julius Omuru	Senior Driver
	Mr. Toby Teine	Driver
	Mr. Leo Paiera	Driver
	Mr. Joe Rove	Executive Security Officer
	Mr. James Kepe	Front Desk Security Officer
	Mr. Jaymex Elia	Cleaner
	Ms. Tonica Avei	Cleaner

PERFORMANCE REPORT

It has been a very challenging year for the Corporate Services Division in 2018, 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 2018 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 was a significant increase to the Staff Establishment & Position Occupancy within the Secretariat in February, 2018. This comes after recruitment was undertaken 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. VACANCIES OF	TOTAL No. OF POSITIONS
1.	Commission	3	0	3
2.	Executive	4	1	4
3.	National Review	8	4	12
4.	Provincial Review	6	7	11
5.	Investigation	2	6	8
6.	Legal, Advisory & Litigation	3	5	8
7.	Assessment	3	8	11
8.	Corporate Services	23	9	32
9.	Unattached	1	-	1
	TOTAL:	53	40	88

Approval was granted by the Secretary of the Department of Personnel Management (DPM) for the PSC vacant funded positions to be advertised. Advertisements were placed in both the daily newspapers on the 5th of February, 2018.

A total of nineteen (19) positions were advertised: eight (8) positions were advertised externally and eleven (11) internally. The PSC Selection Committee completed all the requirements under the Selection and Recruitment process with interviews conducted and successful applicants were selected. All positions for the Legal, Advisory & Litigation Division have all been filled along with other priority positions. Outlined below are the successful applicants as per the PSC Selection Committee's decision who have commenced in their positions;

2018 SUCCESSFUL APPLICANTS

No.	NAME OF OFFICER	DESIGNATION
1.	Ms. Dorothy Memafu	Personnel Assistant to the Chairman – Grade 12 (Promoted)
2.	Mr. Joshua Heape	Senior Review Officer (PRD) – Grade 14 (Promoted)
3.	Mrs. Schola Muou	Principal Review Officer (PRD) – Grade 16 (Promoted)
4.	Mr. Barnabas Bineke	Senior Review Officer (PRD) – Grade 14
5.	Mr. Tobert Torato	Senior Legal Officer – Grade 15
6.	Mr. Salmat Sakarias	Legal Advisor – Grade 13

7.	Mr. Manasseh Ranyeta	Principal Legal Officer – Grade 16
8.	Mr. Benjamin Bofeng	Senior Legal Officer – Grade 14
9.	Ms. Fiona Yandi	Legal Counsel – Grade 13
10.	Ms. Chrysolyte Kasokason	Administrative Assistant (Investigation) – Grade 08
11.	Ms. Maggie Willie	Administrative Assistant (Assessment) – Grade 08
12.	Mr. Waga Navei	Director Corporate Services – Grade 17
13.	Mr. Goodwin Beliga	Manager Finance – Grade 16 (Promoted)
14.	Ms. Elizabeth Unido	Administrative Assistant (Reception) – Grade 08
15.	Mr. James Kepe	Security Guard – Grade 05
16.	Mr. Joe Rove	Security Guard – Grade 05
17.	Mr. Jaymex Elia	Cleaner/Office Attendant – Grade 05
18.	Ms. Tonica Avei	Cleaner/Office Attendant – Grade 05
19.	Mr. Leo Paiera	Driver – Grade 05
20.	Mr. Toby Teine	Driver – Grade 05

PSC ORGANIZATIONAL STRUCTURE 2017

The current PSC Organizational Structure was approved on the 21st July, 2007 and has been used for the last twelve (12) years, with which recruitment was carried out to fill the vacant positions. As per the Payroll Report (Fin.03) majority of staff are now on salary point 5, which is the top of the range in the salary grades.

TRAINING & DEVELOPMENT

The PSC Training & Development Policy was revised in 2018 and forwarded to the Senior Management Committee (SMC) members to provide their input. Only a few Divisional Heads have responded pending all others to also provide their views before the policy is finalized and endorsed for implementation.

In 2018, the PSC Training & Development Committee endorsed the nomination of seven (7) officers out of the nine nominations for the Cohort Seventh, Eighth and Ninth 2019 Future Leaders Program, which was submitted to the Department of Personnel Management. This was based on the Department of Personnel Management (DPM) Circular Instruction No. 19 of 2018, inviting nominations from Departments for the Future Leaders Program. The seven (7) officers nominated are indicated in the table below;

NOMINATIONS FOR 7th, 8th & 9th 2019 FUTURE LEADERS PROGRAM

No.	NAME OF OFFICER	DESIGNATION
1.	Ms. Dorah Gawi	Principal Media & Publication Officer – Grade 16
2.	Mr. Vali Vanua	Principal Investigator – Grade 16
3.	Mrs. Schola Muou	Principal Review Officer – Grade 16
4.	Mrs. Geraldine Sema	Acting Senior HR Officer – Grade 14
5.	Mr. Steven Haibaku	Principal Review Officer – Grade 16
6.	Mr. Timothy Waringe	Acting Director Assessment – Grade 16
7.	Ms. Monica Kale	Principal Legal Officer – Grade 16

DPM has advised that out of the seven (7) officers nominated, only four (4) were successful to attend the program and will be advised soon.

Moreover, the PSC Training & Development Committee endorsed Principal Review Officer – Ms. Koya Leslie's request to take up studies in Bachelor of Management at the Divine Word University's Flexible Learning Centre in Port Moresby on a self-sponsor basis. Ms. Leslie's request was approved after satisfying all the requirements in the Public Service General Orders and the PSC Training & Development Policy.

Two (2) officers Principal Review Officer Mr. David Hanaromo and Certifying Officer Mr. Neidab Ulu who both formally requested to the PSC Training & Development Committee to undergo studies at the Divine Word University in 2019 in Masters of Public Administration and Bachelor of Management respectively, did not eventuate as it was found that the Masters' program was not offered at DWU whilst the other officer did not meet the criteria to take up long term studies as per the PSC Training & Development Policy and was advised to re-apply in 2019

STAFF DISCIPLINE

The PSC Disciplinary Committee consisting of five (5) members deliberated on a number of disciplinary cases relating to stealing in the office, misconduct in office, unauthorized use of official vehicle after official hours resulting in car theft by criminals and vehicle accident(s). Other matters deliberated on by the PSC Disciplinary Committee related to officer's abscondment from official duties resulting in the docking of officer's salary to recoup state monies.

Thorough investigations were conducted with evidence collected by the Committee and recommendations were forwarded to the Office of the Secretary for penalties to be imposed. From these recommendations, officers were charged based on their responses, and punishment was applied accordingly.

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 compilation and reporting. These reports are 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 2018, 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.

RECREATIONAL LEAVE ENTITLEMENTS

There was no budget allocated for staff recreational leave in 2018, which was similar to 2017. Due to the non-allocation of funds, discussions were held with the Department of Treasury and an approval was given to allow PSC to perform a Sectional Transfer from funds from the Commission's own budget under Goods & Services to cater for the staff's recreational leave fares valued at K220, 000.

RETIREMENT(S)

Two (2) officers of the Commission were retired in 2018. Internal Auditor Mrs. Christine Gorogo retired on medical grounds in September, 2018. The other officer was the Chairman of the Public Services Commission Dr. Philip Kereme, whose term expired in November, 2018. However, Dr. Kereme is in an acting capacity until such time a new Chairman is appointed.

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 Commission's Annual Budget submission; ensuring an effective implementation of the Commission's Budget, ensuring proper certification and examination of all claims and issuance of transaction cheques and provision of competent advice on fund appropriation.

The 2018 total Budget Appropriation given to the Public Services Commission is K5, 750,100 million consisting of Personnel Emoluments K4, 540,100 million and Goods and Services K1, 210,000 million.

The Budget Appropriation to the Commission like in the previous year did not get any allocation for Overtime and Recreational Leave Fares, even though the Commission had indicated this in its budget submission. As a result, the Commission was forced to transfer funding totaling K230, 000 from Goods & Services in April, to cater for Leave Fares and Overtime.

The Commission's total expenditure for the year ending 31st December, 2018 for Personnel Emoluments and Goods & Services are indicated below;

- i. The total warrant released by the Department of Treasury is K5, 640, 065 million and the total expenditure against the warrant is K6, 201, 134 million. However, for the months of November and December, 2018; K109, 992 was not released under Goods & Services.
- ii. The Commission over-spent by K451, 100 which represents minus eight percent (-8%) this is below ten percent (10%). The over-expenditure was recorded under Personnel Emoluments – *ITEM 211 – Salaries and Allowances*, with an over- expenditure of K541, 165 which represents thirteen percent (13%); and *ITEM 215 – Retirement Benefits, Gratuities and Retrenchment* with an over-expenditure of K19, 904 which represents minus five percent (-5%).

The reasons for the over-expenditure on *ITEM 211 – Salaries and Allowances* include;

- The Commission was under budgeted by K640, 587 from the actual estimates submitted totaling K4, 780, 644 million for fifty-seven (57) staff on strength from which only K4, 140, 057 million was allocated.
- The three percent (3%) back-date of the Consumer Price Index (CPI) increase to public servants salaries that came into effect for the majority of the public servants on Pay 24 in November, 2018 was also another contributing factor to the over- expenditure as the new rates were not captured in the Commission's budget for 2018 when an estimate for Salaries and Allowances was submitted.
- There were anomalies reported on the FINO3 report for Pay 15 totaling K64, 132 for eleven (11) officers in the Commission, where the gross amounts were twice their normal gross on their actual payslips. The officers did benefit from the overall amounts shown in the FINO3 Report, however, actual pay received by the 11 officers were normal as per the payslips which were audited and confirmed.
- Another reason for the over-expenditure is related to ITEM 215 – Retirement Benefits, Gratuities and Retrenchment. The allocation given was only K400, 000 despite the actual request for K745, 555.

ACHIEVEMENT(S)

One significant achievement for the Finance Branch was the successful updating of the Commission's outstanding Bank Reconciliation dating back to 2016 and 2017 which are now completed up to December, 2018. Even though the Branch continues to face capacity issues in reconciling the Commission's account, we have received much needed support and guidance from the Department of Finance who have assisted the Commission to ensure we comply with the requirements set out under the *Public Finance (Management) Act 1995*.

CHALLENGES

The Finance Branch continues to face capacity issues as there are only three (3) staff members, which makes it hard as the current accounting system Integrated Financial Management System (IFMS) does not allow an officer to perform more than one function in the system. Therefore, it is imperative for the branch to recruit another officer to assist the branch in efficiently process

claims when using the IFMS which in turn satisfies requirements under the *Public Finance [Management] Act 1995*.

CONCLUSION

The Commission performed well in this reporting period. The Commission's total expenditure continues to remain within budget with a financial performance rate of minus eight percent (-8%) which is below ten percent (10%). In monetary value, the Commission over-spent by K451, 077.

Personnel Emoluments total expenditure was K5, 331, 126 million reflecting minus twelve percent (-12%). In monetary value the Commission over-spent by K561, 100.

Goods & Services total expenditure was K870, 008 reflecting eleven percent (11%). In monetary value, the Commission over-spent by K109, 992 which were warrants for the months of November and December, 2018 that were never released by the Department of Treasury.

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 2018.

ACHIEVEMENT(S)

The Case Management Database is now operational after its restoration and migration after glitches and errors were identified and corrected by the developer. Some changes were also identified by users and flagged to the developer to make the necessary changes.

Another notable achievement was the completion of the PSC Website which was undertaken by a contracted website developer. Full access to the website administration dashboard has been provided by the contractor. The I.T and Media & Publication Branch have been given access to manage and update the website.

NEW PROJECTS FOR 2019

There are a number of new projects that the I.T Branch will embark on in 2019 apart from the Case Management System. These new projects include;

1. Purchase and set-up of a new scanner for the Registry Branch to scan Commission files.
2. Upgrade of the telephone system.
3. Set-up and installation of a new video conferencing system.
- 4.

CHALLENGE(S)

The only major constraint is the lack of funds to fully implement existing and new projects. However, the I.T Branch has continued to perform its role in the Commission with the limited funding available.

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 the 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 Report's and other publications sanctioned by the Commission, for reporting to Parliament.

This performance report is for the year 2018, and highlights the achievements and challenges faced by the branch.

ACHIEVEMENT(S)

There were a number of activities undertaken by the Branch in 2018 as indicated;

- *Awareness Program* – The PSC Awareness program was conducted in four (4) provinces in 2018 that included Manus, Oro, New Ireland, Autonomous Region of Bougainville and Madang. The awareness team also visited eight (8) Departments in NCD, one of which was to carry out an induction program. The Departments visited include the Department of Agriculture & Livestock, Department of Commerce & Industry, Department of Health, Department of Labor & Industrial Relations, Department of Immigration & Citizenship Services and the Department of Works. The Induction program was conducted for civilian officers of the Department of Police.
- *2017 Annual Report* – The 2017 Annual Report for the Commission was compiled, printed and submitted to the Office of the Chairman of the Public Services Commission for presentation to the Governor General and National Parliament. The Commission thus far is up to date with all its Annual Reports to Parliament.
- *Media & Publication Operational Guideline* – The Media & Publication Operational Guideline (MPOG) was completed in April, 2018 and submitted to the SEM for comments. The guideline was endorsed by the Office of the Secretary of the PSC Secretariat in May, 2018 and is now being implemented by the Branch. The MPOG is to effectively and efficiently manage media and publication matters within the Commission by optimizing on the best possible avenues to disseminate information by utilizing the various forms of media, including print, electronic and social media.
- *PSC Management Action Plan 2018* – The Management Action Plan (M.A.P) 2018 was successfully compiled and completed in March, 2018. The M.A.P identifies major activities

that are to be undertaken in the year and outlines the strategies, resources and logistics needed to fully implement the project.

- *PSC Corporate Plan 2019 – 2023* – The Branch was actively involved in the review of the PSC Corporate Plan 2014 – 2018 that expired at the end of 2018. The Committee headed by Acting Director Assessment Mr. Timothy Waringe took eight (8) months to review the outgoing plan and revised twelve (12) realistic and achievable Corporate Goals. The plan was launched by Commissioner National Mr. Apeo Fuata Sione at the Laguna Hotel on the 30th of November, 2018.

CHALLENGE(S)

Funding was again a major hindrance in 2018. The PSC Today Newsletter was affected due to funding being diverted to other projects and activities. However, it is hoped that funds are allocated in 2019, so the newsletter can be revived and published.

REGISTRY BRANCH

The Registry Branch is responsible for the effective maintenance and registration of all records and correspondence for the Commission.

The Branches' primary objective in 2018 was to dispose all outdated review files and commission meeting files dating back to 1995, so that sufficient storage space can be created for the cases that needed to be archived. However, the 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 Registry Branch was the allocation of a new office space for the safe keeping of the Commission's confidential documents. The new office space also afforded the Branch the leeway to create an Access Database for the easy disposal of outdated Commission files. This is progressing at a steady pace.

Another achievement for the Branch was the closing and archiving of one-hundred and seventeen (117) files; forty-two (42) were from the National Review Division and seventy-five (75) were from the Provincial Review Division. Moreover, a total of six-hundred and ninety-seven (697) correspondences were dispatched to aggrieved officers in 2018.

The Records Management Policy is also in its draft stage and was sent to the Office of the Director Corporate Services and Director Legal, Advisory & Litigation for further assessment and feedback, before the policy is finalized and sent to the SMC for their endorsement.

CHALLENGE(S)

Funding continues to be a major constraint for the Branch. The budget cuts to the Commission's budget has again hindered the Branch from purchasing a scanning machine; a tool that is vitally needed by the Branch to perform to the standard expected

However, despite these constraints, the Registry Branch continued to perform its role with the limited resources available.

2018 UNAUDITED FINANCIAL YEAR REPORT

The Public Services Commission (PSC) was allocated K5, 750, 100 million consisting of Personnel Emoluments K4, 540, 100 million and Goods & Services K1, 210, 000 million.

OPERATIONAL (RECURRENT) BUDGET - QUARTERLY REPORT ON EXPENDITURE BY ITEMS: QTR ENDING: 31st DECEMBER 2018							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	4,140,057	4,140,057	4,140,057	4,140,057	4,681,222	(541,165)	-13
212000 - Wages	-	-	-	-	-	-	
213000 - Overtime	-	10,000	10,000	10,000	10,000	-	0
214000 - Leave Fares	-	220,000	220,000	220,000	220,000	-	0
215000 - Retirement Benefits, Pensions, Gratuities and Retrenchment	400,000	400,000	400,000	400,000	419,904	(19,904)	-5
Total PE	4,540,057	4,770,057	4,770,057	4,770,057	5,331,126.0	- 561,069	-12
Goods and Services (G&S)							
221000 - Domestic Travel				-			
222000 - Travel and Subsistence	309,200	309,200	309,200	309,200	309,200	-	0
222100 - Overseas Travel	-	-		-		-	
223000 - Office Materials and Supplies	26,000	26,000	26,000	26,000	26,000	-	0
224000 - Operational Materials and Supplies	-	-		-		-	
225000 - Transport and Fuel	82,000	57,000	47,322	57,000	47,322	9,678	17
226000 - Administrative Consultancy Fees	89,000	147,500	103,829	147,500	103,829	43,671	30
227000 - Other Operational Expenses	230,000	201,500	182,328	201,500	182,328	19,172	10
228000 - Training	70,000	45,000	34,792	45,000	34,792	10,208	23
231000 - Utilities			-	-	-	-	
233000 - Routine Maintenance	269,987	99,987	87,000	99,987	87,000	12,987	13
251000 - Membership Fees and Contributions	10,000	10,000	10,000	10,000	10,000	-	0
271000 - Office Furniture and Equipment	123,813	83,813	69,537	83,813	69,537	14,276	17
272000 - Information & Communication Tech.	-	-	-	-	-	-	0
Total Goods and Services	1,210,000	980,000	870,008	980,000	870,008	109,992.0	11
Grand Total (PE + G&S)	5,750,057	5,750,057	5,640,065	5,750,057	6,201,134	- 451,077	-8

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 the 27th of 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 sixty (60) staff on strength with at-least twenty-nine (29) position vacancies. There was a significant increase to the Staff Establishment & Position Occupancy within the Secretariat in February, 2018. This comes after recruitment was undertaken for various funded positions that needed immediate occupancy, especially in our Legal, Advisory & Litigation Division after approval was sought with the Department of Personnel Management.

A total of nineteen (19) positions were advertised: eight (8) positions were advertised externally and eleven (11) internally. All positions for the Legal, Advisory & Litigation Division have all been filled along with other priority positions.



Staff of the PSC Secretariat and Commission Members commemorating PNG's Independence.

CORPORATE PLAN PROJECTS

PSC CORPORATE PLAN REVIEW

The new and revised Corporate Plan for the Public Services Commission 2019 – 2023 sets a new direction for the Commission in the next five (5) years, on how it will achieve its Vision *‘To transform the National Public Service into a vibrant, effective and efficient service delivery machinery’*.

This new Corporate Plan came about after eight (8) months of intense work undertaken by the Corporate Plan Review Committee that was established by the Acting Secretary of the PSC Secretariat.

This Corporate Plan unlike previous Corporate Plans contains programs, activities, projects and public service reform initiatives which are realistic and achievable. There are twelve (12) Corporate Outcomes/Goals set out under this plan that include plans to establish regional offices to improve our service delivery efforts to reach the greater majority of the public servants, mostly at the provincial and district level.

The success of this corporate plan depends on our commitment to our vision and mission, the ability to embrace change and work together collaboratively as a team to achieve our corporate goals and outcomes.

PSC HOUSING PROJECT

The Public Services Commission (PSC) Housing Project is a key project under Corporate Outcome 6.1(g) of 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, the 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 in 2017, but it was not successful due to the Government’s focus on whole Government Housing Policy approach.

In 2018, no significant progress has been made. The state land identified by PSC behind Gerehu Stage 6 known as Portion 3593 that allowed the Committee to venture into a Public Private Partnership with Australian Residential Developer Parkside PNG Ltd is still before the Minister for Lands to grant an exemption from tender before it is deliberated on by the National Lands Board to grant an Urban Development Lease to Parkside PNG Ltd. Due to issues within the Department of Lands & Physical Planning surrounding the preferred developer of this project, a decision from the Minister is still outstanding.

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 negotiations with

Parkside PNG Ltd on 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.

PSC ORGANIZATIONAL REVIEW

During the formation of the O'Neil – 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 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, to come up with a model that will best suit the Commission according to the Government's intentions and desire for the PNG PSC. The committee studied nine (9) different models including those in developed and developing nations. In November, 2018 a Submission of a Concept Paper on the New Look PSC Model was submitted to the Commission Members with a recommendation for the Concept Paper to be advanced into a Policy Document with the assistance of a competent Technical Team of consultants to undertake stakeholder consultations before a submission is made to the National Executive Council (NEC) fulfilling the expectations of the Government's policy directive for the on-going Public Sector Reforms.

The Concept Paper also captures the issue of amalgamation of the Commission with the PSC Secretariat, to become a fully independent Commission, which should be effected through amendments to the Organic Law and to be submitted inclusively in the Policy Submission to NEC and the National Parliament.

The Concept Paper provides the Constitutional background, current Legislative Framework and also the proposed Legal Framework for which this paper anticipates that appropriate legislative amendments required will be delivered by relevant authorities (NEC and Parliament) for effective implementation; and mostly to realize the Government's expectation of the Public Sector Reforms involving the DPM and PSC.

It is our hope that the Policy Document for submission to NEC will be further advanced from this Concept Paper submitted to the Commission, by sourcing assistance from relevant authorities such as the Minister of Public Service, Departments of Finance and Treasury and external sources including experts and a technical team and further through stakeholder consultation. Moreover, the Committee has provided an idea through the business model of what the new PSC should look like, which is captured in the Concept Paper for conceptualization by the Commission Members and other authorities who may have inputs into developing a Policy Document for Submission to NEC.

ACHIEVEMENTS

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

- The National Review Division was able to successfully complete and close one-hundred and nine (109) cases out of a total of two-hundred and sixty-three (263) cases in 2018. One-hundred and fifty-four (154) cases have been carried over into 2019 out of which more than fourteen (14) cases have been submitted to the Commission for decisions; thirty-four (34) are pending Legal Advices on the issue of jurisdiction; three (3) are pending decisions from the Departmental Head concerned; whilst others are pending appeals for waiver of the '60 Days' Statutory time limitations with other cases in various stages of the review process.
- The Provincial Review Division successfully closed one-hundred and fifty-seven (157) cases out of one-hundred and eighty-one (181) review cases received and registered in 2018.
- Recruitment was also undertaken for both review divisions which saw the recruitment of two (2) new officers into the National and Provincial Review Divisions respectively and the promotion of another two (2) officers in the Provincial Review Division.
- The Investigation Division was able to close three (3) cases this year from a total of four (4) cases recorded in 2018. These were outstanding matters from previous years that were carried over into this reporting period. The Division also developed three (3) different guidelines that included the Internal Workplace Investigation Guideline, Internal Investigators Code of Conduct & Ethics and Internal Police Complaint Process Guideline. The guidelines are currently in draft forms waiting further vetting.
- The Legal, Advisory & Litigation Division was able to complete and dispose one-hundred and thirty-two (132) Submissions; one-hundred and eighty-two (182) Advices and eighty-six (86) Information Papers from the two (2) Review Divisions. Other achievements for the Division include the successful appeal to the Supreme Court which quashed a National Court Decision surrounding a Review Matter; the successful defence and dismissal of two (2) Judicial Review Proceedings involving the Commission; and the provision of twenty-four (24) 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 Assessment Division was able to draft the Merit Based Appointments Procedural Manual into a more appropriate volume to make it more coherent. The manual is being reviewed but yet to be refined. Another achievement was the recruitment of an Administrative Assistant to the Office of the Director Assessment further boosting the staff on strength to three (3).
- The Corporate Services Division (CSD) recorded numerous achievements for the year for its five (5) Branches;
 - Human Resource Branch successfully undertook recruitment for various funded positions that needed immediate occupancy in 2018. A total of nineteen (19)

positions were advertised, resulting in all positions being filled for the Legal, Advisory & Litigation Division along with other priority positions.

- Finance Branch successfully completed updating the Commission's outstanding Bank Reconciliation dating back to 2016, which is now complete up to December, 2018. The completion of the Bank Reconciliation was done with the assistance and guidance from the Department of Finance.
 - The Case Management Database, which was a project undertaken by the I.T Branch, is now operational after its restoration and migration after glitches and errors were identified and corrected by the developer. The PSC Website was also completed in 2018 by a contracted website developer. The I.T and Media & Publication Branches are working in collaboration to manage and update the website.
 - Media & Publication Branch successfully compiled the 2017 Annual Report for presentation to the Governor General and National Parliament. The Branch also completed the Media & Publication Operational Guideline, which was endorsed in May, 2018 by the Acting Secretary of the PSC Secretariat and is now being implemented by the Branch. Other work programs included the completion of the 2018 Management Action Plan (M.A.P). The Branch also participated in the roll out of the PSC Awareness Program and was actively involved in the review of the PSC Corporate Plan 2014 – 2018.
 - Registry Branch was allocated a new office space for the safe keeping of the Commission's confidential files. The Branch was also able to close and archive one-hundred and seventeen (117) files both from the National and Provincial Review Division. Also, a total of six-hundred and ninety-seven (697) Correspondences were dispatched to aggrieved officers in 2018. Furthermore, a draft of the Records Management Policy was developed and is yet to be vetted by the Director Corporate Services and Director Legal, Advisory & Litigation.
- The Public Services Commission launched its new and revised Corporate Plan 2019 -2023 in November, 2018. The new Corporate Plan also gives way to a new vision for the Commission which is *'To transform the National Public Service into a vibrant, effective and efficient service delivery machinery'*. The Corporate Plan came about after eight (8) months of intense work undertaken by the Corporate Plan Review Committee that was established by the Office of the PSC Secretariat.
- The PSC Research and Review Committee set up by the Office of the PSC Secretary in 2015, successfully prepared a Submission of a Concept Paper on the New Look PSC Model and submitted it to the Commission Members with a recommendation for the Concept Paper to be advanced into a Policy Document with the assistance of a competent Technical Team of Consultants to undertake stakeholder consultations before a submission is made to the National Executive Council (NEC) fulfilling the Governments policy directive for the ongoing Public Service Reform.

CONSTRAINTS

The Public Services Commission continues to fulfill its Constitutional role under extreme conditions, largely due to inadequate funding that continues to affect the operations of the Commission.

- The National and Provincial Review Divisions had a challenging year, due to funding constraints and budgetary cuts. This hindered the Divisions from conducting a number of Directional Hearings in the provinces.
- Investigation Division is faced with the inability to perform its full core function, due to the removal of the Commission's powers, in-relation to appointment (Assessment) as effected by the 2014 Constitutional Amendments. There is also the need to identify and define the new roles and functions of the Division, which requires consultation with the Legal, Advisory & Litigation Division. There are also delays in the timely responses and feedback on projects and activities completed by the Division and submitted for approval and endorsement, causing unnecessary delays.
- Four (4) new lawyers were recruited to join the Legal, Advisory & Litigation Division, however, the challenge will be retaining these lawyers, given the lure of better conditions from the private sector as well as other State agencies.
- Assessment Division's biggest challenge was the removal and transfer of its function to the Ministerial Executive Appointments Committee (MEAC); and the prolong delay of the Supreme Court Decision of the matter regarding the transfer of its function.
- Branches under the Corporate Services Division were also faced with numerous constraints as indicated;
 - The Finance Branch continues to face capacity issues as there are only three (3) officers in the Branch, which is a disadvantage when using the new accounting system, IFMS, as it does not allow an officer to perform more than one function in the system. Therefore, it is imperative that an officer be recruited to assist the Branch in efficiently processing claims using the IFMS.
 - A constraint faced by the I.T Branch is the lack of funds to fully implement existing and new projects like the proposed upgrade of the Telephone System and the installation of a state of the art Video Conferencing Facility.
 - Funding was also a major concern for the Media & Publication Branch, hindering the publishing for yet another year of the PSC Today Newsletter.
 - Budget cuts continues to hamper the work undertaken by the Registry Branch, as they are yet to purchase a Scanning Machine; a tool that is vitally needed by the Branch to perform to the standard expected.

- The PSC Housing Project remains one of the Commission's priority projects in the PSC Corporate Plan 2014 – 2018. In 2018, no significant progress was made as the land identified by PSC as Potion 3593 behind Gerehu Stage 6 is still before the Minister for Lands to grant an exemption from Tender, before it is deliberated on by the National Lands Board to grant an Urban Development Lease (UDL) to Parkside PNG Ltd. Due to issues within the Department of Lands & Physical Planning surrounding the preferred developer of this project, a decision from the Minister is still outstanding.



Principal Review Officer Mr. Steven Haibaku (l) discussing the review process with an officer from the PNG Immigration & Citizenship Services.

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 2018, the Commission reviewed a total of four-hundred and forty-four (444) Personnel Matters undertaken by both the National and Provincial Review Divisions, of which two-hundred and sixty-six (266) were completed and closed. From the total number of cases reviewed, two-hundred and sixty-three (263) were charged to the National Review Division that successfully completed one-hundred and nine (109) cases. The Provincial Review Division on the other hand, registered one-hundred and eighty-one (181) cases and completed one-hundred and fifty-seven (157) personnel review matters.

The Commission in this reporting period launched its new and revised Corporate Plan 2019 – 2023. This new plan sets a new direction for the Commission in the next five (5) years on how it will achieve its vision: '*To transform the National Public Service into a vibrant, effective and efficient service delivery machinery*'. There are twelve (12) Corporate Outcomes contained in the plan, one of which includes establishing regional offices with the onus on improving service delivery efforts to reach the majority of our public servants in the districts and provincial level.

Also in 2018, the PSC Research & Review Committee submitted a Concept Paper on the proposed *PSC New Look Model* to the Commission Members, with a recommendation for the Concept Paper to be advanced into a Policy Document. The aim of this project is to realize the governments' expectation on Public Sector Reforms involving the Department of Personnel Management and PSC. Other projects undertaken in 2018, includes the PSC Home Ownership Scheme and the PSC Organizational Review.

The implementation of the PSC Awareness Program is into its third year since its inception in 2016, and has been held concurrently with the Commission's Directional Hearings especially in the provinces. In 2018, the awareness program was carried out in four (4) provinces that included Manus, Oro, New Ireland, Autonomous Region of Bougainville and Madang. In the National Capital District, the awareness team visited eight (8) Departments including the Department of Agriculture & Livestock, Department of Commerce & Industry, Department of Health, Department of Labor & Industrial Relations, Department of Immigration & Citizenship Services and the Department of Works. A Public Service Induction Program was also conducted for civilian officers of the Department of Police.

The Public Services Commission continues to perform its mandated role diligently, despite being faced with budgetary or funding issues annually. The achievements of the Commission is reflective of the hard work the Commission and its staff continue to put in each year, maximizing on the limited funding allocated to achieve some of its divisional and Corporate Plan activities. The Commission believes that more of its plans can be achieved especially in relation to the Government's agenda on Public Sector Reforms, if reasonable funding was allocated to the Commission to implement its activities and programs.

The Public Services Commission remains optimistic about the New Year, which will bring with it new challenges to overcome and programs to achieve.

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 to employment and access in 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 favorably 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 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 the 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.
- PSC as a Constitutional office requires Government support in-terms of funding our Housing Project initiative.
- The Commission to conduct a review of the current terms and conditions of the Legal Advisory & Litigation Division's lawyers with a view to making it competitive and on par with that of private law firms, companies and other Constitutional Offices and State Agencies.

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 of, 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 19(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 government 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 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 and is in respect of the following offices and positions –
- a. All offices in the National Public Service, the occupants of which are directly responsible to the National Executive Council or to a Minister; and
 - b. The offices of the members of the Boundaries Commission; and
 - c. The office of the occupant responsible for the administration of the Government broadcasting service, or, of that responsibility rests with a board of commission, the chairman or president of the board or commission; and
 - d. The offices of the persons (including members of the boards of 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;
 - 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 are prescribed by an Act of 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 Department of government; or
 - (ii) any State Service (other than the Defence Force); or
 - (iii) any Provincial Government; or
 - (iv) any other governmental service; and
 - b. summon 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 the delay is beyond the control of the Commission; and
 - b. Shall become binding after a period of 30 days from the date of the decision.

APPENDIX H

Section 19 – Review of Organizational Matters

- (1) In the performance of its duty under Section 191 (1)(b) – *Functions of the Commission* – of the National Constitution, the Commission shall, before deciding whether advice should be given to the National Executive Council or other authority on a particular matter, consider-
 - a. The relative importance of that nature; and
 - b. Any advice, recommendations, opinions or views submitted by any governmental body.
- (2) In formulating its advice, the Commission shall have, as its principal objective, the communication of the views of the individual members of the Commission as representatives of officers of long-standing and experience in the National Public Service.

APPENDIX I

Section 27 – Appointment of Offices of Departmental Head

- a. This section is subject to Section 193 – *Appointment of Certain Offices* – of the National Constitution.
- b. A Departmental Head shall be appointed by the Head of State, acting on advice given after consultation with the Public Services Commission.

APPENDIX J

PROVINCIAL REVIEW DIVISION – REVIEW FILES UPDATE

No.	DEPARTMENT	REVIEW CASE NUMBER	DATE RECIEVED	NATURE OF CASE
1.	Morobe Provincial Administration	PSC3-II-MOPA:11/2014	15/01/2014	Selection
2.	Hela Provincial Administration	PSC3-2I-HPA:192/2014	17/01/2014	Selection
3.	Kimbe General Hospital	PSC3-19-KIMGH:82/2014	18/08/2014	Discipline
4.	Popondetta General Hospital	PSC3-14-POPGH:91/2014	25/09/2014	Discipline
5.	Hela Provincial Administration	PSC3-2I-HPA:196/2014	07/11/2014	Discipline
6.	Manus Provincial Administration	PSC3-09-MAPA:13/2015	18/02/2015	Selection
7.	Manus Provincial Administration	PSC3-09-MAPA:09/2015	26/06/2015	Selection
8.	East New Britain Provincial Administration	PSC3-03-ENBPA:37/2015	02/07/2015	Discipline
9.	West New Britain Provincial Health Authority	PSC3-19-KIMGH:45/2015	10/07/2015	Selection
10.	Hela Provincial Administration	PSC3-2I-HPA:52/2015	21/07/2015	Discipline
11.	East New Britain Provincial Administration	PSC3-03-ENBPA:49/2015	22/07/2015	Discipline
12.	Autonomous Region of Bougainville	PSC3-13-BGH:78/2018	31/08/2015	Discipline
13.	Kerema General Hospital	PSC3-07-KEGH:54/2015	02/09/2015	Discipline
14.	Daru General Hospital	PSC3-17-DGH:62/2015	15/09/2015	Discipline
17.	Jiwaka Provincial Administration	PSC3-22-JPA:72/2015	08/10/2015	Discipline
18.	Kerema General Hospital	PSC3-07-KEGH:73/2015	02/11/2015	Selection
19.	Daru General Hospital	PSC3-17-DGH:90/2015	27/11/2015	Discipline
20.	Kavieng General Hospital	PSC3-12-KAVGH:87/2015	30/11/2015	Selection
21.	Gulf Provincial Administration	PSC3-07-GPA:100/2015	17/12/2015	Discipline
22.	Jiwaka Provincial Administration	PSC3-22-JPA:101/2015	18/12/2015	Selection
23.	Jiwaka Provincial Administration	PSC3-22-JPA:110/2015	18/12/2015	Selection
24.	New Ireland Provincial Administration	PSC3-12-NIPA:161/2017	25/08/2017	Discipline
25.	New Ireland Provincial Administration	PSC3-12-NIPA:151/2017	25/08/2017	Discipline
26.	New Ireland Provincial Administration	PSC3-12-NIPA:168/2017	25/08/2017	Discipline

27.	New Ireland Provincial Administration	PSC3-12-NIPA:152/2017	25/08/2017	Discipline
28.	New Ireland Provincial Administration	PSC3-12-NIPA:153/2017	25/08/2017	Discipline
29.	New Ireland Provincial Administration	PSC3-12-NIPA:154/2017	25/08/2017	Discipline
30.	New Ireland Provincial Administration	PSC3-12-NIPA:157/2017	25/08/2017	Discipline
31.	New Ireland Provincial Administration	PSC3-12-NIPA:156/2017	25/08/2017	Discipline
32.	New Ireland Provincial Administration	PSC3-12-NIPA:155/2017	25/08/2017	Discipline
33.	Gulf Provincial Administration	PSC3-07-GPA:10/2016	26/02/2016	Discipline
34.	Angau Memorial General Hospital	PSC3-11-AGMH:07/2016	04/03/2016	Discipline
35.	Manus Provincial Administration	PSC3-09-MAPA:29/2016	04/05/2016	Discipline
36.	East New Britain Provincial Administration	PSC3-03-ENBPA:28/2015	14/05/2016	Discipline
37.	East New Britain Provincial Administration	PSC3-03-ENBPA:39/2016	14/06/2016	Discipline
38.	Sandaun Provincial Administration	PSC3-20-SAPA:49/2016	17/06/2016	Discipline
39.	Jiwaka Provincial Administration	PSC3-22-JPA:51/2016	20/06/2016	Discipline
40.	Kerema General Hospital	PSC3-07-KEGH:57/2016	11/07/2016	Discipline
41.	Kerema General Hospital	PSC3-07-KEGH:97/2015	21/07/2016	Discipline
42.	Gulf Provincial Administration	PSC3-07-GPA:59/2016	26/07/2016	Discipline
43.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:60/2016	01/08/2016	Discipline
44.	West New Britain Provincial Health Authority	PSC3-19-WNBPHA:13/2016	15/08/2016	Selection
45.	Morobe Provincial Administration	PSC3-11-MOPA:72/2016	02/09/2016	Entitlement
46.	West New Britain Provincial Health Authority	PSC3-19-WNBPHA:68/2016	07/09/2016	Selection
47.	West New Britain Provincial Health Authority	PSC3-19-WNBPHA:67/2016	07/09/2016	Selection
48.	West New Britain Provincial Health Authority	PSC3-19-WNBPHA:69/2016	07/09/2016	Selection
49.	West New Britain Provincial Health Authority	PSC3-19-WNBPHA:65/2016	09/09/2016	Selection
50.	West New Britain Provincial Health Authority	PSC3-19-WNBPHA:66/2016	09/09/2016	Selection
51.	Jiwaka Provincial Administration	PSC3-22-JPA:78/2016	22/09/2016	Discipline
52.	Angau Memorial General Hospital	PSC3-11-ANGMH:77/2016	22/09/2016	Discipline
53.	Kimbe General Hospital	PSC3-19-KIMGH:73/2016	27/09/2016	Selection
54.	Morobe Provincial Administration	PSC3-11-MOPA:71/2016	05/10/2016	Entitlement

55.	Enga Provincial Administration	PSC3-06-EPA:75/2016	07/10/2016	Discipline
56.	Morobe Provincial Administration	PSC3-II-MOPA:40/2016	12/10/2016	Discipline
57.	West Sepik Provincial Health Authority	PSC3-20-VGH:80/2016	21/10/2016	Entitlement
58.	Popondetta General Hospital	PSC3-14-POPGH:85/2016	24/10/2016	Entitlement
59.	Manus Provincial Administration	PSC3-09-MAPA:83/2016	31/10/2016	Discipline
60.	Hela Provincial Administration	PSC3-21-HPA:90/2016	03/11/2016	Selection
61.	Manus Provincial Administration	PSC3-09-MAPA:88/2016	07/11/2016	Discipline
62.	Western Provincial Administration	PSC3-17-WPA:87/2016	10/11/2016	Entitlement
63.	Eastern Highlands Provincial Administration	PSC3-05-EHPA:89/2016	21/11/2016	Discipline
64.	Morobe Provincial Administration	PSC3-II-MOPA:06/2016	24/11/2016	Entitlement
65.	Hela Provincial Administration	PSC3-21-HPA:96/2016	05/12/2016	Discipline
66.	Sandaun Provincial Administration	PSC3-20-SAPA:93/2016	05/12/2016	Discipline
67.	Morobe Provincial Administration	PSC3-II-MOPA:06/2016	05/12/2016	Discipline
68.	Sandaun Provincial Administration	PSC3-20-SAPA:04/2017	12/12/2016	Discipline
69.	New Ireland Provincial Administration	PSC3-12-NIPA:03/2017	14/12/2016	Discipline
70.	Western Highlands Provincial Administration	PSC3-18-WHPA:02/2017	16/12/2016	Entitlement
71.	Sandaun Provincial Administration	PSC3-20-SAPA:12/2017	05/01/2017	Discipline
72.	East Sepik Provincial Administration	PSC3-04-ESPA:09/2017	05/01/2017	Selection
73.	Madang Provincial Administration	PSC3-08-MAPA:10/2017	05/01/2017	Discipline
74.	West New Britain Provincial Administration	PSC3-19-WNBPA:08/2017	05/01/2017	Discipline
75.	Sandaun Provincial Administration	PSC3-20-SAPA:13/2017	09/01/2017	Discipline
76.	Gulf Provincial Administration	PSC3-07-GPA:52/2017	09/02/2017	Discipline
77.	Sandaun Provincial Administration	PSC3-20-SAPA:57/2017	13/02/2017	Discipline
78.	Enga Provincial Administration	PSC3-06-EPA:58/2017	13/02/2017	Discipline
79.	East New Britain Provincial Administration	PSC3-03-ENBPA:109/2017	17/02/2017	Selection
80.	Western Provincial Administration	PSC3-17-WPA:101/2017	20/02/2017	Discipline
81.	Western Provincial Administration	PSC3-17-WPA:105/2017	20/02/2017	Discipline
82.	Western Provincial Administration	PSC3-17-WPA:102/2017	20/02/2017	Discipline

83.	Western Provincial Administration	PSC3-17-WPA:104/2017	20/02/2017	Discipline
84.	Western Provincial Administration	PSC3-17-WPA:89/2017	20/02/2017	Discipline
85.	Western Provincial Administration	PSC3-17-WPA:90/2017	20/02/2017	Discipline
86.	Western Provincial Administration	PSC3-17-WPA:91/2017	20/02/2017	Discipline
87.	Western Provincial Administration	PSC3-17-WPA:92/2017	20/02/2017	Discipline
88.	Western Provincial Administration	PSC3-17-WPA:93/2017	20/02/2017	Discipline
89.	Western Provincial Administration	PSC3-17-WPA:94/2017	20/02/2017	Discipline
90.	Western Provincial Administration	PSC3-17-WPA:95/2017	20/02/2017	Discipline
91.	Western Provincial Administration	PSC3-17-WPA:96/2017	20/02/2017	Discipline
92.	Western Provincial Administration	PSC3-17-WPA:97/2017	20/02/2017	Discipline
93.	Western Provincial Administration	PSC3-17-WPA:98/2017	20/02/2017	Discipline
94.	Western Provincial Administration	PSC3-17-WPA:99/2017	20/02/2017	Discipline
95.	Sandaun Provincial Administration	PSC3-20-SAPA:63/2017	28/02/2017	Discipline
96.	West New Britain Provincial Health Authority	PSC3-19-WNBPHA:55/2017	28/02/2017	Discipline
97.	Morobe Provincial Administration	PSC3-11-MOPA:65/2017	02/03/2017	Discipline
98.	Enga Provincial Health Authority	PSC3-06-EPHA:69/2017	07/03/2017	Discipline
99.	Enga Provincial Health Authority	PSC3-06-EPHA:81/2017	07/03/2017	Discipline
100.	Enga Provincial Health Authority	PSC3-06-EPHA:80/2017	07/03/2017	Discipline
101.	Enga Provincial Health Authority	PSC3-06-EPHA:79/2017	07/03/2017	Discipline
102.	Enga Provincial Health Authority	PSC3-06-EPHA:78/2017	07/03/2017	Discipline
103.	Enga Provincial Health Authority	PSC3-06-EPHA:77/2017	07/03/2017	Discipline
104.	Enga Provincial Health Authority	PSC3-06-EPHA:76/2017	07/03/2017	Discipline
105.	Enga Provincial Health Authority	PSC3-06-EPHA:75/2017	07/03/2017	Discipline
106.	Enga Provincial Health Authority	PSC3-06-EPHA:74/2017	07/03/2017	Discipline
107.	Enga Provincial Health Authority	PSC3-06-EPHA:73/2017	07/03/2017	Discipline
108.	Enga Provincial Health Authority	PSC3-06-EPHA:72/2017	07/03/2017	Discipline
109.	Enga Provincial Health Authority	PSC3-06-EPHA:71/2017	07/03/2017	Discipline
110.	Enga Provincial Health Authority	PSC3-06-EPHA:70/2017	07/03/2017	Discipline

111.	Enga Provincial Health Authority	PSC3-06-EPHA:83/2017	07/03/2017	Discipline
112.	Enga Provincial Health Authority	PSC3-06-EPHA:82/2017	07/03/2017	Discipline
113.	Western Provincial Administration	PSC3-17-WPA:86/2017	07/03/2017	Entitlements
114.	Western Provincial Administration	PSC3-17-WPA:64/2017	07/03/2017	Entitlement
115.	Western Provincial Administration	PSC3-17-WPA:66/2017	07/03/2017	Entitlement
116.	Hela Provincial Administration	PSC3-21-HPA:111/2017	14/03/2017	Selection
117.	East Sepik Provincial Health Authority	PSC3-04-WEGH:113/2017	15/03/2017	Discipline
118.	West Sepik Provincial Health Authority	PSC3-20-WSPHA:107/2017	16/03/2017	Discipline
119.	Kundiawa General Hospital	PSC3-15-KUGH:61/2017	21/03/2017	Discipline
120.	Southern Highlands Provincial Health Authority	PSC3-16-SHPHA:108/2017	27/03/2017	Entitlements
121.	Southern Highlands Provincial Administration	PSC3-16-SHPA:117/2017	07/04/2017	Casual Employment
122.	West Sepik Provincial Health Authority	PSC3-20-WSPHA:116/2017	10/04/2017	Discipline
123.	Hela Provincial Administration	PSC3-21-HPA:114/2017	11/04/2017	Entitlement
124.	Angau Memorial General Hospital	PSC3-11-AGMH:07/2017	12/04/2017	Discipline
125.	Manus Provincial Administration	PSC3-09-MAPA:15/2017	12/04/2017	Discipline
126.	Kerema General Hospital	PSC3-07-KEGH:121/2017	13/04/2017	Discipline
127.	Western Provincial Administration	PSC3-17-WPA:100/2017	13/04/2017	Discipline
128.	Angau Memorial General Hospital	PSC3-11-AGMH:05/2017	18/04/2017	Discipline
129.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:123/2017	18/04/2017	Discipline
130.	Eastern Highlands Provincial Administration	PSC3-05-EHPA:124/2017	18/04/2017	Discipline
131.	Eastern Highlands Provincial Administration	PSC3-05-EHPA:120/2017	18/04/2017	Discipline
132.	Autonomous Region of Bougainville	PSC3-13-ABGHS/122/2017	24/04/2017	Selection
133.	Oro Provincial Administration	PSC3-14-OPA:88/2017	24/04/2017	Discipline
134.	Morobe Provincial Administration	PSC3-11-MOPA:60/2017	05/05/2017	Discipline
135.	Western Provincial Administration	PSC3-17-WPA:87/2017	05/05/2017	Discipline
136.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:125/2017	10/05/2017	Discipline
137.	Western Highlands Provincial Health Authority	PSC3-18-WHPHA:128/2017	19/05/2017	Discipline

138.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:129/2017	19/05/2017	Discipline
139.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:126/2017	23/05/2017	Discipline
140.	Nonga General Hospital	PSC3-03-NONGH:134/2017	24/05/2017	Discipline
141.	Sandaun Provincial Administration	PSC3-20-SAPA:130/2017	30/05/2017	Discipline
142.	Eastern Highlands Provincial Administration	PSC3-05-EHPA:131/2017	30/05/2017	Selection
143.	Angau Memorial General Hospital	PSC3-11-ANGMH:82/2016	30/05/2017	Discipline
144.	Daru General Hospital	PSC3-17-DGH:136/2017	20/06/2017	Discipline
145.	Enga Provincial Administration	PSC3-06-EPA:137/2017	20/06/2017	Discipline
146.	Enga Provincial Administration	PSC3-06-EOA:135/2017	30/06/2017	Discipline
147.	East Sepik Provincial Health Authority	PSC3-04-WGH:139/2017	06/07/2017	Entitlement
148.	Angau Memorial General Hospital	PSC3-11-AMGH:127/2017	07/07/2017	Discipline
149.	Angau Memorial General Hospital	PSC3-11-ANGMH:133/2017	12/07/2017	Discipline
150.	Autonomous Region of Bougainville	PSC3-13-BIPA:147/2017	03/08/2017	Discipline
151.	Oro Provincial Administration	PSC3-14-OPA:141/2017	07/08/2017	Entitlement
152.	Western Provincial Administration	PSC3-17-WPA:140/2017	07/08/2017	Discipline
153.	Daru General Hospital	PSC3-17-DGH:143/2017	17/08/2017	Discipline
154.	Western Provincial Administration	PSC3-17-WPA:142/2017	17/08/2017	Discipline
155.	Western Highlands Provincial Health Authority	PSC3-18-WHPHA:144/2017	21/08/2017	Discipline
156.	New Ireland Provincial Administration	PSC3-12-NIPA:158/2017	25/08/2017	Discipline
157.	New Ireland Provincial Administration	PSC3-12-NIPA:150/2017	25/08/2017	Discipline
158.	New Ireland Provincial Administration	PSC3-12-NIPA:164/2017	25/08/2017	Discipline
159.	New Ireland Provincial Administration	PSC3-12-NIPA:166/2017	25/08/2017	Discipline
160.	New Ireland Provincial Administration	PSC3-12-NIPA:148/2017	25/08/2017	Discipline
161.	New Ireland Provincial Administration	PSC3-12-NIPA:163/2017	25/08/2017	Discipline
162.	New Ireland Provincial Administration	PSC3-12-NIPA:160/2017	25/08/2017	Discipline
163.	New Ireland Provincial Administration	PSC3-12-NIPA:165/2017	25/08/2017	Discipline

164.	New Ireland Provincial Administration	PSC3-12-NIPA:167/2017	25/08/2017	Discipline
165.	New Ireland Provincial Administration	PSC3-12-NIPA:162/2017	25/08/2017	Discipline
166.	New Ireland Provincial Administration	PSC3-12-NIPA:169/2017	28/08/2017	Discipline
167.	Simbu Provincial Administration	PSC3-15-SPA:173/2017	05/09/2017	Entitlement
168.	Highlands Provincial Administration	PSC3-05-EHPA:132/2017	06/09/2017	Selection
169.	University of Goroka	PSC3-05-UOG/2017	07/09/2017	Entitlement
170.	Western Provincial Administration	PSC3-17-WPA:178/2017	11/09/2017	Discipline
171.	Western Provincial Administration	PSC3-17-WPA:103/2017	11/09/2017	Discipline
172.	Autonomous Region of Bougainville	PSC3-13-BIPA:177/2017	12/09/2017	Discipline
173.	New Ireland Provincial Administration	PSC3-12-NIPA:175/2017	13/09/2017	Discipline
174.	New Ireland Provincial Administration	PSC3-12-NIPA:149/2017	18/09/2017	Discipline
175.	Western Provincial Administration	PSC3-17-WPA:79/2017	19/09/2017	Selection
176.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:181/2017	21/09/2017	Entitlement
177.	New Ireland Provincial Administration	PSC3-12-NIPA:180/2017	25/09/2017	Discipline
178.	Western Highlands Provincial Health Authority	PSC3-18-WHPHA:176/2017	26/09/2017	Discipline
179.	Western Highlands Provincial Health Authority	PSC3-18-WHPHA:171/2017	28/09/2017	Discipline
180.	Milne Bay Provincial Health Authority	PSC3-10-MBPHA:183/2017	02/10/2017	Discipline
181.	Western Highlands Provincial Health Authority	PSC3-18-WHPHA:184/2017	10/10/2017	Discipline
182.	Milne Bay Provincial Administration	PSC3-10-MBPA:195/2017	13/10/2017	Discipline
183.	Simbu Provincial Administration	PSC3-15-SPA:186/2017	16/10/2017	Discipline
184.	Central Provincial Administration	PSC3-02-CPA:187/2017	16/10/2017	Discipline
185.	Hela Provincial Administration	PSC3-21-HPA:170/2017	18/10/2017	Entitlement
186.	Enga Provincial Administration	PSC3-06-EPA:56/2017	19/10/2017	Discipline
187.	Morobe Provincial Administration	PSC3-11-MOPA:193/2017	20/10/2017	Discipline
188.	Jiwaka Provincial Administration	PSC3-22-JPA:188/2017	23/10/2017	Discipline
189.	Oro Provincial Administration	PSC3-14-OPA:189/2017	24/10/2017	Retrenchment
190.	Morobe Provincial Administration	PSC3-11-MOPA:194/2017	30/10/2017	Discipline

191.	Autonomous Region of Bougainville	PSC3-13-BIPA:192/2017	07/11/2017	Discipline
192.	West Sepik Provincial Health Authority	PSC3-20-WSPHA:190/2017	09/11/2017	Selection
193.	Southern Highlands Provincial Health Authority	PSC3-16-MENPHA:198/2017	14/11/2017	Discipline
194.	New Ireland Provincial Administration	PSC3-12-NIPA:174/2017	18/11/2017	Discipline
195.	East Sepik Provincial Administration	PSC3-04-ESPA:197/2017	20/11/2017	Entitlement
196.	West New Britain Provincial Health Authority	PSC3-19-WNBPHA:199/2017	21/11/2017	Discipline
197.	Western Provincial Administration	PSC3-17-WPA:112/2017	22/11/2017	Entitlement
198.	West New Britain Provincial Health Authority	PSC3-19-WNBPHA:201/2017	29/11/2017	Discipline
199.	Gulf Provincial Administration	PSC3-07-GPA:02/2018	01/12/2017	Selection
200.	Central Provincial Administration	PSC3-02-CPA:182/2017	01/12/2017	Discipline
201.	Manus Provincial Administration	PSC3-09-MAPA:203/2017	04/12/2017	Discipline
202.	West New Britain Provincial Health Authority	PSC3-19-WNBPA:200/2017	05/12/2017	Discipline
203.	Manus Provincial Administration	PSC3-09-MAPA:03/2018	07/12/2017	Discipline
204.	Enga Provincial Health Authority	PSC3-06-EPHA:202/2017	15/12/2017	Discipline
205.	Autonomous Region of Bougainville	PSC3-13-BIPA:06/2018	19/12/2017	Discipline
206.	West Sepik Provincial Health Authority	PSC3-20-WSPHA:01/2018	19/12/2017	Discipline
207.	Southern Highlands Provincial Health Authority	PSC3-16-SHPHA:05/2018	19/12/2017	Discipline
208.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:15/2018	20/12/2017	Discipline
209.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:14/2018	20/12/2017	Discipline
210.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:13/2018	20/12/2017	Discipline
211.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:12/2018	20/12/2017	Discipline
212.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:10/2018	20/12/2017	Discipline
213.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:09/2018	20/12/2017	Discipline
214.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:08/2018	20/12/2017	Discipline
215.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:07/2018	20/12/2017	Discipline
216.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:11/2018	08/01/2018	Discipline
217.	Hela Provincial Administration	PSC3-12-HPA:16/2018	16/01/2018	Discipline

218.	Angau Memorial General Hospital	PSC3-II-AMGH:19/2018	18/01/2018	Discipline
219.	Manus Provincial Administration	PSC3-09-MAPA:191/2017	18/01/2018	Discipline
220.	Western Highlands Provincial Health Authority	PSC3-18-WHPHA:18/2018	31/01/2018	Discipline
221.	Central Provincial Administration	PSC3-02-CPA:28/2018	01/02/2018	Selection
222.	Central Provincial Administration	PSC3-02-CPA:29/2018	01/02/2018	Selection
223.	Central Provincial Administration	PSC3-02-CPA:30/2018	01/02/2018	Selection
224.	Jiwaka Provincial Administration	PSC3-22-JPA:24/2018	07/02/2018	Discipline
225.	Enga Provincial Administration	PSC3-06-EPA:27/2018	16/02/2018	Discipline
226.	East Sepik Provincial Health Authority	PSC3-04-WEGH:22/2018	21/02/2018	Discipline
227.	East Sepik Provincial Health Authority	PSC3-04-WEGH:31/2018	01/03/2018	Discipline
228.	Gulf Provincial Administration	PSC3-07-GPA:33/2018	06/03/2018	Discipline
229.	Jiwaka Provincial Administration	PSC3-22-JPA:37/2018	08/03/2018	Discipline
230.	Gulf Provincial Administration	PSC3-07-GPA:35/2018	08/03/2018	Discipline
231.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:159/2017	20/03/2018	Discipline
232.	Simbu Provincial Administration	PSC3-15-SPA:38/2018	22/03/2018	Discipline
233.	Southern Highlands Provincial Health Authority	PSC3-15-SHPHA:39/2018	03/04/2018	Discipline
234.	West Sepik Provincial Health Authority	PSC3-20-WSPHA:63/2018	04/05/2018	Discipline
235.	Wawa Elementary School	PSC3-07-EDU:55/2018	18/05/2018	Entitlement
236.	Central Provincial Administration	PSC3-02-CPA:50/2018	22/05/2018	Entitlement
237.	Central Provincial Administration	PSC3-02-CPA:51/2018	22/05/2018	Discipline
238.	Central Provincial Administration	PSC3-02-CPA:48/2018	22/05/2018	Discipline
239.	East Sepik Provincial Health Authority	PSC3-04-ESPHA:52/2018	30/05/2018	Discipline
240.	National Broadcasting Corporation	PSC3-05-NBC:56/2018	31/05/2018	Selection
241.	Western Highlands Provincial Administration	PSC3-18-WHPA:64/2018	22/06/2018	Retrenchment
242.	West New Britain Provincial Health Authority	PSC3-19-WNBPHA:69/2018	29/06/2018	Retrenchment
243.	Angau Memorial General Hospital	PSC3-II-AMGH:65/2018	29/06/2018	Discipline

244.	Gulf Provincial Administration	PSC3-07-GPA:71/2018	25/07/2018	Selection
245.	Kerema General Hospital	PSC3-07-KEGH:76/2018	03/08/2018	Discipline
246.	Southern Highlands Provincial Administration	PSC3-15-SHPA:79/2018	17/08/2018	Discipline
247.	Central Provincial Administration	PSC3-02-CPA:73/2018	20/08/2018	Discipline

SUMMARY OF CASES 2018

	Completed Cases	Submission Review In Progress	Papers: Pending Directional Hearing	Submission Papers: To be closed	Information Papers:
	157	56	3	20	
Total	236				

PENDING PROPER REVIEW APPLICATIONS TO BE FILED

No.	DEPARTMENT	REVIEW CASE NUMBER	DATE RECIEVED	NATURE OF CASE
1.	Eastern Highlands Provincial Administration	PSC3-05-EHPA:04/2018	19/12/2017	Discipline
2.	Central Provincial Administration	PSC3-02-CPA:23/2018	16/02/2018	Selection
3.	New Ireland Provincial Administration	PSC3-12-NIPA:41/.2018	03/04/2018	Entitlement
4.	West Sepik Provincial Administration	PSC3-20-SAPA:66/2018	21/06/2018	Discipline
5.	Southern Highlands Provincial Health Authority	PSC3-16-SHPHA:103/2018	31/10/2018	Discipline
6.	East New Britain Provincial Administration	PSC3-03-ENBPA:121/2018	02/11/2018	Discipline
7.	Southern Highlands Provincial Health Authority	PSC3-16-SHPHA:127/2017	04/11/2018	Discipline
8.	West Sepik Provincial Health Authority	PSC3-20-WSPHA:129/2018	11/12/2018	Entitlement

TIME BARRED REVIEW APPLICATIONS

No.	DEPARTMENT	REVIEW CASE NUMBER	DATE RECIEVED	NATURE OF CASE
1.	Daru General Hospital	PSC3-17-DGH:21/2018	24/01/2018	Discipline
2.	Modilon General Hospital	PSC3-08-MODGH:32/2018	01/02/2018	Discipline
3.	Southern Highlands Provincial Administration	PSC3-16-SHPA:34/2018	08/03/2018	Discipline
4.	Morobe Provincial Administration	PSC3-11-MOPA:44/2018	20/03/2018	Discipline
5.	Morobe Provincial Administration	PSC3-11-MOPA:43/2018	20/03/2018	Discipline
6.	East New Britain Provincial Administration	PSC3-03-ENBPA:40/2018	28/03/2018	Discipline
7.	New Ireland Provincial Health Authority	PSC3-12-NIPA:45/2018	04/04/2018	Entitlement
8.	New Irelands Provincial Health Authority	PSC3-12-NIPHA:47/2018	06/04/2018	Entitlement
9.	New Ireland Provincial Health Authority	PSC3-12-NIPA:46/2018	23/04/2018	Discipline
10.	Western Highlands Provincial Health Authority	PSC3-18-WHPHA:49/2018	04/05/2018	Discipline
11.	Kerema General Hospital	PSC3-07-KEGH:68/2018	20/06/2018	Selection
12.	East Sepik Provincial Administration	PSC3-04-ESPA:82/2018	09/08/2018	Discipline
13.	Manus Provincial Health Authority	PSC3-09-MAPHA:81/2018	16/08/2018	Discipline
14.	Manus Provincial Health Authority	PSC3-09-MAPHA:78/2018	28/08/2018	Discipline
15.	Manus Provincial Health Authority	PSC3-09-MAPHA:84/2018	04/09/2018	Selection
16.	Enga Provincial Administration	PSC3-06-EPA:86/2018	04/09/2018	Discipline
17.	Simbu Provincial Administration	PSC3-15-SPA:85/20218	05/09/2018	Discipline

18.	Central Provincial Administration	PSC3-02-CPA:93/2018	02/10/2018	Discipline
19.	West New Britain Provincial Administration	PSC3-19-WNBPA:122/2018	10/10/2018	Discipline
20.	Central Provincial Administration	PSC3-02-CPA:107/2018	16/10/2018	Selection
21.	Simbu Provincial Administration	PSC3-15-SPA:98/2018	25/10/2018	Discipline
22.	Simbu Provincial Administration	PSC3-15-SPA:102/2018	25/10/2018	Discipline
23.	Simbu Provincial Administration	PSC3-15-SPA:131/2018	25/10/2018	Selection
24.	West New Britain Provincial Administration	PSC3-19-WNBPA:100/2018	26/10/2018	Discipline
25.	West New Britain Provincial Administration	PSC3-19-WNBPA:101/2018	26/10/2018	Discipline
26.	Kerema General Hospital	PSC3-07-KEGH:99/2018	29/10/2018	Discipline
27.	Southern Highlands Provincial Administration	PSC3-16-SHPA:135/2018	15/11/2018	Discipline
28.	Western Highlands Provincial Health Authority	PSC3-18-WHPA:123/2018	22/11/2018	Retrenchment
29.	Madang Provincial Administration	PSC3-8-MDPA:110/2018	29/11/2018	Discipline
30.	Daru General Hospital	PSC3-17-DGH:119/2018	03/12/2018	Discipline
31.	Enga Provincial Administration	PSC3-06-EPA:96/2018	06/12/2018	Entitlement
32.	Simbu Provincial Administration	PSC3-15-SPA:132/2018	07/12/2018	Selection
33.	Kerema General Hospital	PSC3-07-KEGH:126/2018	10/12/2018	Discipline
34.	Nonga General Hospital	PSC3-03-NONGH:137/2018	12/12/2018	Entitlements

CASE FILES PENDING ALLOCATION

No.	DEPARTMENT	REVIEW CASE NUMBER	DATE RECIEVED	NATURE OF CASE
1.	Angau General Hospital	PSC3-11-AMGH:58/2018	08/06/2018	Discipline
2.	Angau General Hospital	PSC3-11-AMGH:57/2018	08/06/2018	Discipline
3.	Morobe Provincial Administration	PSC3-09-MAPA:67/2018	16/08/2018	Discipline
4.	Hela Provincial Administration	PSC3-21-HPA:106/2017	07/04/2017	Discipline
5.	Milne Bay Provincial Administration	PSC3-10-MBPA:70/2018	04/07/2018	Discipline
6.	Enga Provincial Health Authority	PSC3-06-EPHA:196/2017	13/11/2017	Discipline
7.	Morobe Provincial Administration	PSC3-09-MAPA:91/2018	18/09/2018	Discipline
8.	Angau Memorial General Hospital	PSC3-11-AMGH:53/2018	17/05/2018	Discipline
9.	Hela Provincial Administration	PSC3-21-HPA:42/2018	05/04/2018	Discipline
10.	Morobe Provincial Administration	PSC3-09-MAPA:54/2018	11/05/2018	Discipline
11.	Morobe Provincial Health Authority	PSC3-09-MPHA:25/2018	08/03/2018	Discipline
12.	Daru General Hospital	PSC3-17-DGH:36/2018	02/03/2018	Discipline
13.	Sandaun Provincial Administration	PSC3-20-SAPA:14/2015	24/02/15	Discipline
14.	Hela Provincial Administration	PSC3-21-HPA:115/2017	04/04/2017	Discipline
15.	Hela Provincial Administration	PSC3-21-HPA:146/2017	02/10/2017	Discipline
16.	Daru General Hospital	PSC3-17-DGH:185/2017	10/10/2017	Selection
17.	Oro Provincial Administration	PSC3-14-OPA:204/2017	07/12/2017	Discipline
18.	Morobe Provincial Administration	PSC3-11-MOPA:17/2018	15/01/2018	Discipline

19.	Morobe Provincial Administration	PSC3-11-MOPA:20/2018	18/01/2018	Discipline
20.	Morobe Provincial Administration	PSC3-11-MOPA:26/2018	09/02/2018	Discipline
21.	West Sepik Provincial Health Authority	PSC3-20-WSPHA:62/2018	29/05/2018	Discipline
22.	Angau General Hospital	PSC3-11-AMGH:61/2018	08/06/2018	Discipline
23.	Angau General Hospital	PSC3-11-AMGH:60/2018	08/06/2018	Discipline
24.	Angau General Hospital	PSC3-11-AMGH:59/2018	08/06/2018	Discipline
25.	Milne Bay Provincial Administration	PSC3-10-MBPA:70/2018	04/07/2018	Discipline
26.	Autonomous Bougainville Government Administration	PSC3-13-BIPA:77/2018	02/08/2018	Discipline
27.	West New Britain Provincial Administration	PSC3-19-WNBPA:75/2018	03/08/2018	Discipline
28.	New Ireland Provincial Health Authority	PSC3-12-NIPHA:72/2018	10/08/2018	Discipline
29.	Autonomous Bougainville Government Administration	PSC3-13-ABGA:88/2018	15/08/2018	Discipline
30.	Autonomous Bougainville Government Administration	PSC3-13-ABGA:89/2018	15/08/2018	Discipline
31.	West New Britain Provincial Administration	PSC3-19-WNBPA:74/2018	22/08/2018	Discipline
32.	West Sepik Provincial Administration	PSC3-20-WSPA:80/2018	28/08/2018	Discipline
33.	Enga Provincial Administration	PSC3-06-EPA:90/2018	11/09/2018	Discipline
34.	Jiwaka Provincial Administration	PSC3-22-JPA:92/2018	18/09/2018	Discipline
35.	Morobe Provincial Administration	PSC3-11-MOPA:83/2018	04/10/2018	Discipline
36.	Nonga Base General Hospital	PSC3-03-NONGH:94/2018	15/10/2018	Selection
37.	West Sepik Provincial Administration	PSC3-20-WSPA:104/2018	01/11/2018	Discipline
38.	West Sepik Provincial Administration	PSC3-20-WSPA:97/2018	01/11/2018	Discipline
39.	West Sepik Provincial	PSC3-20-WSPA:106/2018	01/11/2018	Discipline

	Administration			
40.	West Sepik Provincial Administration	PSC3-20-WSPA:105/2018	01/11/2018	Discipline
41.	Southern Highlands Provincial Administration	PSC3-16-SHPA:108/2018	05/11/2018	Discipline
42.	Autonomous Bougainville Government Administration	PSC3-13-ABGA:87/2018	05/11/2018	Discipline
43.	Western Highlands Provincial Administration	PSC3-18-WHPA:109/2018	09/11/2018	Discipline
44.	East Sepik Provincial Administration	PSC3-04-ESPA:133/2018	14/11/2018	Selection
45.	Western Highlands Provincial Health Authority	PSC3-18-WHPHA:124/2018	19/11/2018	Discipline
46.	Autonomous Bougainville Government Administration	PSC3-13-BIPA:116/2018	28/11/2018	Discipline
47.	Autonomous Bougainville Government Administration	PSC3-13-ABGA:113/2018	28/11/2018	Discipline
48.	Autonomous Bougainville Government Administration	PSC3-13-ABGA:117/2018	28/11/2018	Discipline
49.	Autonomous Bougainville Government Administration	PSC3-13-ABGA:114/2018	28/11/2018	Discipline
50.	Autonomous Bougainville Government Administration	PSC3-13-ABGPS:140/2018	28/11/2018	Discipline
51.	Hela Provincial Health Authority	PSC3-21-HPHA:138/2018	28/11/2018	Discipline
52.	Autonomous Bougainville Government Administration	PSC3-13-ABGA:111/2018	28/11/2018	Discipline
53.	Autonomous Bougainville Government Administration	PSC3-13-ABGA:112/2018	28/11/2018	Discipline
54.	Autonomous Bougainville Government Administration	PSC3-13-ABGA:115/2018	28/11/2018	Discipline
55.	East Sepik Provincial Administration	PSC3-04-ESPA:118/2018	29/11/2018	Discipline
56.	Daru General Hospital	PSC3-17-DGH:120/2018	03/12/2018	Discipline
57.	East Sepik Provincial Administration	PSC3-04-ESPA:128/2018	06/12/2018	Selection
58.	Autonomous Bougainville	PSC3-13-BPSCA:125/2018	10/12/2018	Discipline

	Government Administration			
59.	Daru General Hospital	PSC3-17-DGH:136/2018	14/12/2018	Discipline
60.	Western Highlands Provincial Health Authority	PSC3-18-WHPHA:134/2018	17/12/2018	Discipline
61.	East Sepik Provincial Administration	PSC3-04-ESPA:139/2018	19/12/2018	Selection

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