



Public Services Commission



2019 Annual Report



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



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2019 Annual Report



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PUBLIC SERVICES COMMISSION

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

Your Excellency,

RE: PUBLIC SERVICES COMMISSION- 2019 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 (as amended)*, I have the honour of submitting to you for presentation to Parliament, the 2019 Annual Report of the Public Services Commission.

The 2019 Annual Report covers the period from January 01st, 2019 to December 31st, 2019, 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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CHAIRMAN'S OVERVIEW



In 2019 the Public Services Commission (The Commission) continued to discharge its Constitutional roles and functions without fear or favor despite financial constraints that has affected its operations.

THE MEMBERS OF THE COMMISSION

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

The three (3) members of the Commission are currently comprised of: Dr. Philip Kereme, OBE., MA., Ph.D – Acting PSC Chairman, Mr. Apeo Fuata Sione, LM, M.PP – Commissioner (National) and Mr. Hansel Kakimo, L.M – Acting 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 THE SUPREME COURT DECISION ON THE PUBLIC SERVICES COMMISSION

We reported in our 2017 and 2018 Annual Reports that the Commission realized that the Government's Public Service Reform Policy as per the 2012 Alotau Accord was not fully reflected when Parliament in September 2014 amended Section 193 and 208B of the Constitution; Section 73 of the Organic Law on Provincial Governments & Local Level Governments and enacted the new *Public Services (Management) Act 2014*, which repealed the *Public Services (Management) Act 1995(as amended)*. The Constitutional Amendments and enactments effectively removed PSC's powers relating to appointments, reappointments, suspensions and revocation of appointments of Departmental Heads, Provincial Administrators and Chief Executive Officers of Regulatory 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, the Constitutional Amendments do not affect the Commission's power and role on the appointment of the Police Commissioner, Defence Force Commander and Managing Director of the National Broadcasting Corporation (NBC). Section 193(2) and

[3] of the Constitution provides for the appointment of the Managing Director of NBC, the Police Commissioner and the Defence Force Commander and these provisions were not affected (or amended) in the 2014 Constitutional Amendments.

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 only referred to in Section 193 (2) and (3) of the Constitution.

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

Due to this concern, the Commission in 2015 decided to seek from the Supreme Court a judicial opinion on the constitutionality and validity, or otherwise, of the removal of its powers through the Constitutional Amendments in 2014. And to this end, the Commission authorized the Chairman of the Commission, Dr. Philip Kereme, as a private citizen 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 a decision was reserved to a date later to be advised.

On the 28th of March, 2019, the Supreme Court made a landmark decision in the Commission's favor to declare Parliament's decision to amend: Section 193 and 208B of the Constitution; Section 73 of the Organic Law on Provincial Governments & Local Level Governments; Regulatory Statutory Authority (Appointment to Certain Offices) Act 2004; and enact the new *Public Services (Management) Act 2014*, which repealed the *Public Services (Management) Act 1995(as amended)*, as unconstitutional, invalid and of no effect. The Supreme Court decision effectively restored back PSC's powers relating to appointments, reappointments, suspensions and revocation of appointments of Departmental Heads, Provincial Administrators and Chief Executive Officers (CEO's) of Regulatory Statutory Authorities.

The Government was required to seek and obtain PSC's requisite recommendation before making any future decision on appointments, reappointments, suspension and revocation of appointments of Departmental Heads, Provincial Administrators and CEO's of Regulatory Statutory Authorities.

The Commission genuinely believes that the favorable Supreme Court Decision was in the best interest of the National Public Service and the people of this country, generally. As far as the Public Sector Reform Policies are concerned, 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 2019.

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

REVIEW OF ORGANIZATIONAL MATTERS

As we also reported in our 2017 Annual Report that there were no reviews of organizational matters in 2018, as there were no complaints or issues raised from concerned persons or corporate bodies. And the situation is still the same this year in 2019. As we further reported in our 2018 Annual Report, this is one of the functions of the Commissions 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 Governments overall Public Service Reform agenda.

CONSULTATION MATTERS

The result of the 28th March, 2019 Supreme Court Decision effectively restored PSC's powers relating to appointments, reappointments, suspensions and revocation of appointments of Departmental Heads, Provincial Administrators and Chief Executive Officers of Regulatory Statutory Authorities. The Commission's Assessment Division was fully able to perform its role to continue to conduct merit-based assessments for appointments of agency heads as provided for under Section 193 and 208B of the Constitution; Section 73 of the Organic Law on Provincial Governments & Local Level Governments and the *Public Services (Management) Act 1995(as amended)*.

Commencing 28th March, 2019, the Commission was consulted on Merit Based Appointments on ten (10) Departmental Heads and four (4) Chief Executive Officers of Regulatory Statutory Authorities (RSA's) substantive appointments. The Commission was

also consulted for its endorsement of acting appointments for thirty-nine (39) National Departments; fourteen (14) Provincial Administrator, twenty-eight (28) acting appointments for Chief Executive Officers (CEO's) of RSA's and ten (10) appointments for Board Members of RSA's.

ACHIEVEMENT(S)

The Commission continued to conduct its scheduled meetings in 2019 to determine on personnel matter review applications; a total of 298 personnel review cases were registered by the National Review Division (NRD), of which 81 were completed and files closed and aggrieved officers have been advised of Commission decision; 217 uncompleted case files from the NRD were brought forward to 2020 as outstanding matters; a total of 262 registered cases were from the Provincial Review Division (PRD), of which 49 review cases were completed and files closed whilst 213 cases remain outstanding and have been brought forward to 2020. During the year, the Information & Technology (I.T) Branch was able to complete and launch the PSC Website (www.psc.gov.pg). The PSC Audit Committee successfully held its four quarterly meetings in 2019 in which the Commission has actioned all recommendations from the Audit Committee. The advertising of the seventeen (17) positions in which successful applicants are expected to take up their new roles in 2020, thus increasing the staff strength significantly to sixty-five (65) in the Secretariat. The I.T Case Management System (CMS) will be over-hauled in 2020 after successful negotiations with the European Union (E.U) that will be funding this project which will incorporate core activities of other divisions that include Investigations, Legal and Assessment. The Provincial and National Review Divisions continued to participate in conducting Awareness Programs on PSC's roles and functions.

CHALLENGE(S)

In 2019, the Commission had important challenges it had to deal with.

The first challenge had to do with the Department of Treasury directing all Government agencies to make some cuts to their budgets allocated for 2019 just like what happened in 2016, 2017 and 2018. Due to the continuous economic downturn, significant financial cuts to each agency of government were required, forcing some departments and government agencies to scale down their operations. Coupled with warrants from Department of Treasury not coming in on time had seriously affected PSC's routine operations, that impacted duty travels to provinces for the Commission hearings; halted again the first and the second phase of the Case Management System (CMS) project earmarked for the enhancements of first phase and development and integration of the Registry and the Legal and Investigation Divisions into the CMS project; and the scaling down of other essential operational activities of the Commission.

And the second challenge was largely legal, and had to do with various decisions of the Court of law that affected both the National and Provincial Review Divisions, since those decisions were related to the review function of the Commission. That is, the Supreme Court ruling upholding an earlier decision of the National Court of a decision against the Commission regarding Oral Hearing vs. Directional hearing for review cases. This caused a delay on the Commission's review proceedings for personnel matters until 2019 after it was temporarily suspended in October 2018. As the Commission has reverted back to Oral Hearing, the challenge is to ensure that it has adequate resources in manpower, finance and proper planning to accomplish its activities and on a timely basis.

CONCLUSION

I am pleased to report that in 2019 the Public Services Commission continued to discharge its Constitutional roles and functions without fear or favor despite financial constraints which continued to affect the operations of the Public Services Commission.

As this will be my last time to pen my overview for this PSC Annual Report, may I sincerely thank and acknowledge the following individuals and corporate bodies for supporting the Commission to perform its Constitutional roles and functions in 2019; Commissioners – Mr. Apeo Fuata Sione and Mr. Hansel Kakimo; Acting Secretary Mr. Terence Bakau Tupi, 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 without fear or favor in successfully discharging its constitutional duties, functions and responsibilities in 2019.

Thank you all for your kind and loyal support.

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

STATEMENT OF COMMISSIONER NATIONAL



This section of the Annual Report for the year 2019 reports on the functional role of the Commission which the Commissioner National is responsible for. That is, the Review of Personnel Matters connected with the National Public Service, 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 or agencies and Public hospitals that fall within the scope of the Commissions' review powers

as set out under *Section 191* of the *National Constitution* and *Section 18* of the *Public Services (Management) Act 1995 (as amended)*.

OFFICERS OF THE NATIONAL REVIEW DIVISION

The National Review Division [NRD] has a total staff ceiling of seven (7) officers in which five (5) are Review Officers and two (2) Administrative Assistants. The Review Officers include: Mr. Joshua Ngawi (Director), Mr. Steven Haibaku (Principal Review Officer), Mr. David Hanaromo (Principal Review Officer), Mrs. Dorothy Murray (Senior Review Officer) and Mrs. Kovina Kinawi (Senior Review Officer). The Administrative Assistants are Mrs. Mary Yano (Office of Commissioner National) and Mrs. Norris Sevese (Office of Director National Review Division).

Two (2) officers left the National Review Division [NRD] and the Commission respectively during the year: Mr. Brian Avuti (Principal Review Officer) went on retrenchment in May 2019 and Mr. Spinola Pagun (Review Officer) was terminated on disciplinary grounds in September, 2019.

NATIONAL REVIEW DIVISIONS PERFORMANCE

The National Review Division at the commencement of the year 2019 looked forward with greater enthusiasm and determination to successfully implement its work plans despite a lesser Annual Budget Allocation given to the Commission. With the decrease in the allocation of funds in the *Vote 121 – Designated Duty Travel* the Review Divisions purport to undertake duty travels to conduct review hearings in the provinces to have review matters disposed-off and determined in a timely manner and within the statutory timelines. Apart from conducting review hearings, the Review Divisions (inclusive of the

NRD) continue to participate in the further implementation of the *PSC Corporate Plan 2019 – 2023 (Corporate Outcome 1)* in conducting awareness programs on the 'Roles and Functions' of the Commission. And particularly for the NRD, the roll-out of this program continued mainly with the National Departments (located in the National Capital District), 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 limited funding appropriated rolled out in the province locality given the limited funding appropriated for duty travels. Some of the Provinces include; West New Britain, Western Highlands, Morobe, Western and the Autonomous Region of Bougainville.

ACHIEVEMENT(S)

It is noted that the overall performance of the NRD in the year 2019 was quite ordinary, although it was able to achieve three (3) main deliverables as contained in the *2019 Management Action Plan (MAP)*. These are: *Activity 2.1 – Review of Personnel Matters; Activity 2.2 – PSC Awareness Program Implementation*, and *Activity 2.3 – Training of Review Officers (In-House) by Professional Consultant* after the Supreme Court decision on the Commissions' *Directional vs. Oral Hearing* methods.

In addition to the above, the Division was able to achieve four (4) of its divisional expected outputs in the year 2019. These includes:

1. Accomplishment of Outstanding Review Matters currently pending in the various stages of the review process by the end of July, 2019;
2. Effective management of the review and hearing processes;
3. Speedy disposal of review matters by the Review Officers in a timely manner; and
4. Timely delivery and or dispatchment of Commission Decision.

Also, in the year 2019, the NRD was in carriage of a total of two-hundred and eighty-five (285) review cases. That is, one-hundred and fifty-four (154) cases were carried over from the year 2018 and one-hundred and thirty-one (131) cases were received and registered in the year 2019. And out of the 285 cases in carriage, the NRD completed a total of eighty-one (81) cases. That is, twenty-nine (29) cases for the year 2019; thirty-nine (39) cases for the year 2018 and thirteen (13) cases from the Provincial Review Division (PRD) for the year 2018. The two-hundred and seventeen (217) Review Matters outstanding from year 2018 and the previous years have been carried- over into the year 2020.

Similar to the year 2018, this year (2019) was a challenging year for the Division in view of the work load it had to undertake and also because of other factors outlined below. However, despite the challenges it encountered the division was duty bound to have all review cases for 2019 fully disposed and determined forthwith.

CHALLENGE(S)

The year 2019 has been quite a challenging year for a number of reasons. Firstly, *financial constraints* and *budget cuts* experienced every-year, inclusive of this year 2019 continue to hamper the performance of the division in regards to the funding of *Duty Travels* to the provinces to conduct Commission Appearances or Oral Hearings. In this year the Division undertook only five (5) Duty Travels that included Morobe, West New Britain, Western Highlands, Eastern Highlands Provinces and the Autonomous Region of Bougainville.

Secondly, shortages in manpower have also affected the performance of the division. Two (2) Review Officers left the Division in 2019. One of them, a Principal Review Officer exited the Public Service in May, 2019 through retrenchment, whilst the other, a Review Officer through Disciplinary action in September of the same. This will be a major problem in the Division in the future and appropriate assistance will be required from the Office of the Secretary, PSC Secretariat to assist the National Review Division (NRD).

Thirdly, Government warrants from the Department of Treasury have not been released in a timely manner, and other times 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 or utilities and stationary supplies for the Office.

Fourthly, the indefinite suspension of all Directional Hearings as a result of an earlier decision by the National Court followed by a Supreme Court decision which upheld *Oral Hearing* as opposed to *Directional Hearing* is another factor. The shift from *Directional Hearing* to *Oral Hearing* 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 Hearing* to be conducted. Hence, Commission Hearings were indefinitely suspended since October, 2018 and recommenced in April, 2019.

Fifthly, there were also other in-house projects that took some time for the officers of the Division who are members of those various project committees. The main one being the *PSC New Look Model* which has now progressed and is pending a final draft *NEC Submission*.

Finally, and not the least, the Constitutional and Legislative Amendments by the National Parliament which affected the functions of the Commission brought its challenges of creating uncertainties and adverse impact on the staff in general. This at large, affected their performance output. This matter has been resolved, when the Supreme Court upheld PSC's Reference in March, 2019.

CONCLUSION

I sincerely thank the Acting Chairman, Dr. Philip Kereme, OBE, MA, Ph.D, and Members of the Commission for the support they continue to provide to the National Review Division. I extend my appreciation to the staff of the Legal, Advisory & Litigation Division for the excellent job performed in relation to clearances of all advices and provision of legal opinions sought from the Division; and staffs of the Corporate Services Division for the logistical and financial support they provide.

Also, I convey my heartfelt appreciation to all the hard working Review Officers and staff of the National Review Division. This is particularly for their untiring efforts and commitments to their respective duties in ensuring that the Commission successfully discharged its Constitutional responsibility and mandate without any difficulty. And above all, a huge thanks to the awesome Great God for his leading and guidance for bringing the Commission to where it is now.

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

STATEMENT OF COMMISSIONER PROVINCIAL



The Statement of Commissioner Provincial in-general is part of the Commissions' Annual Report for the year 2019. The Statement is on my role as Commissioner in discharging the Commissions' power under Section 191 of the National Constitution, which is detailed in the *Public Service (Management) Act 1995 (as amended)* under Section 18 – Review of Personnel Matters connected with the National Public Service and Section 19 – Review of Organizational Matters, and on Consultation Matters on Merit Based Appointments of Departmental Heads, Provincial Administrators and Chief Executive Officers (CEO's) of Regulatory Statutory Authorities (RSA's).

The focus of my role as Acting Commissioner are three fold; firstly to preside over Oral Hearings on Personnel Review Matters; secondly is to make decisions on Personnel Review Matters and the third role is to make recommendations on Merit Based Appointments of Departmental Heads, Provincial Administrators and CEO's of RSA's.

SECTIONS 18 & 19 – REVIEW OF PERSONNEL MATTERS AND CONTINUOUS REVIEW OF STATE SERVICES AND SERVICES OF OTHER GOVERNMENT BODIES

In 2019, I presided over five (5) Oral Hearings in five (5) provinces, whilst four (4) others were presided over by Commission delegates or Commissioner (National) who stood in for me.

Personnel Review Matters carried over from previous years and new ones received totaled two-hundred and sixty-two (262) of which one-hundred and thirty-four (134) have been allocated to five (5) case officers. Out of the cases allocated, eighty-five (85) are under review whilst Commission decisions have been made on forty-nine (49) cases.

The re-introduction of the Oral Hearings and the impact of the awareness carried out in previous years on the Commissions roles and responsibilities and the rights of public servants, has seen an increase in Review Applications coming through to the Commission.

However, an ongoing issue that the Commission has been faced with is the non-appearance of Department of Personnel Management Secretary or her delegate before the Commission for Oral Hearings in dealing with Personnel Review Matters. Additionally, there is a need to recruit personnel to match both the increased number of review cases

to comply with the statutory time requirement for review cases to be dealt within the ninety (90) day period. Whilst on Section 19 – Organizational Review Matters, this function is not being performed by PSC at the moment, as regulations have yet to be drafted and operationalized.

CONSULTATIONS ON MERIT BASED APPOINTMENTS

This function performed by PSC involves recommendations for substantive appointments of the most suitable and qualified candidates for Departmental Heads, Provincial Administrators and Chief Executive Officers (CEO's) of Regulatory Statutory Authorities where a short list of three (3) candidates is recommended to the National Executive Council (NEC) for its consideration.

In 2019, the Commission was consulted on ten (10) Departmental Heads and four (4) Chief Executive Officers of RSA's substantive appointments. The Commission was also consulted for its endorsement of acting appointments for thirty-nine (39) National Departments, fourteen (14) for Provincial Administrators, twenty-eight (28) for Chief Executive Officers (CEO's) of RSA's and ten (10) appointments for Board Members of RSA's.

CORPORATE PLAN 2019 - 2023

Success in achieving the Corporate Outcomes under the PSC Corporate Plan depends on a number of key factors like recruitment and retaining of trained and skilled personnel, continuous skills training to ensure staff are happy at the work place and most importantly updating the Commission's organizational structure, its business process on personnel and organizational review matters and administrative functions are updated so that they are current and functional.

OUTLOOK 2020 - 2021

The Public Services Commission needs to continue its discussions with the Autonomous Region of Bougainville (AROB) Government on arrangements for PSC – Waigani's involvement on Personnel Review Matters from Bougainville.

The Organizational Review function is captured in the Commissions' Corporate Plan 2019 – 2023 under its Outcome 3 – Projects. This constitutional function must be fully discharged, without any excuse from 2020 and onwards.

As the Commission has reverted back to Oral Hearing, the challenge is to ensure that it has adequate resources in manpower, finance and proper planning to accomplish its activities annually and on a timely basis.

At this juncture, as this is my last contribution to PSC's Annual Report, I take the opportunity to sincerely thank the outgoing Acting Chairman Dr. Philip Kereme, OBE, MA, Ph.D., Commissioner National Mr. Apeo Fuata Sione, LM, MPP and the Acting Secretary, Mr. Terence Bakau Tupi for the cordial working relationship I have enjoyed over the years. I have certainly found the job fulfilling and it has been a rewarding experience to be ably supported by many talented, diligent and reliable staff that have assisted me in successfully discharging my constitutional responsibilities.

Thank you all, as I bid a last farewell to the Public Services Commission!

Mr. Hansel Kakimo, LM
Acting Commissioner (Provincial)

INTRODUCTION

This is the 24th Annual Report of the Public Services Commission (PSC). It is produced and submitted in accordance with Section 191(4) of the *National Constitution of Papua New Guinea* and Section 17(1) of the *Public Services (Management) Act 1995 (as amended)*.

The report covers the performance of the Public Services Commission in 2019, covering the period from January 01st, 2019 to December 31st, 2019.

The annual report begins with the Chairman's Overview outlining the general performance of the Commission, followed by two separate statements from Commissioner National and Acting 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 1995 (as amended)*.

The main body of this annual report provides a detailed account of tasks performed by the Commission from January 1st, 2019 to December 31st, 2019. 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 Commissions new and revised Corporate Plan 2019 – 2023.

The 2019 Annual Report also contains an unaudited financial statement on the Commission's Budget for the 2019 Fiscal Year and highlights the achievements and constraints faced by the Commission. The report also provides recommendations on how the work of the Commission could be improved to adequately fulfill its Constitutional role in the National Public Service.

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

PUBLIC SERVICES COMMISSION

The Public Services Commission (PSC) is a constitutional office, having been established under Section 190 of the *National 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-

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

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

The Public Services Commission being a constitutional office is guaranteed its independence under Section 192 of the *National Constitution*² 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 or 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 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 or prerogative over the matter of the appointment. The Commissions 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.

The public service reform in 1986 saw the abolition of the 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 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 government agencies that 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 194⁵ 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 *National Constitution* and Sections 18 and 19 of the *Public Services (Management) Act 1995 (as amended)*) 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 are 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 Board Members of RSA's) and under the procedures the Commission has 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.

In 2014, following a Constitutional Amendment (No. 38) [Appointment of Certain Offices] Laws 2014 removed PSC's powers and functions relating to appointment, suspension and revocation of appointment of Departmental Heads, Provincial Administrators and Heads of Regulatory Statutory Authorities (RSA) by repealing

Sections 193 and 208B of the Constitution. To give effect to these laws, the Parliament repealed the *Public Services (Management) Act 1995 (as amended)* and enacted the *Public Services (Management) Act 2014* [relating to Departmental Heads of Provincial Administrators], the *Regulatory Statutory Authorities (Appointment to Certain Offices) (Amendment) Act 2013* [relating to Heads of RSA].

The new *Public Services (Management) Act 2014* established the Ministerial Executive Appointment Committee (MEAC) which had powers to deal with the appointment, suspension and revocation of appointments of Departmental Heads and Provincial Administrators. PSC's independent involvement in the appointment process was removed and conferred to MEAC. MEAC comprises five (5) Ministers in which the Minister responsible for Public Service is the Chairman.

This basically means MEAC would determine all matters relating to the appointment, suspension and revocation of appointment of Departmental Heads, Provincial Administrators and CEO's of RSA's and recommend to the National Executive Council (NEC), of which they are members. In the absence of the PSC, it is a political body prone to make decisions based on political interests and not necessarily on merit.

In 2014, Dr. Philip Kereme, Ph.D the Chairman of the Public Services Commission filed a Supreme Court Application as a private citizen challenging the Constitutional validity of the Constitutional Amendment Laws passed by Parliament in 2014. After five (5) years and on the 28th of March, 2019, the Supreme Court handed down its decision declaring unconstitutional and invalid forthwith the Constitutional Amendment Laws passed by the National Parliament. The independent powers and functions of the PSC relating to the appointment, suspension and revocation of appointment of Departmental Heads, Provincial Administrators and Heads of RSA's reverted back to the PSC, and therefore, the Government was required to seek and obtain PSC's requisite recommendation before making any future decision on appointment, suspension or revocation of appointment of the Heads of Government Agencies.

The decision by the Supreme Court saw the reversion of numerous laws that included Sections 193 and 208B of the Constitution to remain in force; the *Public Services (Management) Act 1995 (as amended)* and the *Regulatory Statutory Authorities (Appointment to Certain Offices) Act 2004* were to remain in force as well.

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.
- We respect and understand the views of stakeholders on 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

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

The 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 Secretariats' structure is made up of six (6) divisions with a total staff ceiling of eighty-nine (89) as per the approved structure.

In 2017, as per Government directive for all Departments and State agencies to implement the Gender, Equity and Social Inclusion Policy, two (2) more positions; Manager GESI and Senior GESI Officer were added onto PSC's approved structure, taking the total staff ceiling to ninety-one (91) positions.

STAFF ON STRENGTH

In this reporting period, there are fifty-eight (58) staff on strength with thirty-three (34) positions vacant.

The number of staff on strength is expected to increase significantly to seventy-five (75) following the advertising of seventeen (17) positions in August, 2019. The successful applicants from this recruitment drive are expected to take up their new roles in early 2020.



Staff of the PSC Secretariat celebrating the country's' 44th Independence.

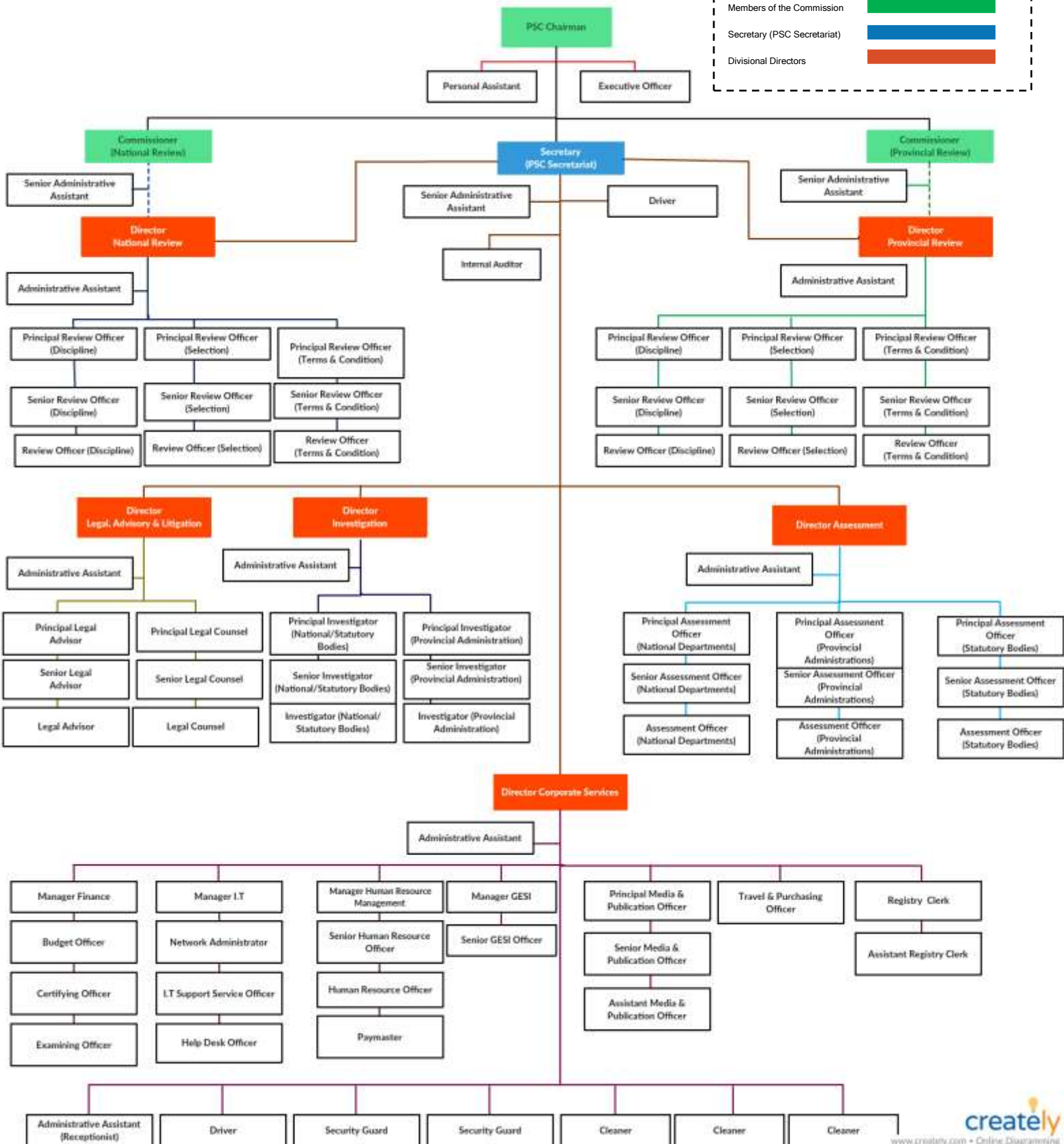
PSC STRUCTURE

LEGEND

Members of the Commission

Secretary (PSC Secretariat)

Divisional Directors



MEMBERS OF THE COMMISSION

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

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

CHAIRMAN – DR.PHILLIP KEREME, OBE, MA, Ph.D



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

Dr. Kereme completed a Masters of Arts (M.A) Degree in Education from the University of Reading the United Kingdom in 1982. In 1988 he completed his doctorate at the University of Canberra ACT 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 the University of Goroka (UOG). He was also the Director General of the Office of Higher Education (OHE).

In the 2016 Queens 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, LM, M.PP



Commissioner Sione has well over 20 years of professional experience in the Public Service, in the areas of Governance, Policy Development, Review and Investigation.

Mr Sione holds a Masters' Degree 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 as Commissioner, he was the Permanent Secretary of the Public Services Commission Secretariat, since his appointment on the 30th 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 Decision and the 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 (ANZOG).

COMMISSIONER PROVINCIAL – MR HANSEL KAKIMO, LM



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 a Deputy Secretary Operations with the Department of Personnel Management (DPM) from 2009-2010. He was a Human Resources Advisor to the Department of Prime Minister and NEC from 2010-2011. From 2013-2014 he was with the National Coordination Office for Bougainville Affairs (NCOBA) 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 plus years in 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.

Commissioner Kakimo will officially retire from the public service in early 2020, after serving almost forty (40) years in the National Public Service.

PSC SECRETARIAET

The Public Services Commission Secretariat is established under Section 17A of the *Public Services (Management) Act 1995 (as amended)*.

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 and 208B of the *National 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.

On the 28th of March, 2019 PSC's appointment function reverted back to PSC following a decision by the Supreme Court declaring unconstitutional and invalid Constitutional Amendments passed by the National Parliament in 2014, removing the Constitutional independent powers and functions relating to appointment, suspension and revocation of appointment of Departmental Heads, Provincial Administrators and Heads of Statutory Regulatory Authorities (RSA's).

Those Constitutional Amendments made in 2014 hindered the Assessment Division from fully performing its role which was removed and given to the Ministerial Executive Appointment Committee (MEAC) to perform. However, following legal advice, it was found that the Constitutional Amendments in 2014 did not fully remove PSC's powers; the Commission was able to carry out its appointment function for Departmental Heads referred to in Section 193 (1) (b), (c), (e) and (f) of the *National Constitution* including the Commissioner of Police, Commander of the PNG Defence Force and CEO of the National Broadcasting Corporation. The Assessment Division was revived in May, 2016 to perform its role but only in relation to the appointment of Departmental Heads referred to in Section 193 (1) (b), (c), (d), (e) and (f) of the *National Constitution*, in compliance or in accordance with the **MERIT BASED APPOINTMENT ASSESSMENT** criteria and processes provided for under the *Public Services (Management) Act 2014* and the *Regulatory Statutory Authorities (Appointment to Certain Offices) Act 2004*. Furthermore, the 2014 Constitutional Amendment in Section 193 (1E) gave the Commission new powers 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*.

Additionally, the Supreme Court when restoring PSC's powers and functions to conduct Merit Based Assessments and to make recommendations to NEC on appointment, suspension and termination of Departmental Heads, Provincial Administrators and CEO's of RSA's and non-ex-officio Board Members of RSA's, further repealed the enactment of the *Public Services (Management) Act 2014* and restored the *Public Services (Management) Act 1995 (as amended)*.

The PSC Secretariat is headed by Acting Secretary Mr. Terence Bakau Tupi whose substantive is the Principal Review Officer Provincial Review Division. Mr. Tupi assumed the role of Acting Secretary in September, 2019.

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

SENIOR MANAGEMENT COMMITTEE

ACTING SECRETARY PSC SECRETARIAT - MR. TERENCE BAKAU TUPI



Mr. Terence Bakau 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. In September, 2019, he was appointed the Acting Secretary of the PSC Secretariat.

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

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.

DIRECTOR PROVINCIAL REVIEW DIVISION - MS. JUDITH STENIS



Ms. Stenis has twenty (20) 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 and in September, 2019, she reverted back to her Substantive as Director Provincial Review.

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 fourteen (14) 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 nine (9) 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 twenty-three (23) years of experience serving both in the education and public service.



Members of the Senior Management Committee.

2019 PERFORMANCE REPORT

EXECUTIVE SERVICES UNIT

The Executive Services is comprised of the Office of the PSC Secretary for the PSC Secretariat, Internal Audit Unit and Special Projects Unit. The key function of the Executive Services is to provide over-all leadership, management 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 PSC Secretariat through the Secretary's Office.

There are six (6) staff in the Executive Services as indicated in the table below;

OFFICERS OF THE EXECUTIVE SERVICES UNIT

No.	STAFF	DESIGNATION
1.	Mr. Terence Bakau Tupi	Acting Secretary – PSC Secretariat
2.	Mr. Dickson Nakande	Executive Officer to the Office of the Chairman
3.	Ms. Dorothy Memafulu	Personal Assistant to the Office of the Chairman
4.	Mrs. Rage Wele	Senior Administrative Assistant to the Office of the Secretary

PERFORMANCE REPORT

Executive Services through the Secretary's Office manages staff, resources and all 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. Personal matters relating to the Members of the Commission and staff of the Secretariat are also managed by the Executive Services Unit.

An activity undertaken by the Executive Services Unit involved the strengthening of the Commission's financial audit process and procedures. Two (2) major activities got underway in 2019 that included the Payroll Audit and Reconciliation and PSC Audit Committee.

PAYROLL AUDIT FOR COMMISSION MEMBERS

Pay administration is a complex process governed by various Acts, policies, directives and guidelines. Members of the Commission's payroll guidelines are determined by the SRC

Determination, and their payroll administration is implemented by the Department of Finance Payroll (configures their allowances) and PSC Human Resource Management Branch assists by implementing the process.

The main objective of the Payroll Audit is to provide detailed information on how fortnightly payments are made. In 2019, the audit scope included regular and supplementary payments from fiscal years 2012 to 2019, and the Management Control Framework was in place to support the accuracy of payments. The audit also entailed an analysis of systems involved in the payroll administration process, including the integration between the Department of Finance's Payroll processes and system.

Moreover, the audit was structured to include the review of documentations or data analytics that were used as part of the fortnightly payments to identify patterns and anomalies.

CHALLENGE(S)

The audit report that was presented to the Commission Members found that there were three (3) separate SRC Determinations used in comparing the rates applied in the updated SRC Determination versions of 2011, 2013 and 2015. It is also important to note that rates used in 2013 and 2015 were similar and not much change was made.

In most cases when an updated version of the SRC Determination is handed down, copies are distributed to the implementing agencies, including the Department of Personnel management, Department of Finance and the respective organizations where the leaders are employed.

Configuration of correct salaries and allowances rates are done by the Department of Finance, Payrolls Sections for the respective organizations to implement. However, in most cases, delays occur because there are only two authorized officers allowed to do configurations which are the Assistant Secretary and his/her authorized officer. In other instances, copies of the SRC Determination sometimes do not reach the Department of Finance Payroll Branch on time for the configuration of allowances and they normally ask for copies from host organizations.

RECOMMENDATION(S)

It is highly recommended that these measures be taken into consideration;

- Human Resource Branch should follow-up and get copies of new SRC Determinations immediately whenever it is issued to avoid delay in implementing the new rates;

- Establish the correct date when the SRC Determination amendments were made so that correct dates are implemented;
- Cross-check with advices from DPM with the SRC Determination so that they correspond; and
- Provide copies of SRC Determination to the Department of Finance Payroll Branch so the configurations on new rates are effected immediately.

AUDIT COMMITTEE MEETINGS

The PSC Audit Committee was established in 2018, in-accordance with Section 9 - subsection (6), paragraph (a), (b) and (c) of the *Public Finance (Management) Act 2016 (as amended)* states that:- *‘The Finance Departmental Head may direct the establishment and operation of internal audit unit and audit committee in public bodies or other entities that receive public money and are subject to audit by the Auditor General’.*

The structure of the Audit Committee Members is shown in the table below;

PSC AUDIT COMMITTEE

No.	MEMBERS	DESIGNATION
1.	Mr. Samuel Penias	Chairman and Deputy Secretary Department of Finance
2.	Mr. Stanley Wasi	Independent Member
3.	Mr. Daniel Biti	Independent Member
4.	Mr. Terence Bakau Tupi	Acting Secretary – PSC Secretariat
5.	Mr. Ray Nouoru	Assistant Auditor General, NGAD – AGO
SUPPORT MEMBERS		
6.	Mrs. Kasi Gege	Manager (PG &LLG&SB) G&C Branch IAD Department of Finance
7.	Mrs. Loretta Kila	Internal Auditor G&C Branch, IACD Department of Finance
8.	Mr. Waga Navei	Director Corporate Services Division – PSC
9.	Mr. Goodwin Beliga	Manager Finance and Care taker Internal Audit Unit – PSC
10.	Internal Auditor	PSC Audit Unit

The Audit Committee Meetings are held every quarter, and PSC has successfully held all its Audit Committee Meetings in 2019 as stated in the dates below;

- First Quarter Meeting was held on the 12th of March, 2019.
- Second Quarter Meeting was held on the 29th of May, 2019.

- Third Quarter Meeting was held on the 21st of August, 2019.
- Fourth Quarter Meeting was held on the 11th of November, 2019.

ACHIEVEMENT(S)

There are numerous achievements of the Audit Committee. A significant one was the selection of two (2) independent members of the committee in 2019. Both members attended their first meeting in the fourth quarter. Also despite the absence of an Internal Auditor for the Commission, all the meetings were held as per the schedule.

In general, the Commission has gained a lot in-terms of the advice given by the Committee Members, Auditor General's Office and Department of Finance staff, this includes reporting on in-house disciplinary matters in which templates were given and also issues on the Commission's payroll was discussed and solutions reached. Moreover, the Commission has actioned all recommendations from the Audit Committee despite the absence of an Internal Auditor.

CHALLENGE(S)

Since the establishment of an Audit Committee in 2018, the Commission was without an Internal Auditor as the officer and thus, the times, meetings would have to be deferred due to pressing work commitments by the Manager Finance who was filling in for the Internal Auditor at the time.

RECOMMENDATION

It is imperative for the Commission to immediately recruit an Internal Auditor, as there are numerous issues raised in the Audit Committee Meetings that requires immediate attention by the Internal Auditor.

Additionally, the Committee further recommended that all Divisional Directors must attend every Audit Committee Meetings in 2020.

NATIONAL REVIEW DIVISION

The National Review Division is responsible for the review and investigation of 'Personnel Matters or Complaints' lodged with the Commission by officers of the National Departments in the National Public Service, some Statutory Bodies (*where PSC has jurisdiction to Review Personnel Matters*), Port Moresby and Gerehu General Hospitals 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 seven (7) officers in the Division; five (5) are Review Officers, while two (2) are Admin Assistants (*Senior Admin Assistant to Commissioner National and Admin Assistant to Director National*). Two (2) Review Officers left the Division in 2019; a Principal Review Officer through retirement and a Review Officer through disciplinary action. Details of the current officers are provided in the table below.

OFFICERS OF THE NATIONAL REVIEW DIVISION

No.	STAFF	DESIGNATION
1.	Mr. Joshua Ngawi	Director National Review Division
2.	Mr. Steven Haibaku	Principal Review Officer (Discipline)
3.	Mr. David Hanaromo	Principal Review Officer (Selection)
4.	Mrs. Dorothy Murray	Senior Review Officer (Discipline)
5.	Mrs. Kovina Kinawi	Senior Review Officer (Selection)
6.	Mrs. Mary Yano	Senior Admin. Assistant to Commissioner National
7.	Mrs. Norris Sevese	Admin. Assistant to Director National

PERFORMANCE REPORT

The overall performance of the National Review Division (NRD) in 2019 is below expectation; with a completion of eighty-one (81) review cases from two-hundred and ninety-eight cases (298) handled. While two-hundred and eighty-five (285) cases were from the Division, the other thirteen (13) cases were from the Provincial Review Division. Thus, the Division completed only eighty-one (81) cases, including the thirteen (13) cases from the Provincial Review Division.

In comparison, the Division completed twenty-nine (29) Submissions in 2019, compared to twenty-one (21) in 2018. On the other hand, 2019 was again a very challenging year for the Division and the Commission as a whole due to financial constraints, and for more than five (5) months the Commission's review proceedings were temporarily suspended

due to court decisions. Although the Division performed below expectation, individual officers nonetheless performed exceptionally well.

ACHIEVEMENT(S)

The Division had three (3) main aims or goals to achieve in 2019, which included the following;

- To complete most, if not all the **154 Outstanding Review Matters** currently pending in various stages of the review process by 31st July, 2019.
- Director (N) 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.
- All outstanding Review Matters (154) will be fairly re-distributed to all Review Officers amongst the new cases from 2019.

In 2019, a total of one-hundred and thirty-one (131) Review Matters were received and registered by the National Review Division through the Office of Commissioner National. **[This is 11 review cases/complaints less than the 142 cases received and registered in 2018].**

To that total, *one-hundred and fifty-four (154) Outstanding Cases/Review Matters* carried over from 2018 were added taking the progressive total to two-hundred and eighty-five (285) cases in the carriage of the Division. From two-hundred and eighty-five (285) cases, sixty-eight (68) cases have been completed, while two-hundred and seventeen (217) are pending review. At the end of 2019, the National Review Division carried over two-hundred and seventeen (217) cases into 2020 as *Outstanding Matters*. Out of the two-hundred and seventeen (217) *Outstanding Matters*, more than twelve (12) cases have been submitted to the Commission for decisions.

The overall performance of the Division since 2013 has been consistently exceptional. However, there were slight drops in 2019 and 2018, which was attributed to the following challenges; two court decisions (National and Supreme Courts), where the Commission's review proceedings were suspended from October, 2018 up to March, 2019 and financial constraints. Furthermore, the general performance of officers was below expectation as compared to the previous years; although individual officers performed exceptionally well.

MANAGEMENT ACTION PLAN ACTIVITIES IN 2019

The National Review Division delivered on the three (3) main activities planned in the 2019 Management Action Plan (MAP). They include; *Activity 3.1.1 Review of Personnel Matters* and *Activity 3.1.2 Training of Review Officers (In-House)* by the professional consultant engaged with the Commission. The Division also participated in *Activity 3.1.3 PSC Awareness Program Implementation* in the following provinces; Madang, Goroka, Eastern Highlands and Morobe Province. Whilst *Activity 3.1.1* and *3.1.3* are on-going program activities, *Activity 3.1.2* was delivered by the Consultant in the 2nd Quarter of 2019 after the National and Supreme Court's decisions.

KEY ISSUES & SUMMARY POINTS

In 2019, the NRD took carriage of a total of two-hundred and eighty-five (285) review matters, from which one-hundred and fifty-four (154) cases were outstanding matters and one-hundred and thirty-one (131) were from 2019.

The Division received and registered one-hundred and thirty-one (131) cases in 2019; from that total, twenty-nine (29) cases have been completed in the same period, while one-hundred and two (102) cases are pending. Also in 2019, the Division completed a total of eighty-one (81) cases; thirty-nine (39) of those cases were from 2018 and other previous years; while twenty-nine were 2019 cases; moreover, thirteen (13) cases that were completed were from the Provincial Review Division.

In 2019, the Division completed twenty-eight (28) Submissions and fifty-three (53) Information papers; which is an improvement from 2018 that saw only twenty-one (21) Submissions completed.

A total of two-hundred and seventeen (217) *Outstanding Review Matters* have been carried over into 2020; whereas twelve (12) cases are currently pending Commission decisions or letters of Advice.

The two-hundred and seventeen (217) *Outstanding Review Matters* are currently under review at various stages of the review process. From the total of these *Outstanding Review Matters*, twelve (12) cases are before the Commission for determination/decision; others have been identified for closure as Information Papers for various reasons that include 'lack of jurisdiction'; other cases are pending appeals for waiver of the 60 days statutory time limitations; few are pending legal advice; others are pending decisions from the Departmental Heads concerned; whilst other cases are under substantive review with their respective Case Officers.

The National Review Division in 2019 undertook few Duty Travels into the following provinces; Madang, Morobe, Eastern Highlands and the Autonomous Region of Bougainville (AROB) attending to its review matters and delivering the *PSC Awareness Program*.

There are seven (7) provincial cases pending review, and have been carried –over into 2020 as *Outstanding Matters*. From which five (5) cases will be discontinued and files will be closed as Information Papers as a result of a Supreme Court decision relating to the Commission’s jurisdiction on review of personnel matters.

STATISTICAL SUMMARY OF REVIEW MATTERS BY THEIR NATURE OF COMPLAINTS & REVIEWED IN 2019

Cases	Discipline	Selection	Terms & Condition	Others	Total
Registered	83	31	14	3	131
Completed	16	8	5	-	29
Pending	67	23	9	-	99

NB: 217 Review Matters (on record) are Outstanding Matters and have been carried over into 2020. The table provides for Review Matters received, registered and reviewed in 2019 only.

CHALLENGE(S)

It was more challenging in 2019, largely due to the various decisions of the Court of law that 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. Thus, the Commission’s review proceedings for personnel matters started in April, 2019, after it was suspended temporarily in October, 2018.

Additionally, the monthly Government Warrants not being released in a timely manner also had some bearing; and for other months, funds allocated were reduced. 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. This is a prolonged problem that started in 2015.

The financial constraints affected the Divisions Duty Travel into the provinces to attend to review matters, which also affected the Provincial Review Division and the Commission as well. However, the limited funding that was given allowed the Division to travel to Madang, Morobe, Eastern Highlands and the Autonomous Region of Bougainville to carry out the divisions’ role.

Furthermore, a shortage in manpower also affected the Division's performance, after two (2) review officers left the Division in 2019; one of them, a Principal Review Officer retired from public service in May, 2019; whilst a Review Officer left through disciplinary action in September, 2019. This will be a major problem in the near future for the Division, therefore, appropriate assistance is required from the Office of the Secretary, PSC Secretariat to assist the NRD.

There were also in-house projects that took up some time for officers of the Division who are members of those various project committees. The main one is the PSC New Look Model. This project has been advanced and is pending a final draft NEC Submission for vetting. Initially, the Project Team had submitted a Concept Paper for this project in November, 2018 to the Commission.

CONCLUSION

Although 2019 was a very challenging year, the National Review Division managed to complete eighty-one (81) Review Matters; while sixty-eight (68) cases were from the Division, the other thirteen (13) were from the Provincial Review Division. The Division has been consistent with its performance for the last five (5) years since 2014, with almost full staff-strength on-board until after May, 2019, when two (2) review officers exited the Division through retirement and disciplinary action.

The Division carried over two-hundred and seventeen (217) *Outstanding Review Matters* to 2020. Out of the 217 Review cases; twelve (12) are pending decisions before the Commission, eight (8) are pending appeals for waivers of the 60 days statutory time, and five (5) are pending decisions from the Departmental Heads concerned. Some are pending legal advices and many others are in various stages of the review process. There are also five (5) other cases pending confirmations of Departmental Heads decisions from the respective individual applicants, since they lodged those review matters with the Commission as a group. Otherwise, their cases will be discontinued and closed as Information Papers for lack of appropriate decisions to be reviewed by the Commission.

It is envisioned that the National Review Division will try its best to maintain the *Rate of Performance* conducted in the last couple of years; however, assistance will be required from the Office of the Secretary, PSC Secretariat in terms of recruiting officers to boost the manpower in the Division.

Finally, the hard work of the Review Officers, other support staff, the Legal Division and the Corporate Servicers Division, in particular the Finance Branch are commended for their continuous support in yet another challenging year. Without their efforts and commitment, we would not have achieved all that we set out to do in this reporting

period. The acknowledgement and appreciation is also extended to the leadership and management of the Commission for the vision, direction and decisions made despite the limited resources.

PROVINCIAL REVIEW DIVISION

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 1995 (as amended)*.

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 and Gerehu General Hospitals, 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 from Provincial Administrations and Public Hospitals;
- Prepare case briefs and summonses for the Commissions' oral hearings;
- Conduct the Commissions' oral hearings in provinces;
- Prepare Submissions for Commission decisions; and
- Prepare Advices to all parties based on Commissions' decisions.

The Provincial Review Division is under the leadership of Commissioner Provincial Mr. Hansel Kakimo and is assisted by the Acting Director Ms. Koya Ope Leslie, whilst Substantive Director Ms. Judith Stenis is on Furlough Leave. Ms. Stenis reverted back to assume her substantive position in September, 2019 following the appointment of Principal Review Officer Mr. Terence Bakau Tupi to the Acting Secretary's position.

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.	Ms. Judith Stenis	Director Provincial Review Division
2.	Ms. Koya Ope Leslie	Principal Review Officer (Terms & Conditions)
3.	Mrs. Schola Muou	Principal Review Officer (Selection)
4.	Mr. Joshua Heape	Senior Review Officer (Terms & Conditions)
5.	Mr. Barnabas Bineke	Senior Review Officer (Selection)
6.	Mrs. Mary Koike Feaviri	Administrative Assistant to Director Provincial

PERFORMANCE REPORT

The performance of the Provincial Review Division (PRD) in 2019 provides different aspects in managing the personnel review matters and also the achievements, challenges and provides alternatives as a way forward to minimize the backlog of cases accumulated since 2018 to realize PSC's statutory obligation to effectively and efficiently review personnel matters from Provincial Administration and Public Hospitals within the 90 days mandatory period required under Section 18(3)(d)(i) of the *Public Services (Management) Act 1995 (as amended)*.

The Provincial Review Division registered a total of two-hundred and sixty-two (262) cases in 2019. Many of those cases were carried over from previous years and are further categorized under five (5) major sub-headings that include; Review in Progress, Completed Cases, Information Papers, 2018 and 2019 Cases Held in Abeyance, and Case File Pending Allocation to Review Officers in 2020.

Review In Progress	<i>A total of one-hundred and thirty-four (134) cases are pending Submissions, Advices, oral hearing or are before the Legal Division for vetting. From the one-hundred and thirty-four (134) cases, fifty-one (51) cases are complete whilst eighty-five (85) are undergoing reviews.</i>
Completed Cases	<i>A total of fifty-one (51) cases have been completed and advices dispatched to relevant parties concerned.</i>
Information Papers	<i>A total of forty-one (41) Information papers were registered in 2019, out of which Seventeen (17) were completed and advices/decisions were dispatched to parties while the remaining twenty-four (24) are pending closure.</i>
Cases Held In Abeyance	<i>Sixty-four (64) cases are held in abeyance from the years 2018 and 2019 respectively. A total of thirty-four (34) cases were brought forward from 2018 while thirty (30)</i>

	<i>cases were registered in 2019.</i>
Case Files Pending Allocation	<i>A total of thirty-one (31) new cases were registered in 2019 and will be allocated to Review Officers in 2020.</i>

The tables below show the summary of the Personnel Review Matters registered in 2019 as well as Cases Allocated; Summary of Decisions; Submissions; New Files Pending for Allocation in 2020 and Summary of Oral Hearings conducted in 2019.

Table 1: Summary of Personnel Review Matters Registered in 2019

No.	TYPE OF REVIEW	STATISTICS
1.	2018 Cases Held In Abeyance	26
2.	2019 Cases Held In Abeyance	30
3.	Case Files Pending Allocation	31
4.	Information Papers	41
5.	Review in Progress	134
TOTAL		262

Table 2: Summary of Cases Allocated to Case Officers

No.	CASE OFFICER	TOTAL No. OF CASES	REVIEW IN PROGRESS	CASES COMPLETED (Decisions annulled, varied & upheld)
1.	Mr. Barnabas Bineke	24	24	0
2.	Mr. David Hanaromo	14	7	7
3.	Mr. Joshua Heape	34	15	19
4.	Ms. Koya Leslie	39	28	11
5.	Mrs. Schola Muou	23	11	12
TOTAL		134	85	49

Table 3: Summary of Decisions (Annulled, Varied & Upheld)

No.	CASE OFFICER	TOTAL No. OF CASES	DECISIONS		
			ANNULLED	VARIED	UPHELD
1.	Mr. Barnabas Bineke	0	0	0	0
2.	Mr. David Hanaromo	7	1	0	6
3.	Mr. Joshua Heape	19	10	7	2
4.	Ms. Koya Leslie	11	8	1	2
5.	Mrs. Schola Muou	12	7	0	5
TOTAL		49	26	8	15

Table 4: Summary of Submissions

No.	SUBMISSIONS COMPLETED	SUBMISSIONS PENDING
1.	25	34
TOTAL		262

Table 5: Summary of New Files from 2019 Pending Allocation in 2020 as per Provinces

No.	PROVINCE	STATISTICS
1.	Autonomous Region of Bougainville	3
2.	Eastern Highlands	2
3.	East New Britain	3
4.	East Sepik	4
5.	Gulf	1
6.	Hela	1
7.	Madang	2
8.	Manus	2
9.	Milne Bay	1
10.	Morobe	7
11.	New Ireland	2
12.	West New Britain	3
TOTAL		31

Table 6: Summary of Oral Hearings Completed in 2019

No.	PROVINCE	PROVINCIAL ADMINISTRATION	HOSPITAL	HEALTH AUTHORITY	STATISTICS
1.	Autonomous Region of Bougainville	22	0	0	22
2.	Daru	0	5	0	5
3.	Hela	1	0	3	4
4.	Manus	3	0	2	5
5.	Milne Bay	3	0	1	4
6.	Morobe	4	6	0	10
7.	Oro	1	0	0	1
8.	West New Britain	3	0	0	3
TOTAL					54

NOTE: Refer to appendices J – N for all statistics of Review Matters.

ACHIEVEMENT(S)

The Provincial Review Division (PRD) has performed exceptionally well in 2019 despite continuous financial constraints and lack of manpower. From the one-hundred and thirty-four (134) cases reviewed in 2019, forty-nine (49) cases were completed.

Additionally, fifty-nine (59) Submissions are undergoing review, with twenty-five (25) already completed, whilst thirty-four (34) have been carried over into 2020 and is anticipated to be completed in the first quarter.

Another notable achievement was the recruitment of Mr. Barnabas Binkeke as Senior Review Officer in late 2018. He has performed exceptionally well, especially in preparing

quality submissions and has thus contributed towards lifting and maintaining the high standard in the Division.

The PRD also acknowledges the assistance provided by Principal Review Officer from the National Review Division Mr. David Hanaromo who has assisted the Provincial Review Division in disposing some complex cases from New Ireland Provincial Administration and the Autonomous Region of Bougainville. Mr Hanaromo's assistance is highly appreciated.

CHALLENGE(S)

The Division encountered some challenges in performing its role in 2019 one of which was the postponement of the Duty Travel Program in May of the same, to allow the Supreme Court to make a decision on a case before the Commissions' Oral Hearing could commence.

Other issues faced include manpower shortage; non-attendance of Department of Personnel Management delegates to attend Oral Hearings; vetting of Draft Advices and Submissions were delayed in the Legal Advisory & Litigation Division; the lack of funding in October and November, 2019 affected the Divisions scheduled hearings in the Highlands region in December, most of which did not eventuate; lack of response from twenty-six (26) aggrieved officers on whether they would like to pursue their cases after 14 Day Notices were issued. Those cases were brought forward to 2019 from 2018. Moreover, there were about thirty (30) cases from 2019, that will be carried over into 2020 and it's expected that the number will double.

RECOMMENDATION(S)

To minimise the challenges as outlined, the Division is recommending the following strategies in-order to ensure a successful 2020.

- All Duty Travel must commence in January, 2020 so that Oral Hearings can be conducted within January – August, since Duty Travels are usually affected in the months of September through to December each year due to budgetary cuts to fund the governments Supplementary Budget.
- Director Corporate Services to consult with Human Resource Management and the Acting Secretary of the PSC Secretariat to immediately advertise and fill all vacant positions within the PRD in 2020.
- Director Legal Advisory & Litigation to set a turnaround time for Legal Officers to vet Submissions and Advices to comply with the 90 Days Statutory period required by law.

- The Public Services Commission to summon and fine the Department of Personnel Management for failing to appear at ALL Oral Hearings conducted by PSC, and ensure they start attending in 2020.

CONCLUSION

The Provincial Review Division is embarking on reducing the backlog of cases carried over from previous years. Hence, all 2018 cases will be closed for lack of interest in the first quarter of 2020 and all 2019 cases will be closed in the final quarter of 2020 by way of Information Papers, if the application forms are not returned or the request for 60 Days letter is not returned by aggrieved officers.

Furthermore, fourteen (14) Day Notices will be issued to the aggrieved officers advising them to write to PSC if they wish to pursue their cases; failure to respond implies the lack of interest on their part. This approach is consistent with the 90 Days Statutory period required by law, provided under Section 18(3) (d) (i) of the *Public Services (Management) Act 1995 (as amended)*.



Officers of the Provincial Review Division.

ASSESSMENT DIVISION

The division is delighted to present its annual performance report for the preceding year 2019 as it is a requirement by law for every government agency to submit their annual performance report to Parliament. However, before presenting its annual performance report there were few significant events that unfolded that hindered the division from fully performing its core functions since 2014 up till March 28th, 2019. Those significant events are highlighted hereunder for noting.

In May 2014, Constitutional Amendments were made which effectively removed the Commissions' powers under Section 193 and Section 208B of the Constitution which affected the core functions of the Assessment Division. The Commission through the Office of the Chairman Dr. Philip Kereme, OBE, MA, Ph.D filed a Supreme Court Reference challenging the legality of those Constitutional Amendments. The legal battle continued for more than four (4) years.

It was until March 28th, 2019 that the Supreme Court handed down a decision in favor of the Commission (SCA No. 148 of 2015). That decision effectively restored the Commissions' powers under Sections 193 & 208B of the Constitution relating to the appointment, suspension and revocation of the appointment of Departmental Heads, Provincial Administrators and Heads of Regulatory Statutory Authorities (RSA's).

The Assessment Divisions' core function is to provide advice by way of recommendation to the National Executive Council (NEC) on appointment, suspension and revocation of appointments of Departmental Heads, Provincial Administrators and Heads of Statutory Authorities. It is tasked with the highest responsibility to ensure that the Commission is seen capable of fulfilling this role by making decisions on appointments based solely on merit or in compliance with the "Merit-Based Appointment" statutory requirements . It ensures all appointments are made in a manner that fosters transparency, accountability and public confidence.

As of 28th March 2019, the division was able to facilitate a number of consultation matters by way of recommendations to NEC for appointment. Table 1 below outlines the statistics on these consultation matters.

The Division is headed by Acting Director –Mr Timothy Waringe. The staff ceiling for the Division is eleven (11) with currently four (4) staff on strength leaving seven (7) vacant positions, which will be occupied in the year 2020.

OFFICERS OF THE ASSESSMENT DIVISION

NO.	STAFF	DESIGNATION
1.	Mr Timothy Waringe	Acting Director Assessment
2.	Mr. Victor Lismond	Principal Assessment officer- Statutory Bodies
3.	Mr Oscar Maina	Short term Contract Officer
4.	Ms. Maggie Willie	Administrative Assistant

PERFORMANCE REPORT

In 2019 the Commission provided Advice and made Recommendation(s) to the National Executive Council (NEC) on the following appointments;

Table 1: Consultation Matters Received – 2019

NO.	CONSULTATION	CONSULTATIONS RECEIVED	COMMENTS
1.	Permanent Appointments of National Departmental Heads	10	8 Completed
2.	Acting Appointments of National Departmental Heads	39	Completed
3.	Permanent Appointments of Provincial Administrators	NIL	-
4.	Acting Appointments of Provincial Administrators	14	Completed
5.	Permanent Appointments of Heads of Statutory Bodies	7	4 Completed
6.	Acting Appointments of Heads of Statutory Bodies	29	28 Completed
7.	Permanent Appointment of CEO's of Public Hospitals	NIL	-
8.	Acting Appointment of CEO's of Public Hospitals	NIL	-
9.	Acting Appointment of CEO's of Provincial Health Authorities	NIL	-
10.	Appointment of Board Members of Statutory Bodies	10	Completed
11.	Acting Appointment of Board Members of Statutory Bodies	NIL	-

NOTE: Refer to Appendix O for ALL statistics.

Five [5] cases will be carried over to 2020 on substantive appointment matters from which three [3] have been completed. Those cases are for the following organizations/departments; Chief Secretary to Government & Secretary to Department of Prime Minister & National Executive Council, National Intelligence Office, Internal Revenue Commission, Auditor General's Office and the Office of Libraries and Archives.

Some outstanding matters that require immediate attention is the approval of the Assessment Procedural Manual which was delayed in 2019. Also the update of the record on Appointment dates and expiry dates of those appointments.

ACHIVEMENT(S)

When the Commissions' powers were restored there were a number of consultation matters that came through to the Commission in the second (2nd), third (3rd) and fourth (4th) quarters of 2019. The Assessment Division was able to effectively manage them with the hire of a Short Term Contract Officer that took the staff on strength to four.

Additionally, the division was able to create a waiting lounge for the interviewees with the limited funding that was available. However, interviews could not be conducted for those residing outside of Port Moresby due to funding constraints that needs to be improved upon in 2020.

CHALLENGE(S)

The successful Supreme Court Decision on 28th March 2019 that effectively restored the assessment function back to the Public Services Commission brought with it various challenges. The biggest issue was the lack of funds to perform the functions and duties of the division.

Manpower shortage was also an obvious issue as the former Assessment Division staff were deployed into other divisions, which left the division with only three [3] staff on strength.

CONCLUSION

In contrast, the division has performed exceptionally well and will continue to improve where necessary to achieve its goals as specified in the PSC Corporate Plan 2019-2023.

INVESTIGATION DIVISION

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 *PSC Corporate Plan 2019 – 2023* under *Corporate Plan Outcome 1*.

Corporate Plan Outcome 1, which is *Improvement in Compliance with Mandatory Functions and Requirements of the PSC*. Under this corporate plan outcome, the division's goal is compliance with relevant legislations and implementation of recommendation that is focused on three (3) corporate strategies this year. We will know we have achieved this when quality investigations are concluded and recommendations are implemented within reasonable time.

The Division has a staffing strength of only four (4) officers and is under the leadership of Ms. Rachel Wii who is the Acting Director Investigation.

OFFICERS OF THE INVESTIGATION DIVISION

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

NB: The Investigation Division has a total of eight (8) positions with four (4) funded positions yet to be filled.

PERFORMANCE REPORT

The Investigation Division although understaffed performed very well. In this reporting period, it has focus on three (3) corporate strategies under Corporate Outcome 1;

1. *Implement the investigations Standard Operating Procedures (SOP) Manual;*
2. *Conduct awareness on Investigation Process; and*
3. *Publish material on Investigation Process.*

Corporate Strategy: Implement the Investigations Standard Operating Procedures (SOP) Manual.

The Investigators (SOP) Manual is currently being reviewed and should be completed in early 2020.

The Manual is to be used as a guide to conduct effective investigations into serious allegations made against Departmental Heads, Provincial Administrators and CEOs' of RSAs'.

The division has also developed two Guidelines; Police Complaint Process and Investigators Code of Ethics that have both been endorsed in principal by the SMC.

Principal Investigator Mrs. Ravugerea Ginis has been tasked to develop an Internal Work Place Investigation Guideline which should be finalized once she has completed the review on the Investigators (SOP) Manual.

Corporate Strategy: Conduct awareness on investigation Process.

This year the division was not involved in the PSC Awareness Program as the role of the Investigation Division was not included in the awareness materials, even after the Supreme Court Decision in SCA No.148 of 2014. However, the division has prepared draft awareness materials on the investigation function of the Commission which can be reviewed and finalized for inclusion in the awareness program in 2020.

Corporate Strategy: Publish Materials on Investigation Process.

The role of the Investigation division is not included in the awareness materials, but as mentioned above, the draft awareness materials can be reviewed and finalized for inclusion in the awareness program in 2020.

ACHIEVEMENT(S)

The Investigation Division has managed to close eight (8) cases this year from a total of nine (9) cases recorded in 2019. Only one (1) was outstanding from the previous year 2018, that was carried over into this reporting period.

Another achievement for the Division this year was its involvement and valuable contribution to a new 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.

CHALLENGE(S)

There were a number of challenges faced which has slightly hindered the performance of the division, one being capacity. The reverting of the Commissions' appointment function will result in more investigations on consultations matters received by PSC.

Furthermore the delay in timely responses and feedback on projects and activities that have been completed and submitted for approval and endorsement have 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 divisions' internal investigation.

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

RECOMMENDATION

It is strongly recommended that the division be strengthened and revived by recruiting officers to assist with the operations of the division and to ensure that activities under Corporate Outcome 1 are achieved.

CONCLUSION

In conclusion, the Investigation Division has performed well in 2019 and continues to contribute meaningfully as and when required to work on other projects from time to time.

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



Officers of the Investigation Division.

LEGAL, ADVISORY & LITIGATION DIVISION

The core purpose of the Legal, Advisory and Litigation Division is to provide efficient and effective in house legal services to the Public Services Commission and the Secretariat.

The Division consists of two (2) Branches, the Advisory Branch and the Litigation Branch.

The main functions of the Advisory Branch are to;

- Provide Legal Opinion/ Advice upon request by the Commission and the Secretariat;
- Correct Draft Submissions prepared by Review Officers before they are finalized and presented for Commission decision;
- Correct Draft Advices, prepared in line with the Commissions' decision for the Chairmans' signature;
- Represent the Commission or accompany Commission Members 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 Commission Members are a party to;
- Liaise with Legal Officers and private law firms representing other parties to legal proceedings in which the Commission is a party to; and
- Attend Section 18 Commission hearings.

The Division currently has seven (7) staff comprising six (6) legal officers and the Administrative Assistant to the Director. Details of the current officers in the Legal, Advisory and Litigation Division are shown below;

OFFICERS OF THE LEGAL, ADVISORY & LITIGATION DIVISION

NO.	STAFF	DESIGNATION
1.	Mr. Richard Simbil	Director – Legal, Advisory & Litigation Division
2.	Mr. Manasseh Ranyeta	Principal Legal Officer (Litigation)

3.	Ms. Monica Kale	Senior Legal Officer (Advisory)
4.	Mr. Tobert Torato	Senior Legal Officer (Litigation)
5.	Miss. Fiona Yandi	Legal Counsel
6.	Mr. Salmet Sakarias	Legal Advisor
7.	Mrs. Mechtil Iga	Admin Assistant to Director LA &L

N.B: *The only position that remains vacant is that of the Principal Legal officer (Advisory)*

PERFORMANCE REPORT

This year has been a very productive year for the division. The Division was able to vet around two-hundred and sixty-six (266) Review Files as well as attend to various litigation cases and perform other functions and responsibilities under the Corporate Plan. This year also saw the Commission revert to the “Oral Hearing” procedure in its review of personnel matters. Hence, Divisional lawyers were heavily involved in the hearings as Oath Administrators and as Commission Delegates.

Another milestone for the division was the provision of forty (40) Legal Opinions/ Advices to the Commission and /or the Secretariat staff. This has been the largest number of opinions provided to date.

The Division has therefore performed exceptionally well despite its challenges.

ACHIEVEMENT(S)

The main achievements of the Division in 2019 include:

- Assisted with the successful Supreme Court Reference : **SCA No. 148 of 2015** which restored the Commissions power in relation to the appointment, suspension and revocation of appointment of Departmental Heads, Provincial Administrators and Heads of Regulatory Statutory Authorities;
- The disposal and conclusion of one other Supreme Court matter and two other National Court judicial review proceeding involving the Commission;
- The Provision of forty (40) Legal Opinions/ Advices to the Commission Members and Officers of the Secretariat on various legal issues regarding the roles and functions of the Commission; and
- Full and complete vetting of one-hundred and four (104) Submissions, ninety-four (94) Advices and seventy (70) Information papers from the two Review Divisions.

CHALLENGE(S)

This year was the first year in which the Commissions' four (4) new lawyers have performed fully in. It has been a very positive year for the Division and the Commission as a whole. The Challenge will be in retaining these lawyers given the lure of better conditions from the private sector as well as other State Agencies. In addition, the Divisional vehicle is not roadworthy and therefore has affected the smooth operations of the Division.

RECOMMENDATION(S)

To retain lawyers in PSC and strengthen the operations of the Division the following are strongly recommended:

- That the current packages and incentives offered to lawyers has be reviewed, so that it is competitive and on par with that of private law firms, companies and other Constitutional Offices and State Agencies; and
- That PSC purchase a new Divisional vehicle.

CONCLUSION

Even though 2019 was a very challenging year for the Division and the Commission as a whole, the Legal, Advisory & Litigation Division was able to fulfill its tasks and responsibilities and was able to provide effective and efficient legal services to the Commission and the PSC Secretariat.



Officers of the Legal, Advisory & Litigation Division.

CORPORATE SERVICES DIVISION

The primary role of the Corporate Services Division (CSD) is to provide a high standard of corporate and administrative services to support the core divisions, to achieve the Commissions' mission and objectives, as outlined in the Public Services Commissions' Corporate Plan 2019 - 2023.

There are five (5) Branches that make up the Corporate Services Division. They include; Human Resource Management, Finance, Information & Technology, Media & Publication and Registry. The Division is under the leadership of Mr. Waga Navei who is the Director of CSD. Mr. Navei over-sees twenty- one (21) 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
	Miss. Miriam Namesi	Acting Budget Officer
	Mr. Neidab Ulu	Certifying Officer
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	Registry Clerk
	Mr. Eli Iwa	Assistant Registry Clerk
7.	RECEPTION, DRIVERS, SECURITY & CLEANERS	
	Mrs. Elizabeth Unido	Receptionist / Administrative Assistant
	Mr. Julius Omuru	Senior 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
Ms. Ronny Meck	Cleaner [casual]

PERFORMANCE REPORT

The Division has performed well in 2019 as indicative of some of the major achievements and progress made in this reporting period. Listed below are the activities and programs that were undertaken by the Director of CSD in 2019 followed by the reports from the five (5) Branches;

There are numerous achievements from the Office of the Director, some of which include;

➤ **Implementation of Divisional Meeting Calendar**

The CSD has been holding Branch Managers meetings as well as a combined CSD staff meeting on a monthly basis. These meetings provide an avenue for the Branch Managers to properly plan and align their respective Branch Plans to achieve PSC's business objectives; moreover, the combined CSD staff meeting provides an opportunity for staff to air their concerns or make suggestions to improve the operations of CSD and that of the Secretariat as a whole.

➤ **Board of Survey Forms on PSC Vehicles**

The Board of Survey Forms has been completed by the Department of Works and has been referred to the National Procurement Commission (NPC) for vetting. The PSC will be advised once an approval is given by NPC to tender the old PSC vehicles.

➤ **PSC Mini Organizational Restructure**

A Submission to the Department of Personnel Management on a proposed Mini-Organizational Restructure has been halted and will come under the PSC New Look Project.

➤ **PSC Corporate Risk**

A number of PSC Corporate Risks were identified, and PSC Audit Committee was briefed in one of the recent meetings using the template that was received from the Department of Finance. Further, a matrix will be done to brief the PSC Audit Committee in the next Audit Committee meeting that will be held in 2020.

➤ **Budget for 2020**

After thorough planning and preparation on Personal Emolument and Goods & Service Items, the 2020 budget was submitted to the Department of Treasury after which the government favorably approved the 2020 budget with an increase as compared to previous years.

The budget allocation for PSC totaled K7, 135, 800 million for Goods & Services and Personnel Emoluments. The Commission was also allocated K3, 000, 000 million under the Public Improvement Program (PIP) funding, bringing the over-all budget total to K10, 135, 800 million for 2020.

➤ **PSC Disciplinary Committee**

Since 2018, a total of eleven (11) disciplinary cases were registered and the PSC Disciplinary Committee has consistently met, considered and made recommendations; whilst four (4) cases are pending and will be closed soon.

➤ **Staff Attendance and Punctuality**

There has been significant improvement in this area in 2019 as compared to previous years. Staff have been continuously reminded to improve on their attendance and tardiness to work.

➤ **Draft PSC Transport and Vehicle Use Policy**

The draft of the PSC Transport and Vehicle Use Policy 2018 has been considered by the Senior Management Committee and copies have been emailed to all Divisional Directors for their input.

➤ **Payroll Audit/Payroll reconciliation**

As per the decision of PSC Audit Committee, payroll reconciliation has begun and a report was submitted during one of the PSC Audit Committee meetings in 2019.

➤ **Upgrade of Fixed Assets**

As per the directive of the PSC Audit Committee and Acting Secretary, a Fixed Assets Report was submitted to the PSC Audit Committee in one of the meetings held in 2019.

HUMAN RESOURCE MANAGEMENT BRANCH

The Human Resource Management (HRM) Branch is responsible for the proper management of human resource functions and activities within the Commission and Secretariat. This is done through continuous communication with staff and assessment of 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 PSC Secretariat. The increase is largely due to the recruitment of new staff into the National and Provincial Review Divisions, Legal Advisory & Litigation Division, Investigation and Assessment Divisions and the Corporate Services Division.

STAFF ESTABLISHMENT & MANPOWER

No.	Division	No. of staff on strength	No. of Vacancies	Total No. of Positions
1	Commission	3	0	3
2	Executive	4	3	7
3	National Review	7	5	12
4	Provincial Review	6	5	11
5	Legal, Advisory & Litigation	7	1	8
6	Investigation	4	4	8
7	Assessment	4	7	11
8	Corporate Services	22	9	31
9	Unattached	1	-	-
Total		58	34	91

TRAINING & DEVELOPMENT

In 2019, the PSC Training & Development Committee endorsed various training programs for officers as indicated below;

- Four (4) officers attended the Future Leaders Program which is a Precinct Leadership Program delivered under the Pacific Leadership and Governance Precinct. The officers included Acting Director Assessment Mr Timothy Waringe, Principal Review Officer Mr Steven Haibaku, Principal Investigator Mr Vali Vanua and Principal Media & Publication Officer Ms. Dorah Gawi.

- Acting Director Investigation Ms. Rachel Wii undertook her first year of the Master of Economics and Public Policy program at the University of Papua New Guinea under the Public Service Scholarship Program. This is a two year program that Ms. Wii is undertaking on a part-time basis.
- Principal Review Officer Ms. Koya Ope Leslie is on a self-sponsored program at the Divine Word University Open Campus in Port Moresby to attain a Bachelor of Management Degree. Ms. Leslie will complete her program of study at the end of 2019.
- Personnel Assistant to the Office of the Secretary Mrs .Raga Wele and Administrative Assistant to Director Investigation Ms. Chrysolyte Kasokason have both successfully completed a one week course in Business Writing at the PNG Institute of Banking and Business Management (IBBM) and both received a Certificate of Participation.

CONTRACT REVIEW COMMITTEE

The PSC Contract Review Committee has held several meetings on the renewal of Senior Officers Contracts including other matters that require the attention of the Committee.

RETIREMENT

Further verification on the calculations of PSC's retirees Commissioner Provincial Mr. Hansel Kakimo and Principal Review Officer Mr. Brian Avuti have been completed by the Office of the Secretary of the Department of Personnel Management and is awaiting funding for payment to be made.

ADVERTISTMENT ON VACANT POSITIONS

Seventeen (17) vacant positions were advertised after an exemption was given by the Acting Secretary, Department of Personnel Management to advertise. The vacancies were advertised in the National and Post Courier newspapers for three (3) days each in September 2019.

The HR business processes of screening of applications, interviews of shortlisted applicants, selection and recruitment were completed in December, resulting in successful applicants being notified, and will join the PSC Secretariat in early 2020.

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; 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 Commissions Budget, ensuring proper certification and examination of all claims and issuance of transaction cheques and provision of competent advice on fund appropriation.

PERFORMANCE REPORT

The 2019 total Budget Appropriation given to the Public Services Commission was **K6, 075, 859 million** which consists of Personnel Emoluments K4, 914, 259 million and Goods and Services K1, 161, 600 million.

However, despite the approved appropriation, the total warrants released for the year ending 31st December, 2019 was **K5, 752, 160 million**, that registered a shortfall of **K323, 699** under the Goods & Services component. The shortfall in the Commissions' Budget Appropriation was largely due to the Supplementary Budget that saw about **K523, 699** of the Commissions' Goods & Services appropriation cut, resulting in a the Commission over-spending by **K149, 628**. Warrants up until September were released totaling **K787, 529** from which **K779, 209** was spent.

Table 1 below provides an analysis of the original appropriation and the revised appropriation after the budget cut.

The Public Services Commission in a letter to the Department of Treasury (DoT) made known the over-spending in the Commissions' Goods & Services component, from which Treasury then allocated **K200, 000**. The allocation was parked under *Item 227 – Other Operational Services*.

From the **K200, 000** that was allocated, **K149, 628** was deducted by DoT to cover for the over-expenditure; the final warrant released to the Commission in December for Goods & Services totaled **K50, 372** out of the K200, 000 allocation. (*Warrant No. WA33440249*)

Table 1:

Comparative Table of Supplementary Budget Cut and indicate the over-expenditure on each items.									
Item	Item Description	ORIGINAL APPROPRIATION:	REVISED APPROPRIATION:	BUDGET CUT (SUPPLEMENTARY) IN OCTOBER	WARRANT RELEASED YTD. (Jan - Sept)	UN-RELEASED WARRANT	ACTUAL EXPENDITURE YTD.	AVAILABLE FUNDS (Bal. from last Warrant)	REMARKS:
Col. 01	Col. 02	Col. 03	Col. 04	Col. 05	Col. 06	Col. 07 = (03-06)	Col. 08	Col. 09	Col. 010
	PERSONNEL EMOLUMENTS.	4,914,259	4,914,259	-	3,699,745	1,214,514	4,967,960	(1,268,215)	1,214,514
111	Salaries and Allowances	4,284,259	4,284,259	-	3,178,245	1,106,014	4,430,752	(1,252,507)	1,106,014
112	Wages	-	-	-	-	-	-	-	-
113	Overtime	10,000	10,000	-	10,000	-	9,994	6	-
114	Leave Fares	220,000	220,000	-	145,600	74,400	111,702	33,898	74,400
141	Retirement, Pension, Gratuities and Retirement	400,000	400,000	-	365,900	34,100	415,512	(49,612)	34,100
				-					-
	TOTAL OTHER GOODS & SERVICES	1,161,600	637,901	523,699	787,529	374,071	779,209	8,320	(149,628)
	FIXED COSTS	89,000	48,400	40,600	60,000	29,000	59,100	900	(11,600)
122	Utilities							-	-
126	Administrative Consultancy Fees	89,000	48,400	40,600	60,000	29,000	59,100	900	(11,600)
	VARIABLE COSTS/OTHER GOODS & SERVICES	1,072,600	589,501	483,099	727,529	345,071	720,109	7,420	(138,028)
121	Travel and Subsistence	409,200	328,140	81,060	351,300	57,900	348,204	3,096	(23,160)
123	Office Materials and Supplies	60,000	35,220	24,780	42,300	17,700	40,551	1,749	(7,080)
125	Transport and Fuel	82,000	18,680	63,320	36,772	45,228	36,706	66	(18,092)
128	Routine Maintenance	161,780	30,489	131,291	68,000	93,780	66,586	1,414	(37,511)
135	Other Operational Expenses	160,400	116,814	43,586	129,267	31,133	129,202	65	(12,453)
136	Training, Education and Workshops	67,200	8,960	58,240	25,600	41,600	24,715	885	(16,640)
142	Membership Fees, Subscriptions and Contributions	20,000	20,000	-	20,000	-	19,917	83	-
221	Furnitures and Office Equipment	112,020	31,198	80,822	54,290	57,730	54,228	62	(23,092)
222	Purchase Vehicle	-	-	-	-	-	-	-	-
272	Information, Communication and Technology	-	-	-	-	-	-	-	-
	TOTAL	6,075,859	5,552,160	523,699	4,487,274	1,588,585	5,747,169	(1,259,895)	1,064,886

Tables 2 and 3 shows a summary of the Appropriation of the Commission released by the Department of Treasury and the Expenditure in this reporting period.

Table 2:

Original Appropriation		Revised Appropriation	
<i>Personnel Emoluments:</i>	<i>K4, 914, 259</i>	<i>Personnel Emoluments:</i>	<i>K4, 914, 259</i>
<i>Goods & Services:</i>	<i><u>K1, 161, 500</u></i>	<i>Goods & Services:</i>	<i><u>K837, 901</u></i>
<i>Total Budget Appropriation</i>	<i><u><u>K6, 075, 859</u></u></i>	<i>Total Budget Appropriation</i>	<i><u><u>K5,750, 160</u></u></i>

EXPENDITURE YTD

Table 3:

<i>Personnel Emoluments:</i>	Total Warrant Released YTD: K4, 914, 259	Actual Expenditure YTD: K5, 596, 592
<i>Goods & Services:</i>	Total Warrant Released YTD: K837, 901	Actual Expenditure YTD: K838, 842

Table 4 below shows the Budget Over-Run and the Total Warrant received YTD and the Total Expenditure YTD

Table 4:

OPERATIONAL (RECURRENT) BUDGET - QUARTERLY REPORT ON EXPENDITURE BY ITEMS: QTR ENDING: 31st DECEMBER 2019 (Actual Warrant Vs Expenditure)							Attachment D
Item "Col. A"	Original Appropriation "Col. B"	Revised Appropriation "Col. C"	Warrants YTD "Col. D"	Prorata (100%) "Col. E" / (Col. C x %)/ 100	Expenditure YTD. "Col. F"	Variance (Expenditure YTD less Prorata) "Col. G" (Col. D—Col. F)	Justification (explanation needed if variance is more than 10 per cent) "Col. H"
Personnel Emoluments (PE)							
210000 - Personnel Costs							
211000 - Salaries and Allowances	4,284,259	4,284,259	4,284,259	4,284,259	4,951,084	(666,825)	-16
212000 - Wages	-	-	-	-	-	-	-
213000 - Overtime	10,000	10,000	10,000	10,000	9,998	2	0
214000 - Leave Fares	220,000	220,000	220,000	220,000	219,998	2	0
215000 - Retirement Benefits, Pensions, Gratuities and Retrenchment	400,000	400,000	400,000	400,000	415,512	(15,512)	-4
Total PE	4,914,259	4,914,259	4,914,259	4,914,259	5,596,592.2	- 682,333	-14
Goods and Services (G&S)							
221000 - Domestic Travel					-		
222000 - Travel and Subsistence	409,200	328,140	351,300	328,140	354,146	(2,846)	-1
222100 - Overseas Travel	-	-	-	-	-	-	-
223000 - Office Materials and Supplies	60,000	35,220	42,300	35,220	42,298	2	0
224000 - Operational Materials and Supplies	-	-	-	-	-	-	-
225000 - Transport and Fuel	82,000	18,680	36,772	18,680	36,770	2	0
226000 - Administrative Consultancy Fees	89,000	48,400	60,000	48,400	59,994	6	0
227000 - Other Operational Expenses	160,400	316,814	179,639	316,814	177,752	1,887	1
228000 - Training	67,200	8,960	25,600	8,960	25,598	2	0
231000 - Utilities	-	-	-	-	-	-	-
233000 - Routine Maintenance	161,780	30,489	68,000	30,489	67,998	2	0
251000 - Membership Fees and Contributions	20,000	20,000	20,000	20,000	19,998	2	0
271000 - Office Furniture and Equipment	112,020	31,198	54,290	31,198	54,288	2	0
272000 - Information & Communication Tech	-	-	-	-	-	-	0
Total Goods and Services	1,161,600	837,901	837,901	837,901	838,842	- 941.0	0
Grand Total (PE + GS)	6,075,859	5,752,160	5,752,160	5,752,160	6,435,434	- 683,274	-12

BUDGET OVER-RUNS EXPECTED AT THE FISCAL YEAR 2019

The Commissions' budget over-runs under Personnel Emoluments stands at **K682, 333**; this figure is under Salaries & Allowances. Some of the factors identified in the budget over-runs are highlighted below;

- In pay five (5) there was a one-of-payment made to the Acting Chairman for the underpayment of Salaries & Allowances for the year 2012 to 2014, the sum of **K165, 689.93**.
- The 3% Consumer Price Index (CPI) back-dated payment was made in Pay nine (9) and was not captured in the 2019 Budget.
- In Pay ten (10) the Gratuity payment for Commissioner National totaling **K19, 776.26** was charged under Salaries & Allowances.
- In Pay eleven (11) the Gratuity payment for the Acting Chairman was also charged under Salaries & Allowances totaling **K27, 301.33**.

Under Goods & Services, the Commissions' financial statement shows that there was a budget over-run of **K941, 000**, this figure is calculated from prorated of 100%. Note that the Revised Appropriation (*after the cut from the Supplementary Budget*), the Commission had already spent more than the Revised Appropriation figures under each item, when the Supplementary Budget was introduced in October.

BANK RECONCILIATION

The Commissions' Bank Reconciliation for the year is complete up to the month of December, 2019. However, there are a number of cheques still outstanding or un-presented totaling **K4, 950. 35**.

ACHIEVEMENT(S)

The Finance Branch recorded a number of achievements in this reporting period as indicated below;

- The Branch successfully settled all important Claims to service providers, despite experiencing a cut to the Commission Goods & Services component.
- The Commission successfully held all its required quarterly Audit Committee Meetings, despite not having an Internal Auditor.

- There are no outstanding Cash Advances recorded, due to prudent action taken by the staff in managing Advances and educating the staff on Advance requirements as stipulated under the *Public Finance (Management) Act 1995*.

CHALLENGE(S)

The Branch also faced numerous challenges whilst undertaking its duties. These challenges are indicated below;

- The Finance Branch is understaffed and the current Accounting System, which is the Integrated Financial Management System (IFMS), does not allow staff in the Branch to perform more than one role in the system. Also, the cut to the Commissions' Budget created undue stress on staff towards the end of the year.
- The Branch has a capacity issue with the Bank Reconciliation. Therefore, the Commission depends very much on officers from the Department of Finance to assist with our Bank Reconciliation.
- The Commission was without an Internal Auditor for the last two (2) years and as a result, the Finance Branch was given an extra task by preparing Agenda Items and provide administrative assistance during the Audit Committee Meetings.

CONCLUSION

The Finance Branch performed well in this reporting period by ensuring that funds allocated to the Commission to perform its mandated role was prudently managed and the available resource, despite the funding cut was maximized to ensure the smooth operations of the Commission.

INFORMATION TECHNOLOGY (I.T) BRANCH

The Information Technology (I.T) Branch is responsible for the effective planning, implementation, organization, procurement and installation of all I.T facilities in the Public Services Commission. The Branch is also required to provide effective advice to the management on all I.T requirements.

PERFORMANCE REPORT

Apart from the daily support and management of the Commission's I.T infrastructure, below are some of the notable achievements together with the challenges faced by the Branch in 2019 in carrying out its duties.

ACHIEVMENT(S)

The Case Management System (CMS) is a priority project under the PSC Corporate Plan 2019 – 2023 and will be over-hauled, after successful negotiations got underway with the European Union (E.U) in late 2019 to improve the existing PSC Case Management System. The funding by E.U totaling K1.4 million will over-haul and expand the Review Divisions CMS system to incorporate the core activities of other divisions that include Investigation, Legal, Advisory and Litigation and the Assessment Division.

Another achievement is the completion and launch of the PSC Website. The website is managed by the I.T Branch with the updating of the content undertaken by the Media & Publication Branch.

CHALLENGE(S)

The major constraint faced by the Branch is the lack of funds to fully implement existing and new projects. Towards the end of 3rd and 4th Quarter, the I.T Branch was seriously understaffed, after two (2) I.T officers, including the Manager I.T left the Commission.

Moreover, with the obsolete I.T server infrastructures and systems, the operations of the I.T Branch were posed with a high risk. As a result of the aging and obsolete facilities, the Commission's Exchange Server for emails was corrupted on the 21st of November, 2019, due to the constant power outages. The server could not be fixed as it was obsolete with the Windows Server 2008R. Moreover, due to funding constraints, the server could not be replaced, therefore, crippling the Commissions email communication.

To resolve this issue, the Commission successfully negotiated with Datec PNG Ltd as its Internet Service Provider (ISP), and a solution was reached, in which PSC is currently using Datecs' C-Panel service for its emails, until a new Exchange Server for PSC is procured.

NEW PROJECTS FOR 2020

The I.T Branch will be embarking on a number of new projects in 2020, apart from the CMS project. These new projects include;

- Overhauling all I.T Server Infrastructure facilities;
- Upgrading of Users PC's Operating Systems from Windows 7 Professional to Windows 10;

- Purchase and set up new Network Printers;
- Purchase and set up new Scanner for the Registry Branch to scan Commission file; and
- Upgrading PSC's telephone system.

CONCLUSION

The I.T Branch continues to perform its role with diligence in the Commission, despite the limited funding available to improve the I.T infrastructure in PSC.

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 avenue 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 branch is to deal with media, marketing and publication matters, together with other services offered by the branch for the Commission and PSC Secretariat. It is the prerogative of the branch to create awareness on the roles and functions of the Commission amongst public servants and stakeholders in the National Public Service.

Another vitally important role of the branch is to compile the Commission's Annual Reports, Management Action Plans and other publications and policies sanctioned by the Commission that is to be performed with the utmost efficiency to fulfill the over-all objective of the Commission.

PERFORMANCE REPORT

ACHIEVEMENTS

There were several achievements of the Media & Publication Branch as indicated below;

- **PSC Management Action Plan (MAP)**
The Management Action Plan was successfully compiled and completed by the Branch in February, 2019 and distributed to all Commission Members, Senior Management Committee and staff of the PSC Secretariat. The MAP identifies major activities to be undertaken in the year and indicates the resources, logistics and manpower needed to implement and carry out the task.

➤ **PSC 2018 Annual Report**

The 2018 Annual Report was successfully compiled, printed and officially presented to the Governor General on the 30th of July, 2019 by the Acting Chairman of PSC. The Commission is up to date with its Annual Report to Parliament as mandated by law.

➤ **Future Leaders Program (FLP)**

The Principal Media & Publication Officer Ms. Dorah Gawi attended the Future Leaders Program (FLP) which was a nine (9) month program that commenced on the 25th of March, 2019 and ended on the 29th of November, of the same. The program was held at the University of PNG and focused on two (2) key government documents that included the Gender, Equity and Social Inclusion Policy and the Ethics and Values Based Executive Leadership and Management Capability Framework.

The program combined skills-based training, peer-to-peer learning, participatory exercises, class discussions, academic coursework and workplace application project. Upon completion of the course, Ms. Gawi was presented with a Certificate of Participation.

CHALLENGES

The lack of funding was the major concern in 2019. The *PSC Today Newsletter* was again affected as funding was not available to print the newsletter, furthermore, the proposed upgrading of the publishing software used by the Media & Publication Branch for its publications was not undertake due to this issue.

The Media & Publication Branch is optimistic that adequate funding will be available in the year 2020, in-order for the branch to implement some of its programs and activities.

Another issue that has plagued the Branch is the lack of manpower. The Branch has been without staff for several years, and with the increase in tasks and other programs and activities of the Commission and Secretariat, it is high time that officers be recruited to assist in implementing activities carried in our PSC Corporate Plan 2019 – 2023.

Moreover, the Branch has been faced with countless problems in-relation to the updating of the PSC Website. Officers within the I.T Branch lack the knowledge and skills to properly manage and monitor the website and upload content as well. The way forward is to either provide website training for the I.T officer or competent officers be recruited to manage the activities of the I.T Branch.

CONCLUSION

The performance of the Media & Publication Branch in 2019 is exceptional, despite the challenges faced. The branch has achieved most of its normal operational activities and has taken on board other tasks that it will continue to implement in the year 2020.

The New Year brings with it numerous challenges, one of which is to revive the *PSC Today Newsletter*, which has been left dormant since the last publication in 2014.

The Media & Publication Branch looks forward to a successful 2020 as it welcomes its new staff; furthermore, the Branch stands committed to achieving the goals set out in the PSC Corporate Plan 2019 – 2023.

REGISTRY BRANCH

The Registry Branch of the PSC is responsible for the effective maintenance and registration of all records and correspondence for the Commission. The Branch's primary objective over the recent years was to dispose of all out-dated files to create sufficient storage space for cases that need to be archived. This task continues to be a challenge because of the lack of a scanning machine to facilitate the process of scanning of all files before they are disposed.

PERFORMANCE REPORT

ACHIEVEMENT(S)

The Registry Branch, despite its setback with the afore mentioned scanning machine, managed to manually record a total of two-thousand one-hundred and seventy-two (2,172) physical files, before being disposed. Another important task for the registry is the updating of the filing system and the security of personal review files. The progress on this particular project saw a survey conducted to update the current PSC filing indexing series. With the completion of the survey, a request was made for five hundred (500) crystal files to cater for the filing indexing series. Only one hundred (100) crystal files were purchased which allowed work to be completed in the compactor for easy retrieval for the Commissions general administrative referencing purposes.

The security of personal review case files for safe keeping has been crosschecked with computer and data records and physical files have been archived in storage boxes. These archive boxes were labelled with updated records and dates with correct labelling in a numerical sequence for safe keeping and easy access. Three (3) new filing cabinets were also utilised in housing the important information with two of the cabinets used for the Reviews Divisions and one for the Commissions Advices and Court Proceedings, specifically for the storage of current running files.

Through the Commissions advanced payment for the letterbox, a total of eight hundred and fifty eight (858) client copies for various departments were dispatched to the post office and four hundred and ninety six (496) were for job applicants that were sent to individuals who applied for job vacancies within the Commission. Thus the collection of correspondence and mail for the Commission Members and staff of the Secretariat are managed efficiently and distributed accordingly.

Finally, in terms of the Records Management Policy, a draft was completed and sent to the office of Director Corporate Services, Mr Waga Navei for further discussion and assessment with the Senior Management Committee (SMC) and the Legal, Advisory & Litigation Division.

CHALLENGE(S)

Lack of adequate funding continues to be a major constraint due to budget cuts that hindered the Registry Branch from purchasing a Scanning Machine for their Branch. The Scanning machine is a vital tool for record keeping purposes, specifically to facilitate the scanning of important documents. It will also enable easy retrieval and cross referencing of all Commission review files and provides proper and timely documentation of administrative matters.

CONCLUSION

The Registry Branch in-order to accomplish its planned activities needs to develop a Data Document Management System and to achieve that, funding must be given to purchase a Scanning Machine to ensure a much faster and smoother workflow, to enable the archiving of important Commission documents.

The Data Document Management System will improve the efficiency and effectiveness of the Branch to easily access and retrieve files and will also store electronically archive all Commission files.

2019 UNAUDITED FINANCIAL YEAR REPORT

OPERATIONAL (RECURRENT) BUDGET - QUARTERLY REPORT ON EXPENDITURE BY ITEMS: QTR ENDING: 31st DECEMBER 2019							Attachment D
"Col. A"	Original Appropriation "Col. B"	"Col. C"	"Col. D"	Prorata (100%) [Col. C x		Variance (Expenditure YTD less Prorata) "Col. G" [Col. E---Col. F]	Justification (explanation needed if variance is more than 10 per cent) "Col. H"
Personnel Emoluments (PE)							
210000 - Personnel Costs							
211000 - Salaries and Allowances	4,284,259	4,284,259	4,284,259	4,284,259	4,951,084	(666,825)	-16
212000 - Wages	-	-	-	-	-	-	
213000 - Overtime	10,000	10,000	10,000	10,000	9,998	2	0
214000 - Leave Fares	220,000	220,000	220,000	220,000	219,998	2	0
215000 - Retirement Benefits, Pensions, C	400,000	400,000	400,000	400,000	415,512	(15,512)	-4
Total PE	4,914,259	4,914,259	4,914,259	4,914,259	5,596,592.2	- 682,333	-14
Goods and Services (G&S)							
221000 - Domestic Travel				-			
222000 - Travel and Subsistence	409,200	328,140	351,300	328,140	354,146	(26,006)	-8
222100 - Overseas Travel	-	-		-		-	
223000 - Office Materials and Supplies	60,000	35,220	42,300	35,220	42,298	(7,078)	-20
224000 - Operational Materials and Suppl	-	-	-	-	-	-	
225000 - Transport and Fuel	82,000	18,680	36,772	18,680	36,770	(18,090)	-97
226000 - Administrative Consultancy Fees	89,000	48,400	60,000	48,400	59,994	(11,594)	-24
227000 - Other Operational Expenses	160,400	316,814	179,639	316,814	177,752	139,062	44
228000 - Training	67,200	8,960	25,600	8,960	25,598	(16,638)	-186
231000 - Utilities	-	-	-	-	-	-	
233000 - Routine Maintenance	161,780	30,489	68,000	30,489	67,998	(37,509)	-123
251000 - Membership Fees and Contribut	20,000	20,000	20,000	20,000	19,998	2	0
271000 - Office Furniture and Equipment	112,020	31,198	54,290	31,198	54,288	(23,090)	-74
272000 - Information & Coommunication T	-	-	-	-	-	-	0
Total Goods and Services	1,161,600	837,901	837,901	837,901	838,842	- 941.0	0
Grand Total (PE + GS)	6,075,859	5,752,160	5,752,160	5,752,160	6,435,434	- 683,274	-12

CORPORATE PLAN PROJECTS

PSC AMALGAMATION PROJECT

The Public Services Commission and the PSC Secretariat are two separate entities as provided for under Section 17A of the *Public Services [Management] Act 1995 (as amended)*. The Public Services Commission is a Constitutional Office which is made up of the Chairman and Commissioners National and Provincial; while the Head of the Secretariat and staff of the Secretariat are officers of the National Public Service, who fall under the control of the Secretary, Department of Personnel Management. The Head of the Secretariat is subject to assessments by the Secretary, Department of Personnel Management on the advice of the Commission, while the Head of the Secretariat makes decisions on the management and administration of staff of the Secretariat in consultation with the Commission and Secretary, Department of Personnel Management.

This separation has hindered the efficient and effective delivery of the Commission's Constitutional functions in the following ways:

1. The independence of the Commission as guaranteed by Section 192 of the *National Constitution* is greatly undermined, as it subjects the officers of the Secretariat to the direction, management and control of the Secretary, DPM;
2. Hinders the ability to solve staff capacity issues because approval has to be sought from Secretary, DPM for such decisions;
3. Hinders funding and budgetary support due to the fact that the Commission does not have financial autonomy and self-accounting status, and is always hampered, as it relies on the monthly warrants from the Department of Treasury; and
4. Inadequate protection of Members of the Commission and the staff of the Secretariat in terms of privileges and immunities in carrying out the functions of the Commission.

To address these issues, the Commission had embarked on the 'Amalgamation Project' that is captured in the Commission's Corporate Plan 2019 – 2023. Since the Commission and its Secretariat are creatures of statute, the 'Amalgamation Project' entails the passage of legislation to merge the two entities.

In August 2019, a Technical Working Group (TWG) was established by the Commission to spearhead the project and is headed by Director Legal, Advisory and Litigation - Mr.

Richard Simbil. The TWG includes the Acting Secretary, PSC Secretariat - Mr. Terence Tupi, Senior Legal Officer – Ms. Monica Kale, Professional Consultant – Mr. Eremas Andrew and the external stakeholders include officers from the Office of the State Solicitor, Office of Legislative Counsel, Department of Personnel Management and the Constitutional and Law Reform Commission. Invitations were also sent out to the Departments of Treasury, Finance and National Planning to be part of the TWG.

For this reporting period, the Technical Working Group has met on two (2) occasions on the 3rd and 18th of September to discuss three (3) draft documents that will be put together by the Commission. These documents include;

1. Draft NEC Policy Submission;
2. Draft Public Services Commission Bill 2019; and
3. Drafting Instructions.

The Commission anticipates that the comments will lead to the finalization of the above documents so that a **Certificate of Necessity** is issued by the Office of the State Solicitor, which will then go onto the NEC and eventually it is tabled on the floor of Parliament.

PSC AWARENESS PROGRAM

The PSC Awareness Program was launched on the 18th of November, 2015 at the Gateway Hotel in Port Moresby. Following the launch, the first awareness program was conducted on the 4th of April, 2016 in the Highlands region that included Simbu, Enga, Western Highlands and Jiwaka Provinces and educated public servants on the roles and functions of the PSC, further emphasizing on what right they had as employees of the National Public Service.

The awareness program since the launch has been conducted in most Provincial Administrations and Provincial Hospitals throughout the country except for Central Province which is expected to be done in 2020. In this reporting period, awareness was carried out in Madang and the Autonomous Region of Bougainville.

The National Departments that PSC has carried out its awareness program to date include; Department of Finance, Department of Treasury, Coastal Fisheries Development Authority, Department of Works, Department of Defence, PNG National Museum & Art Gallery, PNG Sports Foundation, Department of Agriculture & Livestock, PNG Immigration & Citizenship Services Authority, Department of Foreign Affairs, Department of Commerce, Trade & Industry, Department of Rural Development & Implementation, National Youth Development Authority, Department of Health,

Department of Provincial & Local Level Government and Department of Labor & Industrial Relations.

Moreover, the Commission has also written to other departments and agencies, but has not received any positive feedback to proceed with the awareness program.

In conjunction with the awareness program, the Commission was also invited to speak on its roles and functions during Public Service Induction Programs hosted by various departments and state agencies. They include; Department of Foreign Affairs, Office of Censorship, Department of Agriculture & Livestock (Highlands region), East Sepik Provincial Health Authority Launch and at the Induction of its new Board Members; and the civilian officers of the Department of Police.

During the course of the awareness program, the Commission also brought onboard the Phones-Against-Corruption initiative by the Department of Finance (DoF) and the United Nations Development Program (UNDP) to be rolled out alongside the awareness program. The UNDP Consultant attached with the DoF travelled with the Commission Team to Madang, the Autonomous Region of Bougainville and visited two (2) departments that included Department of Commerce, Trade and Industry and Department of Agriculture & Livestock.

From the feedback received from the public servants as indicated on the evaluation forms, it was found that most wanted a clear distinction of functions and roles between the PSC and DPM; others were not aware of their rights as public servants while most suggested that the awareness program be conducted every year and be extended into the Districts.

PSC NEW LOOK MODEL

Successive governments have initiated a series of key Public Service Reforms since 1975, through policy initiatives to ensure Papua New Guineans enjoy the maximum benefits through an effective and efficient service delivery mechanism that is operative. The O'Neill/Dion Governments' (2012- 2017) policy reforms includes the Department of Personnel Management (DPM) and the Public Services Commission (PSC) to have it reformed through *Priority No. 39* of the Alotau Accord 1, in which the Platform for Action states that;

- a performance based and outcome orientated policy must be undertaken for all levels of the Public Service and that there must be a review of the DPM and the PSC;

- DPM be abolished and PSC restructured;
- PSC is given Constitutional powers and responsibilities to over-see the efficiency of the Public Service; and that
- The Commission is accountable to the NEC and Parliament.

In keeping with the Policy directive, the PSC Research & Review Committee was set up in 2015 through the Office of the Secretary, PSC Secretariat, to conduct a research 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 Governments intentions and desire for the Public Services Commission in PNG.

The Committee studied nine (9) different models including those in developed and developing nations, and in November, 2018 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 carry out stakeholder consultations before a submission is made to the National Executive Council (NEC).

In 2019, significant progress was made were a policy submission has been drafted and is pending further work by the Legal Division. The NEC Submission is to inform NEC of PSC's Reform policy and to further seek NEC's approval for initial funding to be allocated to conduct a wider stakeholder consultation to gauge views on the PSC New Look Policy.

ACHIEVEMENTS

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

- The National Review Division (NRD) completed eighty-one (81) Review Matters, taking on-board thirteen (13) cases from the Provincial Review Division (PRD), while sixty-eight (68) were from the Division itself. The NRD carried over two-hundred and seventeen (217) Outstanding Review Matters to 2020.
- The Provincial Review Division (PRD) reviewed one-hundred and thirty-four (134) cases in 2019, out of which forty-nine (49) cases were completed, while thirty-four (34) were carried over into 2020 and is expected to be completed in the first quarter. Another notable achievement for the PRD was the recent recruitment of a Senior Review Officer to the Division.
- The Commission's powers and functions relating to appointment was successfully restored on the 28th of March, 2019, further reviving the Assessment Division to perform its role. The reverting of the appointment function saw in significant increase in the matters especially in the 2nd, 3rd and 4th quarters of 2019. The Division was able to successfully manage all cases with the hire of a Short-Term Contract officer.
- The Investigation Division successfully closed eight (8) cases from the nine (9) that were registered in 2019, with one (1) cases carried into 2020. Another notable achievement of the Division was its involvement and contribution in a number of PSC Projects including the PSC Research and Review Committee and the JTTBPSC and PSC Organizational Review Working Committee.
- There are numerous achievements of the Legal, Advisory and Litigation Division that include the successful Supreme Court Reference: **SCA No. 148 of 2015** that restored the Commissions' powers in-relation to the appointment of Departmental Heads, Provincial Administrators and Heads of Regulatory Statutory Authorities (RSA). Other achievements include disposal and conclusion of one other Supreme Court Matter and two other National Court Judicial Review Proceedings involving the Commission.
- Another achievement of the Legal, Advisory & Litigation Division was the provision of forty (40) Legal Opinions/Advices to the Commission Members and Officers of the Secretariat on various legal issues regarding the roles and functions

of the Commission. Additionally, the Division was able to complete the vetting of one-hundred and four (104) Submissions, ninety-four (94) Advices and seventy (70) Information Papers from the two Review Divisions.

- The five Branches under the Corporate Services Division also had numerous achievements for the year, as indicated below;
- The Human Resource Branch conducted a successful recruitment drive that saw a significant increase to the Staff Establishment & Position Occupancy within the PSC Secretariat, which is due to the recruitment of new staff into the National and Provincial Review Divisions, together with the Legal, Advisory & Litigation, Assessment and Corporate Services Divisions. Also in 2019, eight (8) officers from the various divisions in the Secretariat undertook various training programs, that included a Master's program in Economics and Public Policy at the University of Papua New Guinea; Bachelor of Management Degree at the Divine Word University; four (4) officers attended the Future Leaders Program and two Personal Assistants completed a one week course in Business Writing at the PNG Institute of Banking and Business Management (IBBM).
- The Finance Branch successfully settled all important claims to service providers despite experiencing a cut to the Commission's Goods & Services component. Moreover, the Commission successfully held all its required quarterly Audit Committee Meetings despite not having an Internal Auditor. The Branch also reported that there were not outstanding Cash Advances recorded due to the prudent action taken by the staff in managing advances and educating staff on Advance requirements under the *Public Finance (Management) Act 1995*.
- A significant achievement of the Information Technology (I.T) Branch was the move to overhaul and improve the Case Management System (CMS) after negotiations got underway with the European Union (E.U) in late 2019. This exercise will improve the existing PSC Case Management System and will be fully funded by the E.U at a cost of K1.4 million. This project is expected to get underway in early 2020.

Another achievement of the Branch was the completion and launch of the PSC Website (www.psc.gov.pg) and is managed by the I.T Branch with the updating of the content done by the Media & Publication Branch.

- There were several achievements of the Media & Publication Branch in this reporting period that included the successful compilation and printing of the 2019

Management Action Plan (MAP); the 2018 Annual Report was completed and presented to the Governor General at Government House on the 30th of July, 2019. Another achievement for the branch was the successful attendance and completion of the Future Leaders Program by the Principal Media & Publication Officer that ran for nine (9) months at the University of Papua New Guinea.

- The Registry Branch also recorded a number of achievements in 2019. The Branch has been without a proper scanning machine for a number of years now, however, despite that the Branch has managed to manually record a total of two-thousand – one-hundred and seventy-two (2,172) physical files before being disposed. Another notable achievement was the updating of the Files System, which was undertaken after a survey was conducted in the Archive Room to determine the best means possible to manage the cycle of files. Once the survey was completed, five hundred (500) Crystal Files were requested for the Filing Index Series, from which one-hundred (100) were purchased.

Moreover, the Registry Branch continues to effectively manage the Commission's Correspondence and Mail. In 2019, a total of eight-hundred and fifty-eight client copies were sent to various Departments and four-hundred and ninety-six (496) response letters to job applicants were dispatched. Another significant achievement of the Branch was the completion of the first draft of the PSC Records Management Policy which has been sent to the Office of the Director Corporate Services for presentation to the SMC. The Policy will be given to the Legal, Advisory & Litigation Division for vetting prior to its approval.

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.

- It was more challenging in 2019 for the National Review Division, largely due to the various decisions of the Court of law that affected the performance of the National Review Division, since those decisions were related to the review function of the Commission.
- The Provincial Review Division encountered some challenges in performing its role in 2019 one of which was the postponement of the Duty Travel Program in May, to allow the Supreme Court to make a decision on a case before the Commissions' Oral Hearing. Other issues faced include manpower shortage; non-attendance of Department of Personnel Management delegates to attend Oral Hearings; vetting of Draft Advices and Submissions were delayed in the Legal Advisory & Litigation Division; and the lack of funding
- The successful Supreme Court Decision on 28th March 2019 that effectively restored the assessment function back to the Public Service Commission brought with it various challenges. The biggest issue was the lack of funds to perform the functions and duties of the division and manpower shortage.
- The reverting of the Commissions' appointment function resulted in more investigations on consultations matters received by PSC. Lack of funding was a major challenge which hindered progress of Investigations and caused unnecessary delays in meeting and reporting effectively to management.
- The Legal, Advisory & Litigation Division continues to face the challenge on retaining its lawyers given the lure of better conditions from the private sector as well as other State Agencies.

The Branches under the Corporate Services Division also faced numerous challenges whilst undertaking its duties. These challenges are indicated below;

- The Finance Branch is understaffed and the current Accounting System, which is the Integrated Financial Management System (IFMS), does not allow staff in the Branch to perform more than one role in the system.

- The major constraint faced by the Branch is the lack of funds to fully implement existing and new projects. Towards the end of 3rd and 4th Quarter, the I.T Branch was seriously understaffed.
- The lack of funding was the major concern in 2019. The *PSC Today Newsletter* was again affected as funding was not available to print the newsletter, furthermore, the proposed upgrading of the publishing software used by the Media & Publication Branch for its publications was not undertake due to this issue.
- The continuous budget cuts has again hindered the Registry Branch from purchasing a Scanning Machine for the Branch. The Scanning machine is a vital tool for record keeping purposes, specifically to facilitate the scanning of important documents. It will also enable easy retrieval and cross referencing of all Commission review files and provides proper and timely documentation of administrative matters.

RECOMMENDATION

It is the objective of the Public Services Commission to see a fair and proper administration of personnel matters of public servants in the National Public Service, through rigorous checks and balances to ensure a fair treatment of 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 favorably achieved 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 PNG.
- The proposed New Look PSC Model's objective currently being developed is to achieve a highly competent, non-partisan and representative National Public Service that is based on the values of fairness, integrity, transparency and accessibility. A consultation workshop is to be held for all stakeholders once the NEC Policy Submission is approved and funding allocated.
- PSC is a Constitutional Office and requires Government support in-terms of funding to carry out its role.
- Due to continuous funding constraints towards the end of the year, ALL Duty Travels must commence in January 2020 so that Oral Hearings can be conducted within January to August. Duty travel is usually affected in September to December due to budgetary cuts to fund the governments Supplementary Budget.
- The Department of Personnel Management (DPM) to be summoned and fined for failing to appear at ALL Oral Hearings conducted by PSC, and to ensure that DPM starts attending in 2020.
- The Commission must conduct a review of the current terms and conditions of the Legal, Advisory & Litigation Division's lawyers, to make it competitive and on par with that of private law firms, companies and other Constitutional Offices and State Agencies.
- All vacant positions in the Secretariat to be advertised and occupied by 2020.

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 March, 2019, the Public Services Commissions’ Constitutional powers relating to the appointment of Departmental Heads, Provincial Administrators and CEO’s of Regulatory Statutory Authorities reverted back to PSC, following a Supreme Court decision. The decision by the Supreme Court saw the reversion of numerous laws that included Sections 193 and 208B of the Constitution to remain in force; the *Public Services (Management) Act 1995 (as amended)* and the *Regulatory Statutory Authorities (Appointment to Certain Offices) Act 2004* were to remain in force as well.

Under its Review mandate, the Commission reviewed a total of five-hundred and forty-seven (547) Personnel Matters undertaken by both the National and Provincial Review Divisions. From this combined total, one-hundred and seventeen (117) were completed and closed. Out of the total number of cases reviewed in 2019, two-hundred and eighty-five (285) was charged to the National Review Division that successfully completed sixty-eight (68) cases; while the Provincial Review Division on the other hand registered two-hundred and sixty-two (262) cases and completed forty-nine (49) matters.

In this reporting period, the *PSC New Look Model* project made significant progress from the development of a Concept Paper that will 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.

In 2019, no awareness was carried out as most provinces were covered in 2018; however, the Awareness Committee took part in two (2) Public Service Induction Programs that included the Department of Agriculture & Livestock – Eastern Highlands and civilian officers of the Department of Police. Another project that was recommenced in August 2019 is the PSC Amalgamation Project that has made significant progress through the establishment of a Technical Working Group.

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.



Commission Members and staff of the PSC Secretariat.

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-
- The relative importance of that nature; and
 - 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

- This section is subject to Section 193 – *Appointment of Certain Offices* – of the National Constitution.
- 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

Statistics on the 2019 Performance Report

No.	Department	Review No.	Nature of Case	Year Received
1.	West New Britain Provincial Administration	PSC3-19-WNBPA:26/19	Discipline	2019
2.	Western Highlands Provincial Administration	PSC3-18-WHPHA:52:19	Discipline	2019
3.	Western Highlands Provincial Administration	PSC3:18-WHPHA:58/19	Terms & Condition	2019
4.	Simbu Provincial Administration	PSC3-15-SPA:17/19	Discipline	2019
5.	Simbu Provincial Administration	PSC3-15-SPA:20/19	Discipline	2019

6.	Simbu Provincial Administration	PSC3-15-SPA:131/2018	Selection	2019
7.	Simbu Provincial Health Authority	PSC3-15-KUGH:27/19	Discipline	2019
8.	Simbu Provincial Health Authority	PSC3-15-KUGH:64/19	Discipline	2019
9.	Simbu Provincial Health Authority	PSC3-15-KUGH:21/19	Discipline	2019
10.	Simbu Provincial Health Authority	PSC3-15-KUGH:23/19	Discipline	2019
11.	Southern Highlands Provincial Health Authority	PSC3-16-SHPHA:18/19	Discipline	2019
12.	Enga Provincial Health Authority	PSC3-06-EPHA:90/17	Selection	2019
13.	Enga Provincial Health Authority	PSC3-06-EPHA:25/19	Selection	2019
14.	Enga Provincial Health Authority	PSC3-06-EPHA:16/19	Selection	2019
15.	Enga Provincial Health Authority	PSC3-06-EPHA: 67/19	Selection	2019
16.	Enga Provincial Health Authority	PSC3-06-EPHA:69/19	Selection	2019
17.	Enga Provincial Health Authority	PSC3-06-EPHA:19/19	Selection	2019
18.	Enga Provincial Health Authority	PSC3-06-EPHA:25/19	Selection	2019
19.	Milne Bay Provincial Health Authority	PSC3-10-MBPA:29/19	Discipline	2019
20.	Jiwaka Provincial Administration	PSC3-22-JPA:96:19	Discipline	2019
21.	Jiwaka Provincial Administration	PSC3-22-JPA:92:19	Discipline	2019
22.	Daru General Hospital DARU	PSC3-17-DGH:12/019	Discipline	2019
23.	Central Provincial Administration	PSC3-02-CPA:57:2019	Selection	2019
24.	Autonomous Bougainville Government	PSC3-13-ABG:74/19	Discipline	2019
25.	Autonomous Bougainville Government	PSC3-13-ABG:70/19	Discipline	2019
26.	Autonomous Bougainville Government	PSC3-13-ABG:48/19	Discipline	2019
27.	Autonomous Bougainville Government	PSC3-13-ABG:47/19	Discipline	2019
28.	Autonomous Bougainville Government	PSC3-13-ABG:113/19	Discipline	2019
29.	West New Britain Provincial	PSC3-19-WNBPA:74/18	Discipline	2018

	Administration			
30.	West New Britain Provincial Administration	PSC3-19-WNBPA:75/18	Discipline	2018
31.	Western Highlands Provincial Health Authority	PSC3-18-WHPHA:124/18	Discipline	2018
32.	Western Highlands Provincial Health Authority	PSC3-18-WHPHA:134/18	Discipline	2018
33.	Western Highlands Provincial Health Authority	PSC3-18-WHPHA:109/18	Terms & Condition	2018
34.	West Sepik Provincial Administration	PSC-20-WSPA:62/18	Discipline	2018
35.	West Sepik Provincial Administration	PSC-WSPA:105/18	Discipline	2018
36.	West Sepik Provincial Administration	PSC-20-WSPA:80/18	Discipline	2018
37.	West Sepik Provincial Administration	PSC-20-WSPA:106/18	Discipline	2018
38.	West Sepik Provincial Administration	PSC-20-WSPA:104/18	Discipline	2018
39.	West Sepik Provincial Administration	PSC-20-WSPA:97/18	Discipline	2018
40.	West Sepik Provincial Administration	PSC-20-WSPA:40/18	Discipline	2018
41.	Simbu Provincial Administration	PSC3-15-SPA:85/18	Selection	2018
42.	Southern Highlands Provincial Health Authority	PSC3-16-SHPHA:108/18	Discipline	2018
43.	Southern Highlands Provincial Health Authority	PSC3-16-SHPHA:08/18	Discipline	2018
44.	Southern Highlands Provincial Health Authority	PSC3-16-SHPHA:08/18	Discipline	2018
45.	Southern Highlands Provincial Health Authority	PSC3-16-SHPHA:103/18	Discipline	2018
46.	Manus Provincial Health Authority	PSC3-09-MAPHA:07/18	Discipline	2018
47.	Manus Provincial Administration	PSC3-09-MAPA:21/18	Selection	2018
48.	Morobe Provincial Administration	PSC3-11-MOPA:20/18	Discipline	2018
49.	Morobe Provincial Administration	PSC3-11-MOPA:83/18	Discipline	2018
50.	Morobe Provincial Administration	PSC3-11-MOPA:26/18	Discipline	2018
51.	Morobe Provincial Administration	PSC3-11-MOPA:18/18	Discipline	2018

52.	Milne Bay Provincial Administration	PSC3-10-MBPA:02/18	Discipline	2018
53.	Milne Bay Provincial Administration	PSC3-10-MBPA:03/18	Discipline	2018
54.	Milne Bay Provincial Administration	PSC3-10-MBPA:70/18	Discipline	2018
55.	Manus Provincial Administration	PSC3-09-MAPA:91/18	Discipline	2018
56.	Manus Provincial Administration	PSC3-09-MAPA:67/18	Discipline	2018
57.	Manus Provincial Administration	PSC3-09-MAPA:54/18	Discipline	2018
58.	Kerema General Hospital	PSC3-07-KGH:76/2018	Discipline	2018
59.	Kerema General Hospital	PSC3-07-KGH:121/17	Discipline	2018
60.	Gulf Provincial Administration	PSC3-07-GPA:35/2018	Discipline	2018
61.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:07/18	Discipline	2018
62.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:13/18	Discipline	2018
63.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:08/18	Discipline	2018
64.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:11/18	Discipline	2018
65.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:10/18	Discipline	2018
66.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:14/18	Discipline	2018
67.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:09/18	Discipline	2018
68.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:12/18	Discipline	2018
69.	Daru General Hospital	PSC3-17-DGH:136/18	Discipline	2018
70.	Daru General Hospital	PSC3-17-DGH:120/18	Discipline	2018
71.	Daru General Hospital	PSC3-17-DGH:36/18	Discipline	2018

72.	Central Provincial Administration	PSC3-02-CPA:48:2018	Discipline	2018
73.	Central Provincial Administration	PSC3-02-CPA:51:2018	Discipline	2018
74.	Central Provincial Administration	PSC3-02-CPA:59:2018	Selection	2018
75.	Central Provincial Administration	PSC3-02-CPA: 73/18	Discipline	2018
76.	Bougainville Provincial Administration	PSC3-13-BIPA:192/17	T&C	2018
77.	Bougainville Provincial Administration	PSC3-13-BIPA:116/18	Discipline	2018
78.	Bougainville Provincial Administration	PSC3-13-BIPASCA:/18	Discipline	2018
79.	Autonomous Bougainville Government	PSC3-13-ABGA:/18	Discipline	2018
80.	Autonomous Bougainville Government	PSC3-13-ABGA:/18	Discipline	2018
81.	Autonomous Bougainville Government	PSC3-13-ABGA:/18	Discipline	2018
82.	Autonomous Bougainville Government	PSC3-13-ABGA:/18	Discipline	2018
83.	Autonomous Bougainville Government	PSC3-13-ABG:89/18	Discipline	2018
84.	Autonomous Bougainville Government	PSC3-13-ABG:87/18	Discipline	2018
85.	Autonomous Bougainville Government	PSC3-13-ABG:112/18	Discipline	2018
86.	Autonomous Bougainville Government	PSC3-13-ABG:111/18	Discipline	2018
87.	Autonomous Bougainville Government	PSC3-13-ABG:115/18	Discipline	2018
88.	Autonomous Bougainville Government	PSC3-13-ABG:125/18	Discipline	2018
89.	Autonomous Bougainville Government	PSC3-13-ABG:117/18	Discipline	2018
90.	Autonomous Bougainville Government	PSC3-13-ABG:114/18	Discipline	2018
91.	Autonomous Bougainville Government	PSC3-13-ABG:116/18	Discipline	2018
92.	Angau Memorial Hospital	PSC3-11-ANGH:60/18	Discipline	2018
93.	Angau Memorial Hospital	PSC3-11-ANGH:61/18	Discipline	2018
94.	Angau Memorial Hospital	PSC3-11-ANGH:58/18	Discipline	2018

95.	Angau Memorial Hospital	PSC3-11-ANGH:57/18	Discipline	2018
96.	Angau Memorial Hospital	PSC3-11-ANGH:59/18	Discipline	2018
97.	Angau Memorial Hospital	PSC3-11-ANGH:53/18	Discipline	2018
98.	Autonomous Bougainville Government	PSC3-13-ABG:70/19	Discipline	2018
99.	Oro Provincial Administration	PSC3-14-OPA:201/17	Discipline	2017
100.	New Ireland Provincial Administration	PSC3-12:NIP:150/17	Discipline	2017
101.	New Ireland Provincial Administration	PSC3-12:NIPA:158/17	Discipline	2017
102.	New Ireland Provincial Administration	PSC3-12-NIPA:160/17	Discipline	2017
103.	New Ireland Provincial Administration	PSC3-12-NIPA:164/17	Discipline	2017
104.	New Ireland Provincial Administration	PSC3-12-NIPA:166/17	Discipline	2017
105.	New Ireland Provincial Administration	PSC3-12-NIPA:148/17	Discipline	2017
106.	New Ireland Provincial Administration	PSC3-12-NIPA:163/19	Discipline	2017
107.	New Ireland Provincial Administration	PSC3-12-NIPA:74/17	Discipline	2017
108.	New Ireland Provincial Administration	PSC3-12-NIPA:169/17	Discipline	2017
109.	New Ireland Provincial Administration	PSC3-12-NIPA:165/17	Discipline	2017
110.	New Ireland Provincial Administration	PSC3-12-NIPA:149/17	Discipline	2017
111.	New Ireland Provincial Administration	PSC3-12-NIPA:155/2017	Discipline	2017
112.	New Ireland Provincial Administration	PSC3-12-NIPA:154/2017	Discipline	2017
113.	New Ireland Provincial Administration	PSC3-12-NIPA:153/2017	Discipline	2017
114.	New Ireland Provincial Administration	PSC3-12-NIPA:152/2017	Discipline	2017
115.	New Ireland Provincial Administration	PSC3-12-NIPA:157/2017	Discipline	2017
116.	New Ireland Provincial Administration	PSC3-12-NIPA:162/2017	Discipline	2017
117.	New Ireland Provincial Administration	PSC3-12-NIPA:180/2017	Discipline	2017
118.	Manus Provincial Administration	PSC3-09-MAPA:15/17	Discipline	2017

119.	Hela Provincial Administration	PSC3-21-HPA:115/17	Discipline	2017
120.	Hela Provincial Administration	PSC3-21-HPA:106/17	Discipline	2017
121.	Hela Provincial Administration	PSC3-21-HPA:146/17	Terms & Condition	2017
122.	Enga Provincial Health Authority	PSC3-06-EPHA:196/17	Discipline	2017
123.	Eastern Highlands Provincial Administration	PSC-05-EHPA:131/17	Selection	2017
124.	Eastern Highlands Provincial Administration	PSC-05-EHPA:132/17	Selection	2017
125.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:125/17	Discipline	2017
126.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:129/17	Discipline	2017
127.	Daru General Hospital	PSC3-17-DGH:18/17	Selection	2017
128.	Bougainville Provincial Administration	PSC3-13-BIPA:147/17	Terms & Condition	2017
129.	Bougainville Provincial Administration	PSC3-13-BIPA:127/17	Selection	2017
130.	Bougainville Provincial Administration	PSC3-13-BIPA:177/17	Discipline	2017
131.	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:60/16	Discipline	2016
132.	Kimbe General Hospital	PSC3-19-KIMGH:45/15	Selection	2015

Table 1: Statistics on Personnel Review Matters

SUBMISSIONS						
Total No.of Cases	Progressing	Completed	Pending Advice	Pending	With legal	Subtotal
134	85	49	14	61	10	134
Total	487					

Table 2: Statistics on the Nature of Cases

Total No. of Cases	Selection	Discipline	Terms & Conditions	Sub Total
134	16	113	5	135

APPENDIX K

Statistics on Information Papers from January to December, 2019

No.	Department	Review Number	Nature of Case	Status
1.	Gulf Provincial Administration	PSC3-07-GPA:33/2018	Discipline	Advice Dispatched
2.	Gulf Provincial Administration	PSC3-07-GPA:02/2018	Discipline	Advice Dispatched
3.	Western Highlands Provincial Health Authority	PSC3-18-WHPHA:128/2017	Discipline	Advice Dispatched
4.	Central Provincial Administration	PSC3-02-CPA:107/2018	Terms & Condition	Advice Dispatched
5.	Daru General Hospital	PSC3-17-DGH:119/2018	Discipline	Advice Dispatched
6.	Hela Provincial Health Authority	PSC3-21-DPHA:138/2018	Discipline	Advice Dispatched
7.	Modilon General Hospital	PSC3-08-MOGH:13/2019	Terms & Condition	Advice Dispatched
8.	Western Provincial Administration	PSC3-17-WPA:50/2019	Discipline	Advice Dispatched
9.	Southern Highlands Provincial Health Authority	PSC3-16-SHPHA:63/2019	Discipline	Advice Dispatched
10.	New Ireland Provincial Administration	PSC3-12-NIPA:45/2018	Terms & Condition	Advice Dispatched
11.	Southern Highlands Provincial Health Authority	PSC3-16-SHPHA:31/2019	Selection	Advice Dispatched
12.	Simbu Provincial Administration	PSC3-15-SPA:83/2019	Terms & Condition	Advice Pending
13.	Southern Highlands Provincial Administration.	PSC3-16-SHPA:101/2019	Terms & Condition	Advice Pending
14.	Western Highlands Provincial Health Authority.	PSC3-18-WHPHA:86/2019	Terms & Condition	Advice Pending
15.	Sandaun Provincial Administration	PSC3-20-SAPA:66/2018	Discipline	Advice Pending
16.	East New Britain Provincial Administration	PSC3-03-ENBPA:28/2019	Terms & Condition	Advice Pending

17.	Nonga Base General Hospital	PSC3-03-NOBGH:41/2019	Terms & Condition	Advice Pending
18.	Morobe Provincial Administration	PSC3-11-MOPA:76/2019	Selection	Advice Pending
19.	Enga Provincial Administration	PSC3-06-EPA:92/2019	Terms & Condition	Advice Pending
20.	East New Britain Provincial Administration	PSC3-03-ENBPA:32/2019	Terms & Condition	Advice Pending
21.	Southern Highlands Provincial Health Authority	PSC3-16-SHPHA:127/2018	Discipline	Advice Pending
22.	Simbu Provincial Administration	PSC3-15-SPA:82/2019	Terms & Condition	Advice Pending
23.	Hela Provincial Administration	PSC3-21-HPA:42/2018	Discipline	Information Paper
24.	Enga Provincial Health Authority	PSC3-06-EPHA:30/2019	Selection	Information Paper
25.	Cocoa Board PNG	PSC3-01-CBPNG:107/2019	Terms & Condition	Information Paper
26.	West New Britain Provincial Administration	PSC3-19-WNBPA:59/2019	Discipline	Information Paper
27.	Simbu Provincial Administration	PSC3-15-SPA:98/2018	Terms & Condition	Information Paper
28.	West Sepik Provincial Administration	PSC3-20-WSPA:89/2019	Discipline	Commission Decision
29.	Morobe Provincial Administration	PSC3-11-MOPA:75/2019	Terms & Condition	Commission Decision
30.	Morobe Provincial Administration	PSC3-11-MOPA:73/2019	Selection	Commission Decision
31.	Autonomous Bougainville Government	PSC3-13-ABG:44/2019	Discipline	Commission Decision
32.	Autonomous Bougainville Government	PSC3-13-ABG:43/2019	Discipline	Commission Decision
33.	Autonomous Bougainville Government	PSC3-13-ABG:88/2018	Discipline	Commission Decision

34.	Autonomous Bougainville Government	PSC3-13-ABG:49/2019	Discipline	Commission Decision
35.	Kavieng General Hospital	PSC3-07-KGH:68/2018	Selection	Commission Decision
36.	Western Provincial Administration	PSC3-17-WPA:22/2019	Terms & Condition	Commission Decision
37.	Southern Highlands Provincial Administration	PSC3-16-SHPA:56/2019	Terms & Condition	Commission Decision
38.	Central Provincial Administration	PSC3-02-CPA:81/2019	Terms & Condition	Commission Decision
39.	Kerema General Hospital	PSC3-07-KEGH:01/2019	Terms & Condition	Commission Decision
40.	Eastern Highlands Provincial Administration	PSC3-05-EHPA:91/2019	Discipline	Pending
41.	Central Provincial Administration	PSC3-02-CPA:93/2018	Discipline	Advice Pending

SUMMARY		
Total No. of Cases	Completed	Review in Progress
41	17	24

SUMMARY OF CASES			
Total No.of Cases	Selection	Discipline	Terms & Condition
27	3	11	13
1	0	1	0
12	2	5	5
1	0	1	0
41	5	18	18

APPENDIX L

STATISTICS ON CASE FILES PENDING ALLOCATION

No.	Department	Review Number	Nature of Case	Year Received
1	East Sepik Provincial Administration	PSC3-04-ESPA-I33/2018	Selection	2018
2	East Sepik Provincial Administration	PSC3-04-ESPA-I39/2018	Selection	2018
3	East Sepik Provincial Administration	PSC3-04-ESPA-I28/2018	Selection	2018
4	East Sepik Provincial Administration	PSC3-04-ESPA-I18/2018	Discipline	2018
5	Manus Provincial Health Authority	PSC3-09-MAPHA:25/2018	Discipline	2018
6	New Ireland Provincial Administration	PSC3-12-NIPHA:72/2019	Discipline	2018
7	Autonomous Bougainville Government	PSC3-I3-ABG:77/2019	Discipline	2018
8	Nonga Base General Hospital	PSC3-03-NONGH:94/2018	Selection	2018
9	Kereme General Hospital	PSC3-07-KEGH:126/2019	Discipline	2018
10	Eastern Highlands Provincial Health Authority	PSC3-05-EHPH:11/2019	Discipline	2019
11	New Ireland Provincial Administration	PSC3-12-NIPHA:14/2019	Terms & Condition	2019
12	Angau Memorial Hospital	PSC3-II-AMGH:24/2019	Discipline	2019
13	Angau Memorial Hospital	PSC3-II-AMGH:33/2019	Discipline	2019
14	Angau Memorial Hospital	PSC3-II-AMGH:15/2019	Discipline	2019
15	East New Britain Provincial Administration	PSC3-03-ENBPA:32/2019	Terms & Condition	2019
16	West New Britain Provincial Administration	PSC3-I9-WNBPA:61/2019	Discipline	2019
17	East New Britain Provincial Administration	PSC3-03-ENBPA:65/2019	Discipline	2019
18	Manus Provincial Health Authority	PSC3-09-MAPHA:60/2019	Selection	2019
19	Madang Provincial Administration	PSC3-MDPA:110/2018	Selection	2019
20	Modilon General Hospital	PSC3-08-MGH:82/2012	Discipline	2019
21	Autonomous Bougainville Government	PSC3-I3-ABG:85/2019	Discipline	2019
22	Morobe Provincial	PSC3-II-MOPA:78/2019	Discipline	2019

	Administration			
23	Morobe Provincial Administration	PSC3-11 -MOPA:76/2019	Selection	2019
24	Morobe Provincial Administration	PSC311-MOPA:06/2019	T&C	2019
25	Manus Provincial Administration	PSC3-09-MAPA:79/2019	Discipline	2019
26	Morobe Provincial Administration	PSC311-MOPA:74/2019	Selection	2019
27	Milne Bay Provincial Health Authority	PSC3-10-MBPHA:98/2019	Discipline	2019
28	Autonomous Bougainville Government	PSC3-13-ABG:99/2019	Discipline	2019
29	Western Britain Provincial Administration	PSC3-19-WNBPA:84/2019	Discipline	2019
30	Hela Provincial Health Authority	PSC3-21-HPHA:100/2019	Discipline	2019
31	Eastern Highlands Provincial Health Authority	PSC3-05-EHPHA:102/2019	Terms & Condition	2019

SUMMARY	
Selection	8
Discipline	19
Terms & Condition	4
TOTAL	31

APPENDIX M

STATISTICS ON 2019 CASES HELD IN ABEYANCE

No.	Department	Review Number	Nature of Case	Year Received
1.	Angau Memorial Hospital	PSC3-11-AMGH:97/2019	Discipline	2019
2.	Morobe Provincial Administration	PSC3-11-MOPA:05/2019	Terms & Condition	2019
3.	Madang Provincial Administration	PSC3-09-MAPA:79/2019	Discipline	2019
4.	East New Britain Provincial Administration	PSC3-09-ENBPA:36/2019	Discipline	2019
5.	East New Britain Provincial Administration	PSC3-09-ENBPA:37/2019	Discipline	2019
6.	East New Britain Provincial	PSC3-09-ENBPA:38/2019	Discipline	2019

	Administration			
7.	East New Britain Provincial Administration	PSC3-09-ENBPA:39/2019	Discipline	2019
8.	Western Provincial Administration	PSC3-017-WPA:62/2019	Terms & Condition	2019
9.	Autonomous Region of Bougainville	PSC3-013-ABG:80/2019	Terms & Condition	2019
10.	West New Britain Provincial Administration	PSC3-019-WNBPA:54/2019	Discipline	2019
11.	West Sepik Provincial Administration	PSC3-20-WSPA:53/2019	Discipline	2019
12.	Kundiawa General Hospital	PSC3-15-KUGH:34/2019	Discipline	2019
13.	Autonomous Region of Bougainville	PSC3-13-ABG:95/2019	Terms & Condition	2019
14.	Enga Provincial Health Authority	PSC3-06-EPHA:68/2019	Selection	2019
15.	Autonomous Bougainville Government	PSC3-13-ABG:35/2019	Discipline	2019
16.	Morobe Provincial Administration	PSC3-11-MOPA:09/2019	Terms & Condition	2019
17.	Enga Provincial Health Authority	PSC3-06-EPHA:94/2019	Terms & Condition	2019
18.	Central Provincial Administration	PSC3-02-CPA:92/2019	Selection	2019
19.	Milne Bay Provincial Health Authority	PSC3-10-MBPHA:71/2019	Discipline	2019
20.	Milne Bay Provincial Health Authority	PSC3-10-MBPHA:66/2019	Discipline	2019
21.	Milne Bay Provincial Health Authority	PSC3-10-MBPHA:72/2019	Discipline	2019
22.	East Sepik Provincial Administration	PSC3-04-ESPA:77/2019	Selection	2019
23.	Morobe Provincial Administration	PSC3-11-MOPA:42/2019	Discipline	2019
24.	Enga Provincial Health Authority	PSC3-06-EPHA:51/2019	Selection	2019
25.	Enga Provincial Health Authority	PSC3-06-EPHA:103/2019	Selection	2019

26.	Madang Provincial Administration	PSC3-08-MDPA:104/2019	Discipline	2019
27.	Morobe Provincial Administration	PSC3-11-MOPA:105/2019	Discipline	2019
28.	Autonomous Region of Bougainville	PSC3-13-ABG:88/2019	Discipline	2019
29.	Sandaun Provincial Administration	PSC3-20-SAPA:55/2019	Discipline	2019
30.	Central Provincial Administration	PSC3-02-CPA:10/2019	Terms & Condition	2019

SUMMARY	
Selection	5
Discipline	18
Terms & Condition	7
TOTAL	30

APPENDIX N

STATISTICS ON 2018 CASES HELD IN ABEYANCE

No.	Department	Review Number	Nature of Case	Status
1.	New Ireland Provincial Administration	PSC3-12-NIPA:41/2019	Terms & Condition	Pending Closure
2.	Simbu Provincial Administration	PSC3-15-SPA 102/2018	Terms & Condition	Pending Closure
3.	Morobe Provincial Administration	PSC3-11-MOPA:43/2018	Terms & Condition	Pending Closure
4.	East New Britain Provincial Administration	PSC3-03-ENBPA:43/2018	Terms & Condition	Pending Closure
5.	New Ireland Provincial Administration	PSC3-12-NIPA:46/2018	Discipline	Pending Closure
6.	Central Provincial Administration	PSC3-02-CPA:23/2018	Terms & Condition	Pending Closure
7.	Simbu Provincial Administration	PSC3-15-SPA:132/2018	Selection	Pending Closure
8.	Nonga Base General Hospital	PSC3-03-NOBGH:137/2018	Terms & Condition	Pending Closure
9.	Kerema General Hospital	PSC3-07-KEGH:99/2018	Discipline	Pending Closure
10.	Enga Provincial Health Authority	PSC3-15-EPHA:04/2018	Terms & Condition	Pending Closure
11.	Manus Provincial Health Authority	PSC3-09-MAPA:81/2018	Discipline	Pending Closure

12.	East Sepik Provincial Administration	PSC3-04-ESPA:82/2018	Discipline	Pending Closure
13.	Southern Highlands Provincial Administration	PSC3-16-SHPA:34/2018	Discipline	Pending Closure
14.	New Ireland Provincial Health Authority	PSC3-12-NIPHA:47/2018	Terms & Condition	Pending Closure
15.	Enga Provincial Administration	PSC3-06-EPA:96/2018	Terms & Condition	Pending Closure
16.	Modilon General Hospital	PSC3-08-MODGH:32/2018	Discipline	Pending Closure
17.	Daru General Hospital	PSC3-17-DGH:21/2018	Discipline	Pending Closure
18.	Southern Highlands Provincial Administration	PSC3-16-SHPA:135/2018	Terms & Condition	Pending Closure
19.	Western Highlands Provincial Health Authority	PSC3-18-WHPHA:49/2018	Terms & Condition	Pending Closure
20.	West New Britain Provincial Administration	PSC3-19-WNBPA:101/2018	Discipline	Pending Closure
21.	West New Britain Provincial Administration	PSC3-19-WNBPA:100/2018	Discipline	Pending Closure
22.	Manus Provincial Health Authority	PSC3-09-MPHA:78/2018	Terms & Condition	Pending Closure
23.	East New Britain Provincial Administration	PSC3-03-ENBPA:40/2018	Discipline	Pending Closure
24.	Morobe Provincial Administration	PSC3-11-MOPA:44/2018	Discipline	Pending Closure
25.	Simbu Provincial Administration	PSC3-15-SPA:130/2018	Selection	Pending Closure
26.	Enga Provincial Administration	PSC3-06-EPA:86/2018	Terms & Condition	Pending Closure

SUMMARY	
SELECTION	2
DISCIPLINE	11
T&C	13
TOTAL	26

APPENDIX O

ASSESSMENT DIVISION

TABLE 1: PERMANENT APPOINTMENTS OF NATIONAL DEPARTMENTAL HEADS – 2019

Department	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final submission date)
Appointment of a new Secretary for Department of Personnel Management	03/09/2019	06/09/2019	04/10/2019
Appointment of a new Secretary for Department of Agriculture & Livestock	06/09/2019	09/09/2019	04/10/2019
Appointment of a new Secretary for Department of Implementation and Rural Development	06/09/2019	09/09/2019	04/10/2019
Appointment of a new Secretary for Department of Lands & Physical Planning	06/09/2019	09/09/2019	07/10/2019
Appointment of a new Secretary for Department of Petroleum	06/09/2019	09/09/2019	18/10/2019
Appointment of a new Police Commissioner for the Royal Papua New Guinea Constabulary	10/09/2019	11/09/2019	07/10/2019
Appointment of a new Secretary for Constitutional Law Reform Commission	07/10/2019	22/10/2019	12/11/2019
Appointment of a new Secretary for Department of Labor and Industrial Relations	07/10/2019	22/10/2019	29/11/2019
Appointment of a new Chief Secretary for Department of Prime Minister & National Executive Council	12/12/2019	17/12/2019	PENDING
Appointment of a new Auditor General for Auditor General's Office	12/12/2019	17/12/2019	PENDING

TABLE 2: ACTING APPOINTMENTS OF NATIONAL DEPARTMENTAL HEADS – 2019

Department	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final submission date)
Consultation on the Extension of the Acting Appointment for Secretary for Department of Petroleum & Energy	17/04/2019	24/04/2019	30/04/2019

Consultation on the Extension of the Acting Appointment for Secretary for Constitutional Law Reform Commission	17/04/2019	24/04/2019	30/04/2019
Consultation on the Extension of the Acting Appointment for Secretary for Department of Lands & Physical Planning	17/04/2019	24/04/2019	30/04/2019
Consultation on the Extension of the Acting Appointment for Secretary for Department of Labor & Industrial Relations	17/04/2019	13/05/2019	15/05/2019
Appointment of a new Acting Secretary for Department of Commerce & Industry	18/04/2019	03/05/2019	06/05/2019
Consultation on the Extension of the Acting Appointment for Director for National Coordination Office for Bougainville Affairs	26/04/2019	03/05/2019	06/05/2019
Appointment of the Acting Police Commissioner for Royal Papua New Guinea Constabulary	06/05/2019	07/05/2019	07/05/2019
Consultation on the Extension of the Acting Appointment for Secretary for Department of Personnel Management	06/05/2019	07/05/2019	15/05/2019
Consultation on the Extension of the Acting Appointment for Director for National Office for Child and Family Services	14/05/2019	16/05/2019	27/05/2019
Appointment of a new Acting National Statistician for National Statistical Office	13/06/2019	14/06/2019	20/06/2019
Consultation on the Extension of the Acting Appointment for Registrar General for PNG Civil Registry and Identity Registry	17/06/2019	18/06/2019	21/06/2019
Consultation on the Extension of the Acting Appointment for Secretary for Department of Agriculture & Livestock	17/06/2019	18/06/2019	21/06/2019
Consultation on the Extension of the Acting Appointment for Commissioner for PNG Correctional Institutional Services	17/06/2019	18/06/2019	21/06/2019
Consultation on the Extension of	17/06/2019	24/09/2019	26/09/2019

the Acting Appointment for Registrar General for PNG Civil Registry and Identity Registry			
Consultation on the Extension of the Acting Appointment for Secretary for Department of Implementation and Rural Development	17/06/2019	18/06/2019	21/06/2019
Consultation on the Extension of the Acting Appointment for Secretary for Department of Defence	26/06/2019	27/06/2019	01/07/2019
Consultation on the Extension of the Acting Appointment for Director for National Coordination Office for Bougainville Affairs	01/07/2019	03/07/2019	04/07/2019
Consultation on the Extension of the Acting Appointment for Secretary for Department of Lands & Physical Planning	01/07/2019	03/07/2019	05/07/2019
Appointment of a new Acting Appointment for Secretary for Department of Agriculture & Livestock	02/07/2019	03/07/2019	18/07/2019
Appointment of a new Acting Police Commissioner for Royal Papua New Guinea Constabulary	04/07/2019	05/07/2019	05/07/2019
Consultation on the Extension of the Acting Appointment for Secretary for Department of Petroleum & Energy	10/07/2019	12/07/2019	24/07/2019
Consultation on the Extension of the Acting Appointment for Secretary for Department of Labor & Industrial Relations	08/08/2019	12/08/2019	14/08/2019
Consultation on the Extension of the Acting Appointment for Secretary for Department of Commerce & Industry	08/08/2019	12/08/2019	14/08/2019
Consultation on the Extension of the Acting Appointment for Secretary for Constitutional Law Reform Commission	08/08/2019	12/08/2019	14/08/2019

Consultation on the Extension of the Acting Appointment for Secretary for Department of Personnel Management	13/08/2019	23/08/2019	28/08/2019
Consultation on the Extension of the Acting Appointment for Secretary for Department of Agriculture & Livestock	22/08/2019	29/08/2019	03/09/2019
Appointment of a new Acting Police Commissioner for Royal Papua New Guinea Constabulary	30/08/2019	30/08/2019	02/09/2019
Appointment of a new Acting Secretary for Department of Communication & Informational Technology	02/09/2019	03/09/2019	04/09/2019
Consultation on the Extension of the Acting Appointment for National Statistician for National Statistical Office	19/09/2019	24/09/2019	26/09/2019
Consultation on the Extension of the Acting Appointment for Secretary for Department of Implementation and Rural Development	19/09/2019	24/09/2019	26/09/2019
Consultation on the Extension of the Acting Appointment for Director for National Coordination Office for Bougainville Affairs	08/10/2019	14/10/2019	16/10/2019
Consultation on the Extension of the Acting Appointment for Secretary for Department of Lands & Physical Planning	09/10/2019	14/10/2019	16/10/2019
Consultation on the Extension of the Acting Appointment of Secretary for Constitutional Law Reform Commission	09/10/2019	14/10/2019	16/10/2019
Consultation on the Extension of the Acting Appointment for Secretary for Department of Petroleum & Energy	09/10/2019	14/10/2019	16/10/2019
Consultation on the Extension of the Acting Appointment for Secretary for Department of Commerce & Industry	12/11/2019	15/11/2019	20/11/2019

Consultation on the Extension of the Acting Appointment for Secretary for Department of Labor & Industrial Relations	26/11/2019	27/11/2019	28/11/2019
Consultation on the Extension of the Acting Appointment for National Statistician for National Statistical Office	02/12/2019	04/12/2019	05/12/2019
Appointment of a new Acting Secretary for Department of Health	05/12/2019	09/12/2019	16/12/2019
Appointment of a new Acting Secretary for Department of Education	09/12/2019	11/12/2019	23/12/2019

TABLE 3: PERMANENT APPOINTMENTS OF PROVINCIAL ADMINISTRATORS – 2019

Provincial Administration	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final submission date)
NIL	-	-	-

TABLE 4: ACTING APPOINTMENTS OF PROVINCIAL ADMINISTRATORS – 2019

Provincial Administration	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final submission date)
Appointment of the Acting Provincial Administrator for Central Provincial Administration	07/05/2019	08/05/2019	16/05/2019
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Oro Provincial Administration	09/05/2019	13/05/2019	15/05/2019
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Madang Provincial Administration	09/05/2019	13/05/2019	15/05/2019
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Southern Highlands Provincial Administration	09/05/2019	13/05/2019	15/05/2019
Appointment of the Acting Provincial Administrator for Central Provincial Administration	24/05/2019	28/05/2019	03/06/2019
Appointment of the Acting	19/07/2019	24/07/2019	09/08/2019

Provincial Administration for Jiwaka Provincial Administration			
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Oro Provincial Administration	08/08/2019	12/08/2019	14/08/2019
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Madang Provincial Administration	08/08/2019	12/08/2019	14/08/2019
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Southern Highlands Provincial Administration	08/08/2019	12/08/2019	14/08/2019
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Central Provincial Administration	14/10/2019	16/10/2019	17/10/2019
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Madang Provincial Administration	12/11/2019	18/11/2019	21/11/2019
Consultation on the Extension of the Acting appointment for Provincial Administrator for Oro Provincial Administration	12/11/2019	18/11/2019	21/11/2019
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Jiwaka Provincial Administration	12/11/2019	28/11/2019	05/12/2019
Appointment of a new Acting Provincial Administrator for Western Highlands Provincial Administration	11/12/2019	23/12/2019	23/12/2019

TABLE 5: PERMANENT APPOINTMENTS OF HEADS OF STATUTORY BODIES – 2019

Statutory Body/Organization/Office	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final submission date)
Appointment of a new Commissioner General for Internal Revenue Commission	20/06/2019	5/07/2019	14/08/2019
Appointment of a new Commissioner for Correctional Institutional Services	20/06/2019	5/07/2019	13/08/2019
Appointment of a new Commissioner Operations for Teaching Services Commission	20/06/2019	5/07/2019	14/08/2019

Appointment of a new Director General for National Youth Development Authority	18/09/2019	24/09/2019	14/10/2019
Appointment of a new Director General for National Intelligence Office	11/11/2019	17/12/2019	PENDING
Appointment of a new Commissioner General for Internal Revenue Commission	12/12/2019	17/12/2019	PENDING
Re-appointment of the Director – General for Office of Libraries and Archives	29/11/2019	12/12/2019	PENDING

TABLE 6: ACTING APPOINTMENTS OF HEADS OF STATUTORY BODIES – 2019

Statutory Body/Organization/Office	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final submission date)
Consultation on the Extension of the Acting Appointment for Commissioner General for Internal Revenue Commission	17/04/2019	24/04/2019	30/04/2019
Consultation on the Extension of the Acting Appointment for Commissioner, Border Security & Regional Operations for PNG Customs Service	17/04/2019	24/04/2019	30/04/2019
Consultation on the Extension of the Acting Appointment for Managing Director for PNG Forest Authority	17/04/2019	24/04/2019	30/04/2019
Consultation on the Extension of the Acting Appointment for Director for National Volunteer Services	14/05/2019	16/05/2019	27/05/2019
Consultation on the Extension of the Acting Appointment for Executive Director for National Cultural Commission	14/05/2019	16/05/2019	27/05/2019
Appointment of a new Acting Managing Director for National Housing Corporation	17/05/2019	22/05/2019	29/05/2019
Appointment of the Acting Director General for National Intelligence Organization	25/06/2019	27/06/2019	05/07/2019
Appointment of the Acting Director General for National Libraries and Archives	01/07/2019	03/07/2019	04/07/2019
Consultation on the Extension of	01/07/2019	03/07/2019	19/07/2019

the Acting Appointment for Commissioner, Border Security & Regional Operations for PNG Customs Service			
Appointment of a new Acting Director General for National Narcotics Bureau	11/07/2019	12/07/2019	19/07/2019
Consultation on the Extension of the Acting Appointment for Commissioner General for Internal Revenue Commission	07/08/2019	08/08/2019	08/08/2019
Consultation on the Extension of the Acting Appointment for Chief Executive Officer for Manam Resettlement Authority	08/08/2019	02/08/2019	8/08/2019
Consultation on the Extension of the Acting Appointment for Director for National Volunteer Services	08/08/2019	12/08/2019	14/08/2019
Consultation on the Extension of the Acting Appointment for Executive Director for National Cultural Commission	08/08/2019	12/08/2019	14/08/2019
Appointment of the Acting Chief Executive Officer for National Procurement Commission	08/08/2019	12/08/2019	14/08/2019
Consultation on the Extension of the Acting Appointment for Managing Director for National Housing Corporation	27/08/2019	29/08/2019	03/09/2019
Consultation on the Extension of the Acting Appointment for Director General for National Libraries and Archives	19/09/2019	24/09/2019	26/09/2019
Consultation on the Extension of the Acting Appointment for Commissioner, Border Security & Regional Operations for PNG Customs Service	08/10/2019	14/10/2019	16/10/2019
Consultation on the Extension of the Acting Appointment for Chief Executive Officer for National Procurement Commission	08/10/2019	14/10/2019	16/10/2019
Consultation on the Extension of the Acting Appointment for Director General for National Youth Development Authority	09/10/2019	14/10/2019	16/10/2019
Appointment of the Acting Director General for National	19/10/2019	14/10/2019	16/10/2019

Intelligence Organization			
Appointment of the Acting Managing Director for Small and Medium Enterprise Corporation	24/10/2019	04/11/2019	07/11/2019
Appointment of the Acting Director General for National Agriculture Research Institute	29/10/2019	31/10/2019	07/11/2019
Consultation on the Extension of the Acting Appointment for Commissioner General for Internal Revenue Commission	06/11/2019	07/11/2019	08/11/2019
Appointment of the Acting Chief Migration Officer for Immigration and Citizenship Office	07/11/2019	07/11/2019	08/11/2019
Consultation on the Extension of the Acting Appointment for Director General for National Libraries and Archives	12/11/2019	18/11/2019	21/11/2019
Consultation on the Extension of the Acting Appointment for Executive Director for National Cultural Commission	26/11/2019	27/11/2019	28/11/2019
Consultation on the Extension of the Acting Appointment for Director General for National Narcotics Bureau	02/12/2019	04/12/2019	05/12/2019
Appointment of the Acting Managing Director for National Agriculture, Quarantine & Inspection Authority (NAQIA)	06/12/2019	09/12/2019	PENDING

TABLE 7: PERMANENT APPOINTMENT OF CHIEF EXECUTIVE OFFICERS OF PUBLIC HOSPITALS – 2019

Hospitals	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final submission date)
NIL	-	-	-

TABLE 8: ACTING APPOINTMENTS OF CHIEF EXECUTIVE OFFICERS OF PUBLIC HOSPITALS – 2019

Hospitals	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final submission date)
NIL	-	-	-

**TABLE 9: ACTING APPOINTMENTS OF PROVINCIAL HEALTH AUTHORITY CHIEF
EXECUTIVE OFFICERS – 2019**

Hospitals	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final submission date)
NIL	-	-	-

TABLE 10: APPOINTMENT OF BOARD MEMBERS OF STATUTORY BODIES – 2019

Statutory Bodies	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final submission date)
Board Members of the Board of Trustee of the National Museum & Arts Gallery	24/07/2019	29/07/2019	06/08/2019
Industrial Centre Development Corporation Board	06/08/2019	9/08/2019	21/08/2019
Consultation on the appointment of IPA Board Members	19/08/2019	18/09/2019	25/09/2019
Consultation on the appointment of SMEC Board Members	23/09/2019	23/09/2019	01/10/2019
Appointment of the Board Members for National Procurement Commission	30/09/2019	08/10/2019	08/10/2019
National Forest Authority Board Members	17/09/2019	27/09/2019	08/10/2019
Appointment of the Board Members for Road Traffic Authority	11/09/2019	01/10/2019	19/11/2019
Appointment of the Independent Directors for National Airports Corporation Board	29/10/2019	30/10/2019	01/11/2019
Appointment of the Board Members of the IPA Board	31/10/2019	11/11/2019	19/11/2019
Appointment of the PNG Physical Planning Appeal Tribunal Board	11/11/2019	11/11/2019	20/11/2019

TABLE 11: ACTING APPOINTMENT OF BOARD MEMBERS OF STATUTORY BODIES – 2019

Statutory Bodies	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final submission date)
NIL	-	-	-

TABLE 1: PERMANENT APPOINTMENTS OF NATIONAL DEPARTMENTAL HEADS – 2020

Department	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final submission date)
Appointment of a new Chief Secretary for Department of Prime Minister & National Executive Council	12/12/2019	17/12/2019	27/01/2020
Appointment of a new Auditor General for Auditor General's Office	12/12/2019	17/12/2019	PENDING

TABLE 2: ACTING APPOINTMENTS OF NATIONAL DEPARTMENTAL HEADS – 2020

Department	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final submission date)
Consultation on the Extension of the Acting Appointment for Registrar General for PNG Civil Registry and Identity Registry	20/01/2020	20/01/2020	22/01/2020
Consultation on the Extension of the Acting Appointment for Director for National Coordination Office for Bougainville Affairs	20/01/2019	20/01/2020	22/01/2020
Appointment of an Acting Secretary for Department of Health	27/01/2020	28/01/2020	06/02/2020
Consultation on the Extension of the Acting Appointment for Secretary for Department of Communication & Information Technology	05/02/2020	06/02/2020	10/02/2020
Consultation on the Extension of the Acting Appointment for	05/02/2020	06/02/2020	19/02/2020

Secretary for Department of Commerce & Industry			
Appointment of an Acting Chief Secretary to Government & Secretary to the Department of Prime Minister & National Executive Council	10/02/2020	11/02/2020	11/02/2020

TABLE 3: PERMANENT APPOINTMENTS OF PROVINCIAL ADMINISTRATORS – 2020

Provincial Administration	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response <i>(Final submission date)</i>
NIL	-	-	-

TABLE 4: ACTING APPOINTMENTS OF PROVINCIAL ADMINISTRATORS – 2020

Provincial Administration	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response <i>(Final submission date)</i>
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Central Provincial Administration	20/01/2020	20/01/2020	22/01/2020
Appointment of a new Acting Provincial Administrator for Hela Provincial Administration	30/01/2020	03/02/2020	06/02/2020
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Madang Provincial Administration	05/02/2020	06/02/2020	19/02/2020
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Oro Provincial Administration	05/02/2020	06/02/2020	19/02/2020

TABLE 5: PERMANENT APPOINTMENTS OF HEADS OF STATUTORY BODIES – 2020

Statutory Body/Organization/Office	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final submission date)
Appointment of a new Director General for National Intelligence Office	11/11/2019	17/12/2019	PENDING
Re-appointment of the Director – General for Office of Libraries and Archives	29/11/2019	12/12/2019	10/01/2020
Appointment of a new Commissioner General for Internal Revenue Commission	12/12/2019	17/12/2019	15/01/2020

TABLE 6: ACTING APPOINTMENTS OF HEADS OF STATUTORY BODIES – 2020

Statutory Body/Organization/Office	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final submission date)
Appointment of Acting Managing Director for National Agriculture, Quarantine & Inspection Authority	06/12/2019	09/12/2019	10/01/2020
Appointment of Acting Chief Censor for Censorship Board of PNG	06/01/2020	07/01/2020	10/01/2020
Appointment of new Acting Chairman of Teaching Service Commission	15/01/2020	16/01/2020	17/01/2020
Appointment of Acting Commissioner Policy for Teaching Service Commission	15/01/2020	16/01/2020	17/01/2020
Consultation on the Extension of the Acting Appointment for Commissioner for PNG Customs	20/01/2019	20/01/2020	22/01/2020
Consultation on the Extension of the Acting Appointment of Director General for National Narcotics Bureau	20/01/2020	21/01/2020	22/01/2020
Consultation on the Extension of the Acting Appointment of Chief Executive Officer for National Procurement Commission	20/01/2020	21/01/2020	22/01/2020
Consultation on the Extension	20/01/2020	20/01/2020	22/01/2020

of the Acting Appointment of Commissioner, Border Security and Regional Operations for PNG Customs			
Consultation on the Extension of the Acting appointment of Chief Commissioner for PNG Customs	20/01/2020	20/01/2020	22/01/2020
Consultation on the Extension of the Acting Appointment of Managing Director for National Housing Corporation	20/01/2020	20/01/2020	22/01/2020
Consultation on the Extension of the Acting Appointment of Managing Director for Small Medium and Enterprise Corporation	05/02/2020	06/02/2020	10/02/2020
Consultation on the Extension of the Acting Appointment of Managing Director for National Housing Corporation	05/02/2020	06/02/2020	10/02/2020
Consultation on the Extension of the Acting Appointment of Executive Director for National Cultural Commission	05/02/2020	06/02/2020	10/02/2020
Consultation on the Extension of the Acting Appointment of Director General for National Intelligence Office	10/02/2020	11/02/2020	11/02/2020
Appointment of Acting Director for Legal Training Institute	10/02/2020	12/02/2020	14/02/2020
Appointment of Acting General Secretary for Oil Palm Industry Corporation	09/12/2019	17/02/2020	25/02/2020

TABLE 7: PERMANENT APPOINTMENT OF CHIEF EXECUTIVE OFFICERS OF PUBLIC HOSPITALS – 2020

Hospitals	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final submission date)
NIL	-	-	-

TABLE 8: ACTING APPOINTMENTS OF CHIEF EXECUTIVE OFFICERS OF PUBLIC HOSPITALS – 2020

Hospitals	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final submission date)
NIL	-	-	-

TABLE 8: ACTING APPOINTMENTS OF PROVINCIAL HEALTH AUTHORITY CHIEF EXECUTIVE OFFICERS – 2020

Hospitals	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final submission date)
NIL	-	-	-

TABLE 9: APPOINTMENT OF BOARD MEMBERS OF STATUTORY BODIES – 2014

Statutory Bodies	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final submission date)
Appointment of Chairman of National Gaming Control Board	10/02/2020	19/02/2020	25/02/2020

TABLE 10: ACTING APPOINTMENT OF BOARD MEMBERS OF STATUTORY BODIES – 2020

Statutory Bodies	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final submission date)
NIL	-	-	-

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