



PAPUA NEW GUINEA

PUBLIC SERVICE COMMISSION



CORPORATE PLAN 2014-2018

***PROMOTING GOOD GOVERNANCE IN THE
PUBLIC SERVICE***



Papua New Guinea

PUBLIC SERVICES COMMISSION



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CORPORATE PLAN 2014-2018

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MEMBERS OF THE COMMISSION



Dr. Philip Kereme (PhD) - Acting Chairman



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



Ms. Rachel Wii
Acting Commissioner (Provincial)

Chairman's Statement



The PNG Vision 2050 sets out a bigger and broader road map showing the way ahead, for everyone as communities and corporate entities, to set their long term goals as destinations to travel into the future; and short term objectives as implementation strategies to achieve their desired corporate outcomes. The 2014-2018 Corporate Plan of the Public Services Commission (PSC) is aligned to the PNG Vision 2050 initiative of the Government, with very specific corporate objectives linked with corporate activities, to achieve our intended outcomes in the next five years.

This Corporate Plan (2014-2018) is the third five year plan for the Public Services Commission (PSC) after a review was carried out for its second plan for the period 2009 – 2013. The Commission and the Secretariat held a 3 day workshop from the 22nd to 24th of May, 2013 to review the 2009-2013 PSC Corporate Plan.

This was quite a unique occasion for the Commission, where the Chairman, Commissioners and staff shared ideas through large group discussions, and were later broken up into smaller groups, as part of the review process to further discuss strategies they would like incorporated into the Corporate Plan 2014-2018.

The active participation in the review workshop by staff and members of the commission had resulted in the production of the draft of the plan; after it had gone through different stages of editing, proof reading and its final approval. The Corporate Plan (2014-2018) carries over many of the projects identified in the last plan.

As the PSC Corporate Plan 2009-2013 is coming to an end, and looking back, under the leadership of former Chairman, Mr. Rigo Lua, the Commission has been quite active in carrying out its core functions, including commencing the implementation of some of its projects identified in the last plan. For instance, the establishment of the case management system (CMS) to improve the administration of personnel review matters.

We hope to further improve PSC's performance in our next plan, by ensuring that some of our major projects such as the Case Management System and the establishment of PSC regional offices are fully completed in the few years.

I acknowledge the contributions made by everyone during the review workshop to map out this corporate plan: - Outgoing Chairman Mr. Rigo Lua, Commissioner National, Acting Commissioner Provincial, Acting Secretary, Directors and all our hard working staff.

I thank you all for your contribution and am looking forward for your cooperation to implement this plan in the next five years.

DR. PHILIP KEREME, (PhD) Acting Chairman – PSC

Secretary's Statement



I am privileged to launch this 4th Edition of the Public Service Commission's Corporate Plan, which is the road map that will navigate and guide the operations of the Commission in the next 5 years from 2014 to 2018.

This Corporate Plan is an effort to outline the way in which the Commission will strategically move towards supporting the implementation of its corporate goals by taking responsibility and striving towards achieving the key outcomes by articulating the plan with define perimeters of responsibilities. The commission through this corporate plan envisages itself to uphold its constitutional functions, corporate goals, values and integrity to serve the public service with courage to demonstrate its competencies at all levels, riding on the principles of good governance, accountability and transparency in the performance of its mandated functions and responsibilities in the public service as a whole.

This is a catalyst plan that aims to fully implement the visions and objectives of the Commission, for enhanced innovations and transformation of the Public Service through excellent leadership in promoting the fundamental principles and values of good governance in the public service to achieve improved performance and high standard of HR Management System. This Corporate Plan is further developed in alliance with the National Government's Medium Term Development Strategy (MTDS), the National Strategic Plan (NSP), and the PNG Vision 2050 to achieve an improved service delivery and competent Public Service Commission as envisaged through the Corporate Outcomes as outlined in this Corporate Plan 2014 to 2018.

The Public Service Commission plays an important part in improving accountability and transparency through promoting good governance in the Public Service, therefore the Commission has developed an outcome based Corporate Plan to provide excellent leadership and to be able to make fair and very informed decisions in the review of organisation and personnel matters, and appointments of qualified persons with committed leadership to deliver government services to the people of Papua New Guinea. The plan outlines key issues, targeted outputs and enables activities to improve its corporate performance and also aims to improve its administrative systems and processes for building strong and effective relationship with other stakeholders and government agencies.

The formulation of this 5 year Corporate Plan reflects the Commission's determination to make a difference by re-organizing and re-aligning itself from the past to provide an effective and competent leadership for the future, at all levels, to coerce the dreams and aspirations of the National Government to improve the performance of the entire Public Service machinery in the country.

I'm confident this plan will provide the Commission the right direction to contribute to a more effective and efficient public service, and at the same time promote the credibility, professional image and confidence in the Public Service of Papua New Guinea.

FRANCIS KOABA (Mr), Secretary – PSC Secretariat

THE ROLE OF PUBLIC SERVICES COMMISSION

The roles and functions of the Public Services Commission (PSC) are to review personnel matters in the Public Service; and review organizational matters.

At the time of this review PSC's powers relating to appointment, suspension, and revocation of appointment of Departmental Heads, Provincial Administrators, Chief Executive Officers (hereinafter referred to as "CEO") of Regulatory Statutory Authorities (hereinafter referred to as "the RSAs"), and non ex – officio Board members, have been recommended for removal through Government Policy change, awaiting Constitutional and Legislative amendments.

The Commission instead must to be given a greater role to play in the review of the appointments.

The Public Services Commission is mandated under Section 191 of the National Constitution and Sections 18 and 19 of the Public Service (Management) Act 1995 (as amended) to review personnel and organizational matters; and section 193 (1) (1A) to (1D) of the Constitution.

Sections 31A to 31D and 60A to 60C of the Public Service (Management) Act 1995 (as amended) and Sections 4, 7, 8, 9 and 10 of the Regulatory Statutory Authorities (Appointments To Certain Offices) Act 2004 (hereinafter referred to as "the RSA Act") in relation to appointments, revocation of appointments and suspension of CEOs of the RSAs and appointment only of non-ex-officio members of the RSAs.

VISION

The vision of the Public Services Commission is to maintain check and balance and to promote good governance in the Public Service.

MISSION

The PSC's Mission is to ensure an honest, fair and just treatment of public servants, through efficient and effective review of personnel and organizational matters, and the provision of prudent advice.

VALUES AND GUIDING PRINCIPLES

We value:

- ❖ Our Staff
- ❖ Our Parties to Review Proceedings
- ❖ Our Professionalism
- ❖ Our Decisions
- ❖ Our Stakeholders

Our principles encompass:

Our Staff

- ❖ We recognize unity in diversity of our staff.
- ❖ We ensure a safe and conducive workplace environment for our staff.
- ❖ We promote professional development for our staff to enhance their skills and competencies.
- ❖ We recognize gender equality and participation.

Our Parties to Review Proceedings

- ❖ Professional relationships with the parties.
- ❖ Right to be heard.
- ❖ Expeditious reviews and decisions.

Our Professionalism

- ❖ We value performance of staff, based on honesty, fairness, respectability, accountability, transparency and impartiality.
- ❖ We ensure time limit compliance.
- ❖ We ensure “meaningful consultation”.

Our Decisions

- ❖ We value compliance with our decisions.
- ❖ We take responsibility for our decisions.
- ❖ We value the appreciation and understanding of our decisions from Stakeholders.

Stakeholders

- ❖ We value the respect demonstrated by our stakeholders.

CORPORATE OUTCOMES, STRATEGIES AND KEY PERFORMANCE INDICATORS

CORPORATE OUTCOME 1

CORPORATE OUTCOME 1.1

Improvement in compliance with mandatory functions and requirements of the Public Service Commission

Corporate Outcome 1.1 requires us to ensure there is an improvement in compliance with mandatory procedures, in relation to discipline, selection and other terms & conditions by public servants. We will know we have achieved this when;

❖ *There is actual improvement in compliance with mandatory procedures in relation to discipline, selection, and other terms and conditions.*

Strategy 1.1(a): Conduct awareness, workshops and seminars by PSC for Stakeholders.

Project 1.1(a): Annual Awareness Programs to be incorporated with Commission's Appearances.

Strategy 1.1(b): Publication of information on mandatory functions and requirements.

Project 1.1(b): Production of awareness materials and information on mandatory functions and requirements of PSC.

Strategy 1.1(c): Establish meaningful consultation and liaison with relevant stakeholders.

Project 1.1(c): Conduct regional workshops on a quarterly basis with relevant stakeholders.

Strategy 1.1(d): Utilise website to disseminate the Commission's roles and functions.

Project 1.1(d): Publish awareness programs and materials.

CORPORATE OUTCOME 1.2

Reduction in the number of Review Cases received by PSC

Corporate Outcome 1.2 requires us to ensure those in authority who are empowered to make personnel decisions, comply with the relevant laws and mandatory procedures and processes. We will know we have achieved this when;

❖ *There is a significant reduction in the number of review cases received.*

Strategy 1.2(a): Conduct awareness of relevant provisions of the Constitution, Public Service (Management) Act, Public Service General Orders, Regulatory Statutory Authority Act and mandatory procedures and processes relating to personnel review matters.

Project 1.2(a) (i): Annual awareness programs.

Project 1.2(a) (ii): Production of pamphlets.

Project 1.2(a) (iii): Publication in the print and electronic media.



National Review Division conducting a Review Appearance in the PSC Chairman's Conference Room

CORPORATE OUTCOME 1.3

Effective Review System

Corporate Outcome 1.3 requires PSC to improve upon the review system in terms of compliance with the statutory time limit for completion of review cases. We will know we have achieved this when;

❖ There is an improvement in compliance with the statutory time limit for completion of review cases.

Strategy 1.3(a): Regular review on case management system.

Project 1.3(a): Conduct research, develop better procedures and processes.

Strategy 1.3(b): Capacity Building.

Project 1.3(b) (i): Provide Professional Training and Development (Internal/External)

Project 1.3(b) (ii): Production of a Staff Training and Development Plan and conduct Internal and External training to cater for the needs of review officers.

Strategy 1.3(c): Establishment of case management system for review matters.

Project 1.3(c): Engagement of specialist consultant and development of case management system.



Acting Director (Provincial Review Division) attending to an aggrieved Public Servant

CORPORATE OUTCOME 1.4

Giving immediate effect to the review decisions of PSC

Corporate Outcome 1.4 directs us to ensure PSC's decisions on a review matter becomes binding immediately after the decision is made, and not after 30 days. We will know we have achieved this when;

❖ *The amendment bill has been passed by Parliament.*

Strategy 1.4(a): Legislative amendments to Section 18 (3) (d) (ii) of the Public Services (Management) Act 1995 (as amended) (which makes PSC review decisions binding after 30 days).

Project 1.4(a): Establishment of an Amendment Committee to determine Drafting instructions to the First Legislative Counsel.

CORPORATE OUTCOME 1.5

Penalty for non-attendance by any party to the proceedings who have been summoned

Corporate Outcome 1.5 requires us to ensure the law is amended to give PSC the power to penalize any party who fails to attend the review proceedings after being summoned. We will know we have achieved this when;

❖ *The amendment bill has been passed by Parliament.*

Strategy 1.5(a): Amendment to Section 18 of the Public Service (Management) Act for failing to answer to a summons Is a punishable offence.

Project 1.5(a): Establishment of an Amendment Committee to determine drafting instructions to the First Legislative Counsel.

CORPORATE OUTCOME 1.6

Penalty on Departmental Heads, Provincial Administrators, Chief Executive Officers and Heads of other statutory bodies for failing to implement PSC's review Decisions

Corporate Outcome 1.6 requires us to have the law amended to give PSC the power to penalize Departmental Heads, Provincial Administrators, and CEOs of RSAs who fail to implement PSC's review decisions. We will know we have achieved this when;

❖ *The amendment bill has been passed by Parliament.*

Strategy 1.6(a): Amendments to Section 18 of the Public Service (Management) Act. Failing to implement PSC's decisions is a punishable offence.

Project 1.6(a): Establishment of an Amendment Committee to determine drafting instructions to the First Legislative Counsel.



SEM sitting for the 2nd Corporate Plan Committee Meeting

CORPORATE OUTCOME 2

CORPORATE OUTCOME 2.1

Review of Organizations

Corporate Outcome 2.1 requires us to have effective organizational review systems in place. We will know we have achieved this when;

- ❖ *There are review procedures and processes in place.*
- ❖ *There is an improved performance by the organizations being reviewed.*

Strategy 2.1(a): Develop review procedures and processes for Organizational review.

Project 2.1(a): Conduct research and develop procedures and processes.

Strategy 2.1(b): Efficient and effective organizational review.

Project 2.1(b): Conduct an organizational review referred to by NEC, or identified by PSC itself, and submit reports and recommendations to NEC and other concerned authorities on remedial actions.



Public Service Commission Office, located within the Tan Investment Haus, Waigani

CORPORATE OUTCOME 3

CORPORATE OUTCOME 3.1

Merit Based Appointment

Corporate Outcome 3.1 requires us to ensure the appointment of Departmental Heads, Provincial Administrators, Chief Executive Officers (CEOs) of Regulatory Statutory Authorities (RSAs) and non-ex-officio members of RSAs Boards are based on merit. We will know we have achieved this when;

❖ *The best candidate has been appointed by NEC based on a merit appointment system.*

Strategy 3.1(a): Improve on current procedures and processes on appointments, where necessary.

Project 3.1(a): Establishment of a Database.

Strategy 3.1(b): Creation of assessment procedural manual and Capacity Building.

Project 3.1(b): Provide Professional Training and Development (Internal/External)

Strategy 3.1(c): Meaningful Consultations.

Project 3.1(c) (i): Create more awareness on the mandatory requirements for meaningful consultation.

Project 3.1(c) (ii): Mandatory induction of senior ministerial staff and all relevant stakeholders.



Interview conducted for a permanent appointment position in Phoebe's Conference Room, Kokopo Beach Bungalow Resort, E.N.B.P

CORPORATE OUTCOME 4

CORPORATE OUTCOME 4.1

Effective Investigation

Corporate Outcome 4.1 requires us to conduct effective investigations into serious allegations made against Departmental Heads, Provincial Administrators and CEOs of RSAs. We will know we have achieved this when;

- ❖ *There are appropriate guidelines for conducting investigations in place and that quality reports and recommendations are made.*
- ❖ *There is implementation of PSC recommendations by appropriate authorities.*

Strategy 4.1(a): Development of Investigation Guidelines.

Project 4.1(a): Develop appropriate guidelines for conducting Investigations.

Strategy 4.1(b): Development of Investigation Code of Ethics.

Project 4.1(b): Develop Investigators Code of Ethics.

Strategy 4.1(c): Capacity Building.

Project 4.1(c) (i): Provide Professional Training and Development (Internal/External)

Project 4.1(c) (ii): Provide quality and impartial reports and recommendations.

Strategy 4.1(d): Conduct Awareness.

Project 4.1(d): Production of pamphlets and brochures.



Secretary - PSC Secretariat & Principal Investigator reviewing Corporate Outcome 4.1 of the Corporate Plan 2009-2013 on the 2nd Day of the Review Workshop

CORPORATE OUTCOME 5

CORPORATE OUTCOME 5.1

Effective & efficient legal advisory and litigation services

Corporate Outcome 5.1 requires us to provide effective and efficient legal advisory and litigation services. We will know we have achieved this when;

- ❖ *There is less legal challenge against PSC decisions.*
- ❖ *There is successful representation of PSC in litigation involving PCS's review decisions, and PSC's decisions on appointments, revocation of appointments and suspension of Departmental Heads, Provincial Administrators and CEOs of RSAs.*

Strategy 5.1(a): Effective, efficient and timely provision of legal advice and Litigation services.

Project 5.1(a): Development of procedures and processes.

Strategy 5.1(b): Capacity Building

Project 5.1(b): Provide Professional Training and Development (Internal/External)



Principal Review Officer (Selection National) attending to aggrieved Public Servants

CORPORATE OUTCOME 6

CORPORATE OUTCOME 6.1 Effective Management of Human Resources

Corporate Outcome 6.1 requires us to effectively manage all human resource activities and functions. We will know we have achieved this when;

- ❖ *The best candidates are recruited.*
- ❖ *Staff are appropriately and professionally trained.*
- ❖ *Staff are appropriately rewarded.*
- ❖ *Staff personnel matters are thoroughly addressed.*

Strategy 6.1(a):	Recruitment of the best candidates.
Project 6.1(a):	Review of job descriptions and selection criteria.
Strategy 6.1(b):	Provide professional training.
Project 6.1(b):	Review 5 year and annual training plans.
Strategy 6.1(c):	Maintain proper staff records.
Project 6.1(c):	Regular update of staff records.
Strategy 6.1(d):	Review organizational changes.
Project 6.1(d):	Manage organizational change.
Strategy 6.1(e):	Develop a Policy on Occupational Health & Safety.
Project 6.1(e):	Implementation of Occupational Health and Safety Policy.
Strategy 6.1(f):	Develop HIV & Aids Workplace Policy.
Project 6.1(f):	Institutionalize Workplace policy on HIV & Aids.
Strategy 6.1(g):	Negotiate PSC Staff Housing with relevant Stakeholders.
Project 6.1 (g):	Development of PSC Home Ownership Scheme.

CORPORATE OUTCOME 6.2

Effective Management of Information Technology

Corporate Outcome 6.2 requires us to effectively manage all Information Technology activities and functions. We will know we have achieved this when;

- ❖ *There is an IT policy in place.*
- ❖ *There is an effective functioning Database and Management Information System (MIS) in place.*
- ❖ *There is an improvement in maintenance of IT systems.*

Strategy 6.2(a): Ensure Information Technology policies are developed.

Project 6.2(a): Development of Information Technology policies.

Strategy 6.2(b): Establishment and development of relevant Databases.

Project 6.2(b): Development of relevant Databases.

Strategy 6.2(c): Management of network infrastructure.

Project 6.2(c): Constant upgrade and maintenance to cater for Technological changes.

Strategy 6.2(d): Development of intranet and internet website in line with the publication awareness outcome.

Project 6.2(d): Development of Internet and Intranet Website.



IT Manager checking the Main Server

CORPORATE OUTCOME 7

CORPORATE OUTCOME 7.1

Operational Guidelines for Media & Publication

Corporate Outcome 7.1 requires us to develop an operational guideline for the Media and Publication Section. We will know we have achieved this when;

❖ *There is an operational Guideline in place.*

Strategy 7.1(a): Effective management of Media and Publication matters.

Project 7.1(a): Development of Operational Guidelines and Corporate Calendar.

CORPORATE OUTCOME 7.2

Better understanding of the Roles and Functions of PSC by Public Servants and Stakeholders

Corporate Outcome 7.2 requires us to ensure there is a better understanding of the roles and functions of PSC by public servants and stakeholders. We will know we have achieved this when;

❖ *There is positive response and feedback from public servants and stakeholders.*

Strategy 7.2(a): Effective dissemination of information through Print and electronic media.

Project 7.2(a): Development of quarterly newsletters, brochures and Annual reports.

CORPORATE OUTCOME 8

CORPORATE OUTCOME 8.1

Effective & efficient Financial Management

Corporate Outcome 8.1 requires us to effectively and efficiently manage our finances. We will know we have achieved this when;

- ❖ *There is actual compliance with the Public Finance (Management) Act and Financial Instructions.*
- ❖ *There is a realistic budget.*

Strategy 8.1(a): Ensure due compliance with the Public Finance (Management) Act and Financial Instructions.

Project 8.1(a): Undertake compliance audits.

Strategy 8.1(b): Realistic budget appropriations (recurrent and Development budget).

Project 8.1(b): Establishment of Divisional budgets and additional Activities.



Finance Manager reviewing Corporate Outcome 8.1 of the Corporate Plan 2009-2013 on the 2nd Day of the Review Workshop

CORPORATE OUTCOME 9

CORPORATE OUTCOME 9.1 Effective Management of Records

Corporate Outcome 9.1 requires us to effectively manage our records. We will know we have achieved this when;

- ❖ *We have developed our Registry Filing Manual and Purchase of Registry Assets.*
- ❖ *There is an effective and efficient retrieval and storage of records.*

- | | |
|-------------------------|--|
| Strategy 9.1(a): | Registry Filing Manual. |
| Project 9.1(a): | Development of filing manual for Registry. |
| Strategy 9.1(b): | Purchase of Registry assets. |
| Project 9.1(b): | Identify and purchase appropriate Registry assets. |
| Strategy 9.1(c): | Safe storage of records. |
| Project 9.1(c): | Construction of storage room. |
| Strategy 9.1(d): | Records Management Policy. |
| Project 9.1(d): | Develop Records Management Policy. |
| Strategy 9.1(e): | Inventory Register. |
| Project 9.1(e): | Develop Assets Inventory Register. |

CORPORATE OUTCOME 10

CORPORATE OUTCOME 10.1

Amalgamation of the Secretariat with the Commission

Corporate Outcome 10.1 requires us to amalgamate the Secretariat with the Commission. We will know we have achieved this when;

- ❖ *The Organic Law on PSC has been passed by Parliament.*
- ❖ *The Secretariat has been amalgamated with the Commission.*

Strategy 10.1(a): Passing of the Organic Law to
Amalgamate the Secretariat with the Commission.

Project 10.1(a): Establishment of the Amendment Committee to determine drafting instructions to the First Legislative Counsel, for drafting of an Organic Law on the PSC, and also to repeal Section 18 of the PSM Act and to Incorporate that function either in the Organic Law or in an Act of Parliament provided for in that Organic Law, as well as appropriate consequential amendments to the relevant provisions of the Constitution.

Strategy 10.1(b): Implementation of the Organic Law.

Project 10.1(b): Establishment of an Implementation Committee to Coordinate the implementation of the Organic Law.



The PSC Commission Members & Secretary - PSC Secretariat

CORPORATE OUTCOME 11

CORPORATE OUTCOME 11.1

Establishment of PSC offices at the Regions

Corporate Outcome 11.1 requires us to establish PSC offices in the regions. We will know we have achieved this when;

- ❖ *The reorganization has been done creating the Regional Offices.*
- ❖ *The scope, roles and functions of the Regional Offices have been determined.*
- ❖ *There is budget and logistics for Regional Offices.*

Strategy 11.1(a): Reorganization and determination of the scope, roles and functions of Regional Offices.

Project 11.1(a): Reorganization and restructuring to address the scope, roles and functions of Regional Offices.

Strategy 11.1(b): Budget estimates and logistics for Regional Offices.

Project 11.1(b): Create Regional Budget estimates.



Day 1 of the Review Workshop of the Corporate Plan 2009-2013

CORPORATE OUTCOME 12

CORPORATE OUTCOME 12.1

Creation of an additional Commissioners position

Corporate Outcome 12.1 requires us to create an additional Commissioners position. We will know we have achieved this when;

❖ *NEC has approved the submission for an additional Commissioners Position.*

Strategy 12.1(a): Submit to NEC for approval of an additional Commissioner.

Project 12.1(a): Draft a submission to NEC.

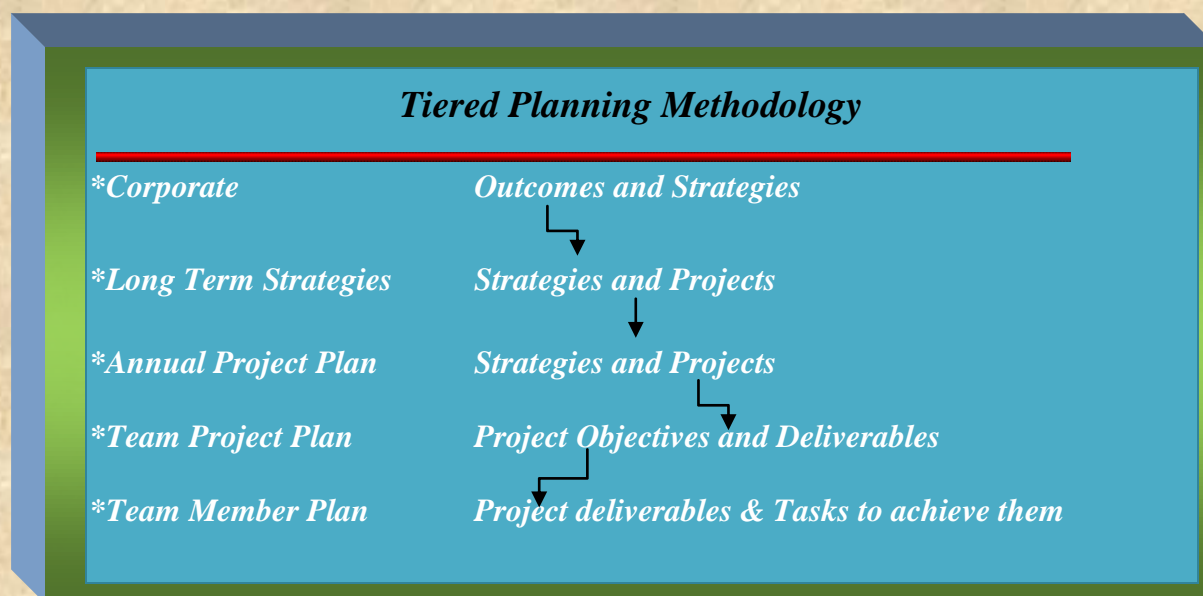
Strategy 12.1(b): Give instructions to the Office of the First Legislative Counsel to draft a Bill seeking appropriate and necessary amendments to the Constitution and the Public Services (Management) Act.

Project 12.1(b): Establishment of the Amendment Committee to determine drafting instructions to the First Legislative Counsel.



PSC Staff during the Review workshop of the Corporate Plan
2009-2013

TIERED PLANNING MONITORING AND REPORTING



ANNUAL PLANNING

Annual Plan

The annual project plan is the plan that delivers the outcome of the corporate plan. It needs to represent an overview rather than the details, to enable the senior management to monitor PSCs achievements against plans, and where necessary, reallocate resources to priorities in line with the annual corporate direction.

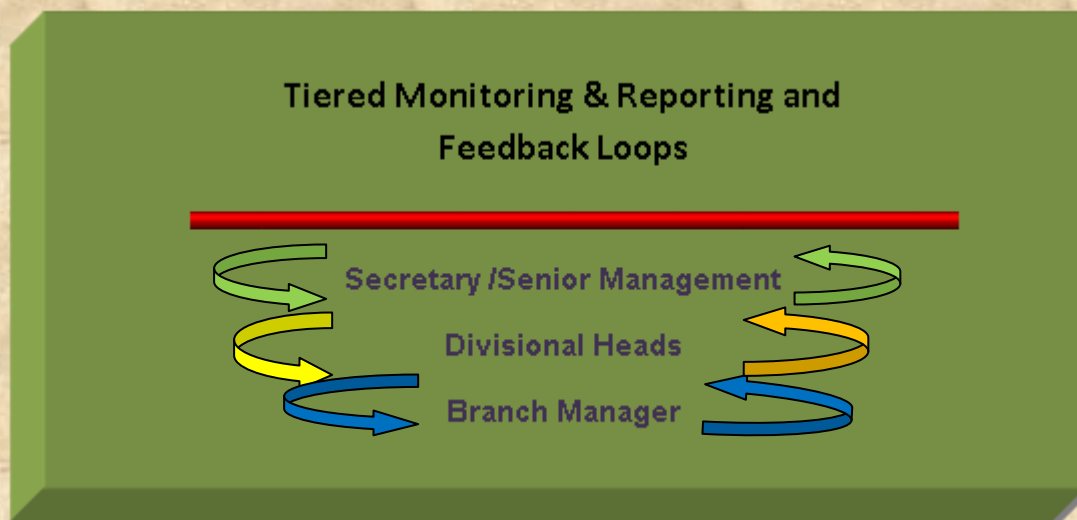
Team Plan

The divisional head or manager will allocate projects to particular branch manager (s). It is the role of the divisional head or manager to identify the deliverables for the project, the major task, risks and resources required. The Divisional head / manager will allocate deliverables to branch managers and team members who have the relevant skills and experience to undertake them. It is expected that the divisional head / manager will work with the branch managers and team members to establish the implementation plan.

Implementation Plan

The Implementation plan will detail the project deliverables into manageable tasks; Identify Timelines for the tasks and resources required. Each Implementation plan must be drafted prior to June each year in time for the budget submission and then the plan should be revised and prioritized after the budget has been handed down.

MONITORING AND REPORTING



Reporting to the Senior Management

It is not necessary to report at a detailed level to the Senior Management, because the work has already been monitored at the levels mentioned above in, which amendments have already been made to the plans to meet the prevailing circumstances. Accountability for accuracy of reporting rests at these levels.

However, the Senior Management will receive a high-level report, which will indicate whether the projects are on track and whether the outcomes are being achieved. In the event that there is a particular interest in one project, detailed information may be requested on that particular project.

Monthly Reporting (Corporate Strategy) Level

Monthly reporting commences with the branch managers meeting, with team members or individual action officers responsible for the tasks at least at the end of each month to discuss the achievement of the Implementation Plan, issues or problems and seek solutions. It is expected that the branch managers will have been meeting regularly with team members or individual action officers to support and guide them as part of the normal supervision process.

The team member or individual action officer will have an updated Implementation Plan Report (IPR) on the shared drive for the Branch Manager to access. The team member or individual action officer will add or amend the IPR so that the Branch Manager can be fully informed of the state of the work, issues over-come, and any issues that are not within the scope of the Team Leader or Branch Manager to manage.

The branch Manager or team Leader will then meet with the divisional head / manager to report on the progress in a similar way. The divisional head / manager will have to meet with branch managers or team leaders more regularly than this as part of normal supervision.

Following this meeting, the divisional head / manager will formulate the IPR to inform the Secretary and Senior Management of the projects achievement.

Monthly Reporting to the Senior Management

The divisional head / manager will prepare the IPR at the project level, which will indicate the status of the projects. This is to allow the Senior Management to see at a glance, which projects are on target, and to seek further information on those that are not on target.

Senior Management Quarterly Reporting Summary

The summary may be completed by the Secretary to give the Senior Management an overview of reporting over the year. It indicates the projects that have not been on target for one quarter or more.

At the quarterly meeting, the Senior Management will consider the quarterly review of expenditure and will make decisions on changes in priorities and allocation of resources as required.

The tiered monitoring and reporting ensures that:

- Individuals at all levels are held accountable for their performance;
- Monitoring occurs as part of normal work rather than an extra task;
- Revisions can be made to plans in light of changed circumstances on a monthly basis;
- Resource usages and results achieved are linked to give indications of cost benefit;
- It builds a body of knowledge and planning, budgeting and monitoring, which improves over time.

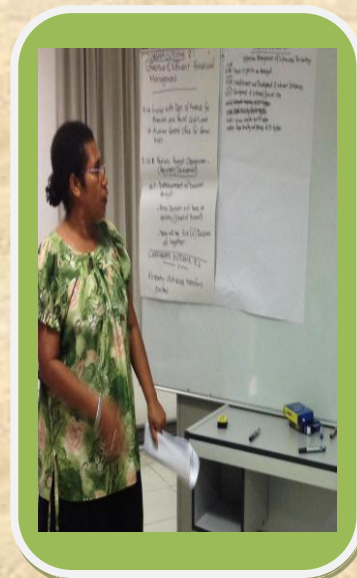
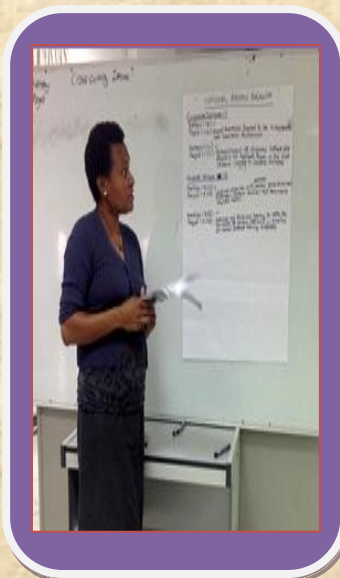
These reports will also form the basis of the Commission's Quarterly and Annual Reports.

SNAP SHOTS OF THE THREE DAY REVIEW WORKSHOP

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ABBREVIATIONS

CACC	Central Agencies Coordinating Committee
CEO	Chief Executive Officer
DPM	Department of Personnel Management
ENBP	East New Britain Province
IPR	Implementation Plan Report
IT	Informational Technology
MIS	Management Information System
MTDS	Medium Term Development Strategy
NEC	National Executive Council
NSP	National Strategic Plan
PEC	Provincial Executive Council
PS	National Public Service
PSC	Public Services Commission
PNG	Papua New Guinea
RSAs	Regulatory Statutory Authorities
RSA Act	Regulatory Statutory Authorities Act
SEM	Senior Executive Management

ACKNOWLEDGMENT

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The Corporate Plan 2014-2018 will provide the right direction for the Commission to contribute to a more effective and efficient public service, and at the same time, promote the credibility, professional image and confidence in the Public Service of Papua New Guinea.