



PUBLIC SERVICES COMMISSION

CORPORATE PLAN 2019 - 2023





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

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ACKNOWLEDGEMENT

The Public Services Commission (PSC) acknowledges the commitment, time and effort put in by all the Secretariat Staff into the review of the PSC Corporate Plan 2014 - 2018 in order to develop this new Corporate Plan 2019 – 2023.

The Commission also acknowledges the commitment and valuable contribution provided by Chairman Dr. Philip Kereme, Commissioner National Mr. Apeo Fuata Sione and Commissioner Provincial Mr. Hansel Kakimo.

It is also under the guidance of the Senior Management Team of the PSC Secretariat that has seen the successful completion of the PSC Corporate Plan in good time for launching and implementation.

Lastly, but not the least, the Commission values, appreciates and acknowledges the great effort, leadership and team work put into the development of this document by the Corporate Plan Review Committee Members headed by Mr. Timothy Waring and other members comprising; Ms. Dorah Gawi, Mr. Francis Koaba, Mr. Victor Lismond and Mr. Douglas Formai.

This Corporate Plan 2019 – 2023 is the road map for the Commission which will provide strategic direction to the Commission to deliver on its mandated constitutional roles and responsibilities, and most importantly act as the platform for the institutional reform and transformation of the PSC into an institution with greater responsibilities and powers, in terms of overseeing the efficiency in the Public Service.

Ms. Judith Stenis. MBA
Acting Secretary - PSC Secretariat

STATEMENT BY THE CHAIRMAN



The Public Services Commission (PSC) Corporate Plan 2014 – 2018 has come to an end, and two pertinent questions come to mind: *(1) What has PSC accomplished in the last five years? and (2) Where do we go from here?*

As Chairman, I think these are key questions to be considered by PSC while reviewing its' performance to set new goals and targets to improve efficiency, effectively managing the public service system and to deliver services to our people in rural and urban communities.

1. WHAT HAS PSC ACCOMPLISHED IN THE LAST FIVE YEARS?

To answer this question, I will refer to PSC's Annual Reports for the last five years (2014 – 2018); these reports reflect achievements, constraints and challenges faced by the Commission (PSC) as an organization; and

2. WHERE DO WE GO FROM HERE?

To answer this second question, I want to make reference to 'two sign posts for direction' to travel into the future:

a. National Development Goals and Directive Principles

The broad National Goals are enshrined in the PNG National Constitution, and other relevant laws governing the operational functions of the PSC are established under the *Public Service (Management) Act 2014* – PSC's 'sign post' for future direction; and

b. Government Policies

There are two key public policy documents; The PNG Vision 2050 and Alotau Accord 1 & 2 – *'Strongim Wok na Sindaun Bilong Ol Pipol'* (1st August, 2017).

The first public policy document that has to be consulted for any development agenda for PNG is the Vision 2050 policy of the government.

The Vision 2050 declares: *'We will be Smart, Wise, Fair, Healthy and a Happy Society by 2050'* and *'We will be ranked in the top 50 countries in the United Nations Human Development Index by 2050, creating opportunities for personal and national advancement through economic growth, smart innovative ideas, quality service and ensuring a fair and equitable distribution of benefits in a safe and secure environment for*

all citizens’.

Secondly, the Alotau Accord 1 & 2 is a major government policy statement which calls for reform in government service delivery mechanism, not only to bring government services closer to the people, but also to improve quality of life through the provision of improved health care, education, infrastructure, communication and other services to our people.

The Alotau Accord 1 & 2 calls for a major reform in the Public Services Commission (PSC) so that the Commission is given Constitutional powers and responsibility to oversee the efficiency of the public service, and PSC is accountable to the National Executive Council (NEC) and Parliament.

The 2019 – 2023 Corporate Plan of the PSC is aligned to the PNG Vision 2050 policy and Alotau Accord 1 & 2 with specific corporate goals and objectives linked to corporate activity plans to achieve intended outcomes in the next five years.

Thus, in this corporate plan (2019 – 2023) a major public service reform is imminent to improve service delivery through the establishment of an effective public service delivery system that is empowered by law to implement government policies, monitor progress and evaluate outcomes through proper processes of check and balance via an established compliance mechanism in the whole public service system.

There is no doubt, PNG is now going through a very deep and rapid socio-economic and socio-cultural change that it never experienced before, and the challenge for PSC is how to manage change to take advantage of the opportunities presented, to develop an efficient public service delivery system that will provide quality service to our people living in both the rural and urban communities.

This calls for a major reform in the Public Services Commission during the life of this Corporate Plan 2019 – 2023 and ultimately to achieve greater efficiency and effectiveness in service delivery to improve the quality of life amongst our people.

Dr. Phillip Kereme, OBE, Ph.D
Chairman

INTRODUCTION OF THE PSC CORPORATE PLAN



I am pleased to launch the 3rd Edition of the Public Services Commission's Corporate Plan 2019 to 2023, which is a strategic road map for the Commission over the next five years, providing direction to the Commission on how it will achieve its vision, mission, corporate goals and outcomes.

This Corporate Plan contains programs, activities, projects and public service reform initiatives which are realistic and achievable. We have learnt from past experiences of having ambitious plans that have been difficult to implement fully due to resource constraints and have therefore narrowed down our activities to what we believe can be achieved

within the lifespan of this plan.

The PSC continues to play an important role in the Public Service in terms of promoting and fostering good governance and accountability through its mandated constitutional functions on the Review of Personnel Matters and the Merit based Appointment Process.

Under this plan, PSC also plans to establish regional offices to improve our service delivery efforts to reach the greater majority by bringing our services closer to where the majority of the public servants are located, mostly at the provincial and district level. This initiative is in alignment with the public sector wide reform efforts to decentralize powers and functions to the provinces to serve the greater majority.

PSC's newly created website www.psc.gov.pg will further boost our service delivery efforts to bring our services conveniently to where the majority of the public servants are. This will enable our services to be accessible online for public servants outside of Port Moresby who have access to the internet.

Another most significant initiative currently being pursued by the Commission under this plan is in accordance with the Government's approved policy priorities under the *Alotau Accord I and II*, for the '*transformation of the current PSC to a dynamic constitutional institution with overarching roles and responsibilities to oversee efficiency in the National Public Service*'. The task is huge and will require much time, effort and resources including external technical input and support from stakeholders from time to time to deliver a new Public Services Commission with greater powers, scope of responsibility and is more responsive towards efficiency in the service delivery mechanisms and systems of governance within the Public Service.

These priorities will obviously bring new challenges and opportunities for PSC to undergo major reforms so it can effectively deliver on Governments expectation. The Commission has already mobilized itself and see this plan as a platform to identify it's pathway to

achieving the outcomes of the reforms, even beyond the lifetime of this plan. However, in the implementation aspect of this plan, the major challenges we anticipate are resource constraints and technical skills and expertise will be required to ensure our desired outcomes are achieved. Much of the technical input will be sourced through stakeholder consultations and workshops or engagement of external expertise for technical areas beyond our capacity.

Our success depends on our commitment to our vision and mission, the ability to embrace change and work together collaboratively as a team to achieve our corporate goals and outcomes. The citizens of this nation demand improved, better and quality public service from the service delivery agencies and our partnership with other relevant stakeholders is also necessary to ensure we deliver to the expectation of our people.

We are also mindful of challenges and constraints confronting the Commission over the course of the five year period when implementing the programs and activities in this plan. We therefore appeal to our partner agencies to support the Commission to deliver on its mandated roles and responsibilities to achieve greater reform outcomes of the Government through budgetary and other support.

Finally, let me now take this opportunity to thank the Members of the Commission, Senior Management and all the staff of the Secretariat who have contributed their time and effort towards this corporate plan and challenge us all to take ownership of this plan and strive towards delivering a better and quality public service to our people.

Ms. Judith Stenis. MBA
Acting Secretary - PSC Secretariat

VISION

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

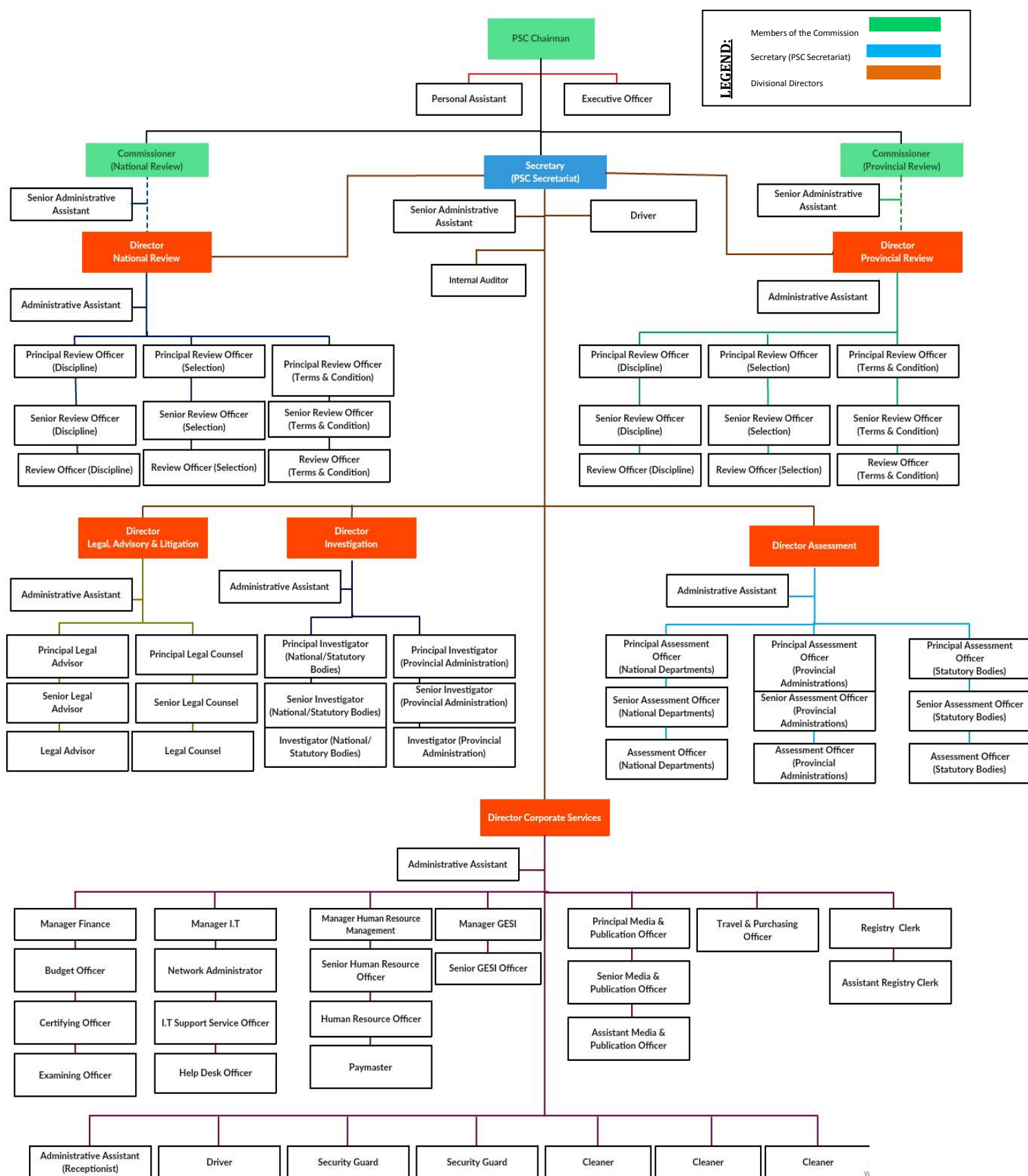
MISSION

‘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 to 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



OUR MANDATE

The Public Services Commission (PSC) is a Constitutional office, established under *Section 190* of the *National Constitution of the Independent State of Papua New Guinea*. The Commission's roles and functions are further outlined under *Sections 18 and 19* of the *Public Services (Management) Act 2014* - to conduct Review of Personnel and Organizational Matters within the National Public Service.

Prior to the 2014 Constitutional Amendments, the Commission had the powers, (and was required) to conduct merit-based assessments on applicants for appointment, suspension and revocation of appointment of Departmental Heads, Provincial Administrations, Chief Executive Officers of Regulatory Statutory Authorities and non-ex-officio members of the Board of Regulatory Statutory Authority's in compliance with the 'Merit Based Appointment Process' outlined under the Constitution, and the *Public Services (Management) Act 1995 (as amended)*, and the *Regulatory Statutory Authority (Appointment to Certain Offices) Act 2004*.

The Commission's powers in relation to this function was removed in the 2014 Legislative Amendments and enactments, and bestowed upon the newly created Ministerial Executive Appointments Committee (MEAC). However, the Constitutional Amendments did not affect PSC's recommending powers in relation to the appointment of the Commissioner of Police, Commander of the PNG Defence Force, Managing Director of the National Broadcasting Corporation (NBC), Members of the Boundaries Commission and Heads of other State Services.

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



Aggrieved officers from the Laloki Psychiatric Hospital being attended to at the Public Services Commission office.

The core functions of the Commission are therefore to;

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

COMMISSION'S PLANNING FRAMEWORK

The Public Services Commission (PSC) in conducting its mandatory roles and functions will be guided by the PSC Corporate Plan 2019 – 2023. The Corporate Outcomes outlined in this plan are derived from both the *National Goals and Directive Principles* enshrined in the National Constitution and the *Papua New Guinea Vision 2050*.

The five (5) National Goals and Directive Principles enshrined in the Constitution include;

1. *Integral Human Development.*
2. *Equality and Participation.*
3. *National Sovereignty and Self-Reliance.*
4. *National Resources and Environment.*
5. *Papua New Guinea ways.*

From these five goals and principles, *Goal No.2 – Equality and Participation* and *Goal No. 3 – National Sovereignty and Self-Reliance* guide the Commission's mandatory roles and functions.

- **Equality and Participation**
This goal is to ensure every citizen has an equal opportunity to participate in, and benefit from the development of our country.
- **National Sovereignty and Self-Reliance**
This goal is to ensure Papua New Guinea's natural resource and environment is conserved for the benefit of everyone and to be replenished for the benefit of future generations.

The National Goals and Directive Principles form the foundation of the seven (7) pillars that make up the *Papua New Guinea Vision 2050*.

The seven pillars of the PNG Vision 2050 include:

1. *Human Capital Development, Gender, Youth and People Empowerment.*
2. *Wealth Creation, Natural Resources and Growth Nodes.*
3. *Institutional Development and Service Delivery.*
4. *Security and International Relations.*
5. *Environment Sustainability and Climate Change.*
6. *Spiritual, Cultural and Community Development.*
7. *Strategic Planning, Integration and Control.*

The Public Services Commission as a service provider falls directly under *Pillar 3 – Institutional Development and Service Delivery* and *Pillar 7 – Strategic Planning, Integration and Control*. The Commission plays an integral and over-arching role under these two pillars in the provision of the Commission's service in the National Public Service, in turn enabling the public service to be more efficient in the roll-out of basic services to the people of Papua New Guinea.

TIERED PLANNING STRUCTURE

LONG TERM	National Constitution of Papua New Guinea	Equality & Participation National Sovereignty & Self-Reliance, and Basic Rights, and Basic Social Obligations.
	Papua New Guinea Vision 2050	Pillar 3 – Institutional Development and Service Delivery. Pillar 7 – Strategic Planning, Integration and Control
MEDIUM TERM	Medium Term Development Plan III 2018 - 2022	Key Result Area 6: Improved Governance Promote Good Governance is one of the goals underlying Key Result Area 6. It is concerned with creating enabling mechanisms to promote ethical conduct, enforce legislations, enhance efficiency and effectiveness, promotes transparency and sound financial management and accountability practices.
	Alotau Accord 1 & 2 – 39 th Policy Statement	The Government will overhaul the Public Service to improve efficiency and accountability. The Government will review the current arrangement of the Department of Personnel Management (DPM) and Public Services Commission (PSC), resulting in the abolishment of DPM and restructuring of PSC. PSC to be given Constitutional powers and responsibility to oversee the efficiency of the Public Service. The Commission will be accountable to the National Executive Council and Parliament. This will result in the establishment of a smaller office representing DPM to focus entirely on deployment of public servants and their ongoing in-service training.
	Public Services Commission Corporate Plan 2019 – 2023	Five year plan outlining the Commission's corporate goals and strategies in transforming the National Public Service.
ANNUAL	Public Services Commission Management Action Plan (M.A.P)	The M.A.P is a guide for the Senior Management to accomplish the Commission's Mission. The plan outlines the priorities and strategies to implement various program activities and projects under the PSC Corporate Plan 2019 – 2023.
	Divisional/ Branch Plans	The Divisional Head or Branch Manager is responsible for creating a plan of action identifying the deliverables for the project, resources required and the timeframe in which the task(s) should be completed. The Divisional and Branch major tasks outlined in this plan are translated into the Annual PSC Management Action Plan for implementation throughout the year.

OUR FOCUS 2019 - 2023

CORPORATE OUTCOME 1

Improvement in Compliance with Mandatory Functions and Requirements of the PSC.

Review of Personnel Matters

We will know we have achieved this when there is actual improvement in compliance with mandatory procedures in-relation to the Review of Personnel Matters Process.

GOAL	STRATEGY(S)
Reduction in the number of Review Cases in-relation to Discipline, Selection and Terms & Conditions.	Conduct awareness on the Review Process in the Public Sector. Publish material outlining the Review Process.
Compliance with Statutory Time Limit for the successful completion of Review Matters and the delivery of quality decisions.	Review the 'Review of Personnel Matters Process'. Implement Case Management System (CMS).

Investigation

We will know we have achieved this when quality investigations are concluded and recommendations are implemented within reasonable time.

GOAL	STRATEGY(S)
Compliance with relevant legislations and implementation of recommendations.	Implement the Investigations Standard Operating Procedures (SOP) Manual. Conduct awareness on Investigation Process. Publish material on Investigation Process.

Assessment

We will know we have achieved this when the best candidate is appointed by the National Executive Council (NEC) based on merits.

GOAL	STRATEGY(S)
Compliance with Merit Based Appointment Process and relevant legislations.	Implement the Merit Based Appointment Procedural Manual. Conduct awareness on the Merit Based Appointment Process and relevant legislation. Publish material on the Merit Based Appointment Process. Establishment and Implementation of appointment regulations.

Legal, Advisory & Litigation

We will know we have achieved this when there is effective and efficient litigation and advisory services provided to the Commission.

GOAL	STRATEGY(S)
There is less legal challenge against PSC's decision and the provision of prudent advice.	Development of Legal Procedures and Processes Manual. Creation of a Database for Court Cases. Establishment of a Legal Library.
PSC to ensure all penalties and fines are imposed, enforced and collected.	Develop legal procedures and processes to enforce legal compliance for all penalties and fines.

CORPORATE OUTCOME 2

Improvement in Capacity
Building, Logistics &
Administrative Support
Services to the
Commission.

Corporate Services

We will know we have achieved this when there is effective and efficient management of Human Resources, Finance, Information Technology, Media & Publication and Registry services.

GOAL	STRATEGY(S)
Create a GESI Help Desk to give effect to Government Policy on Gender Equality & Social Inclusion	<p>Human Resource Branch</p> <p>Amend PSC Structure to accommodate GESI position(s).</p> <p>DPM to approve structure.</p> <p>Seek funding for recruitment purposes.</p> <p>Implement GESI Policy.</p>
Annual Plans and Activities of the Commission are successfully completed within a realistic budget.	<p>Human Resource Branch</p> <p>Development of an Equal Workplace Participation Plan.</p> <p>Provide relevant training for officers within the Secretariat.</p> <p>Development of HR Database.</p> <p>Development of Fleet Management Policy.</p> <p>Initiate a Corporate Image for PSC.</p> <p>Finance Branch</p> <p>Establishment of Divisional Budgets.</p> <p>Re-fleet of PSC Secretariat's Vehicles.</p> <p>Information Technology Branch</p> <p>Development of Backup and Disaster Recovery.</p> <p>Enhancement of the Case Management System and other related Databases.</p> <p>Upgrade of Communications System.</p> <p>Upgrade & Maintenance of I.T Systems.</p>

Media & Publication Branch

Development of a Communications Plan.

Production of Awareness Materials and other publications for the Commission.

Upgrade publishing software for quality publications and annual reports.

Registry Branch

Development of Document Management System.

Development of Records Inventory Policy.

Upgrade of Filing Facility.



Officers from the Corporate Services Division attending an in-house Corporate Plan Review Consultation Meeting.

CORPORATE OUTCOME 3

Projects

PSC Home Ownership Scheme

We will know we have achieved the PSC Homeownership Scheme when the Memorandum of Understanding (MOU) is vetted by our Legal, Advisory & Litigation Division and a list of eligible officers is submitted to the developer and Bank South Pacific Ltd for processing of First Home Buyers Loans.

GOAL	STRATEGY(S)
Finalize negotiation for PSC Home Ownership Scheme with relevant stakeholders.	<p>PSC's Legal, Advisory & Litigation Division vet Memorandum of Understanding (MoU).</p> <p>Finalize and submit list of eligible PSC Officers to BSP Ltd, through the developer Parkside Development (PNG) Ltd.</p> <p>Assist in documenting and compiling loan documentation for all participating officers for submission to BSP Ltd through Parkside Development (PNG) Ltd.</p>

New PSC Model

We will know we have achieved this when a new PSC Model is developed, approved and legislated.

GOAL	STRATEGY(S)
Create a new PSC Model.	<p>Formulate Concept Paper.</p> <p>Set up a Technical Working Team.</p> <p>Consultation with stakeholders.</p> <p>Presentation of Preliminary Report.</p> <p>Engagement of Consultant(s).</p> <p>Creation of Legislative Framework.</p>

Review of Organizations

We will know we have achieved this when Organizational Review Division is established and operational.

GOAL	STRATEGY(S)
PSC to solicit relevant approvals (financial/administrative) to facilitate for the establishment of the Division.	Restructure the Secretariat to accommodate the Organizational Review function. Develop business processes and procedures for Organizational Review. Develop appropriate regulations to give effect to the Organizational Review function.

Establishment of PSC Regional Offices

We will know we have achieved this when offices of the Public Services Commission are established and in operation in the regions.

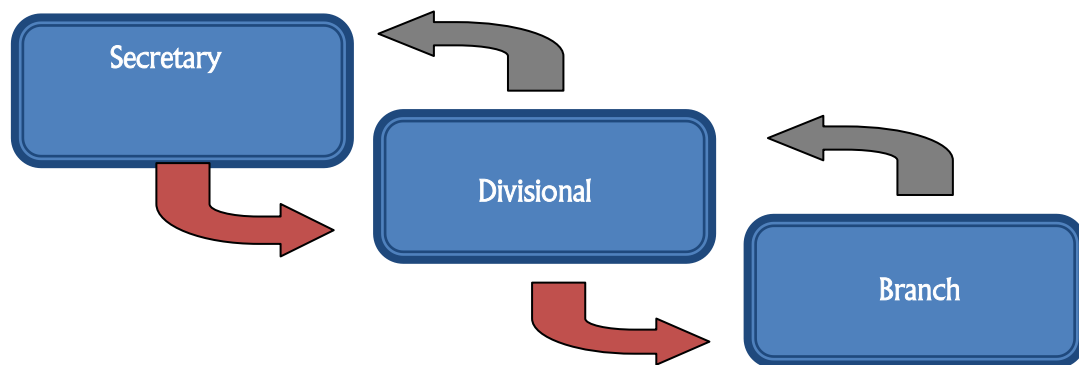
GOAL	STRATEGY(S)
Establish offices in the three (3) major regions of PNG for ease of access to our services.	Reorganize and restructure Commission to create regional offices. Determine the scope, roles and functions of the regional offices. Create regional budget estimates and logistics for regional offices.

Autonomous Region of Bougainville (AROB) PSC

We will know we have achieved this when the AROB Public Services Commission is established and operational for the Autonomous Region of Bougainville.

GOAL	STRATEGY(S)
Assist the Autonomous Region of Bougainville to set up AROB PSC.	Provision of technical advice and consultation on the set up of the AROB PSC. Report to National Technical Team (NTT) on Autonomous Bougainville Government (ABG). Training and Induction of PSC function for its staff.

MONITORING & REPORTING FRAMEWORK



Effective monitoring and reporting are critical to achieve the Corporate Outcomes set out in the PSC Corporate Plan 2019 – 2023.

Reporting

- **Quarterly Report**
Quarterly Reports will be submitted by all Directors and Branch Managers to the Office of the Secretary at the end of March, June, September and December each year, highlighting progress on the tasks outlined in the Management Action Plan (M.A.P).
- **Annual Report**
Directors and Branch Managers are required to submit a detailed report on the performance of their respective Division and Branch at the end of each year to the Office of the Secretary. The reports will be compiled to form the Annual Report for the Commission for the last financial year.

Monitoring


- **Weekly Meeting**
Divisional Heads and Branch Managers will hold weekly meetings with their immediate staff to monitor their progress on assigned task(s) or project(s), and to discuss and set new goals to be achieved.

- **Monthly Meeting**

The Senior Management Committee (SMC) will hold monthly meetings with an agenda developed and minutes prepared from each meeting. The Minutes from the previous meeting will be reviewed to ensure Directors and Managers are held accountable to deliver on specific tasks that have been assigned.

The tiered monitoring and reporting ensures that:

- Individuals at all levels are held accountable to 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; and
- It builds a body of knowledge and planning, budgeting and monitoring, which improves over-time.



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