



PUBLIC SERVICES COMMISSION



ANNUAL REPORT 2023



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



PUBLIC SERVICES COMMISSION

Section 58, Allotment 11
Spring Garden Road, Hohola
P.O Box 2355, Boroko
National Capital District

Telephone: (675) 323 9000/325 7857
Facsimile: (675) 325 7728/323 0252
Website: www.psc.gov.pg

PSC Reference: PSC 1 -1-GEN

His Excellency, The Governor General
Grand Chief Sir Bob Bofeng Dadae, GCL, GCMG, KStJ.
Government House
Konedobu
National Capital District
Papua New Guinea

Your Excellency,

RE: PRESENTATION OF THE PUBLIC SERVICES COMMISSION 2023 ANNUAL REPORT

It is my honour to submit to your highly esteemed office for presentation to the National Parliament, the 2023 Annual Report of the Public Services Commission as outlined under Section 191 (4) of the Papua New Guinea National Constitution, and Section 17 of the Public Services (Management) Act 1995 (as amended).

The Annual Report covers the period from January 01st, 2023 to December 31st of the same, and entails the performance reports from each of the Divisions within the Public Services Commission, highlighting each of their activities, achievements, and challenges with recommendations provided by the Commission with relevant appendices.

I am, your obedient servant,

APEO FUATA SIONE, LM, M. PP
Chairman

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1 | Chairmans' Overview



It gives me great pleasure as the Chairman of the Public Services Commission (The Commission) to avail my statement of the overall performance of the Commission in the year 2023. This overview will basically encapsulate the Commission; the functions of the Commission; challenges; accomplishments and conclusion.

THE COMMISSION

The Commission is a Constitutional body established under Section 190 of the Papua New Guinea National Constitution. It comprises of three members in which of the three is the Chairman. The salary and other conditions of employment of the Commission Members are as determined by the Salaries and Remuneration Commission (SRC). Also, Sections 191 and 192 of the National

Constitution provides for the Functions of the Commission, and the Independence of the Commission respectively.

The current members of the Commission are comprised of: Mr. Apeo Fuata Sione, L.M, M. PP, PSC Chairman; Mr. Joseph Aka, MEcom, BEcom, LLB, Commissioner (Provincial); and Ms. Judith Stenis, MBA, Commissioner (National).

The membership of the Commission is considered of vital importance to ensure continuity and stability in the Commission's decision-making process to enable the Commission to satisfactorily fulfil its Constitutional roles, responsibilities, and mandate with confidence.

FUNCTIONS OF THE COMMISSION

Review of Personnel Matters

The Review of Personnel Matters connected with the National Public Service is one of the core functions of the Commission, provided for under Section 191 (1) of the National Constitution.

For this year, 2023, the Commission continued to vigorously perform this function despite funding constraints in the Commission's budget appropriation in 2023. The National and Provincial Review Divisions have performed to the expectation and satisfaction of the Commission.

The detailed statistics on the Review of Personnel Matters and reports of activities carried out during the year are adequately covered by Commissioner (National) and Commissioner (Provincial), the two Commissioners responsible for review matters in each respective division.

Review of Organizational Matters

The Review of Organizational Matters or Review of State Services is another function of the Commission, provided for under Section 191 (2) of the National Constitution. We reported in our 2022 Annual Report that there were no reviews of Organizational Matters in 2021, mainly for the reason that there were no complaints or issues raised from concerned persons or government bodies. And the situation is still the same in the year 2023. As reported in our 2022 Annual Report, this is one of the functions of the Commission where its specific role has never been properly defined by law. It is worth mentioned that the Commission has been working in consultation with the Constitutional Law Reform Commission (CLRC) to develop the "Regulation" for the Organization

Review Function. We have to date received from the CLRC a draft of the required “Regulation” for the operationalization of Section 19 of the Public Services (Management) Act 1995 (as amended), in regards to the Organization Review Function under Section 191 (1) (b) of the National Constitution.

Consultation Matters

The Commission’s Assessment Division was able to perform its role to conduct merit-based assessments for appointments of Departmental and Agency Heads as provided for under Section 193 and 208B of the Constitution, and Section 73 of the Organic Law on Provincial Governments & Local Level Governments and the Public Services (Management) Act 1995 (as amended).

The Assessment Division was able to achieve the following: completion of twenty-nine Consultations on Permanent Appointments with only eleven cases carried over into the year 2024; completion of fourteen Consultations on Boards of Regulatory Statutory Authorities, with two cases carried over into 2024; completion of one-hundred and three Consultations on Acting Permanent Appointments; and active participation in Technical Working Committees, contributing to the review and development of policies such as the PSC Training and Development Policy 2024 – 2028 and the PSC Corporate Plan 2024 – 2028. The Division performed exceptionally well in meeting the expected turnaround time of two months for the completion of Consultations and Permanent Appointments.

CHALLENGES AND CONSTRAINTS

In 2023, the Commission continued to face a number of important challenges that it had to deal with. Some of the challenges included: continuous budgetary cuts undertaken by the Department of Treasury, which was similar to what happened in the previous years from 2020 through to 2022. Even though the country continues to experience moderate economic growth after the removal of COVID-19 restrictions, the National Government continued to focus on strict prioritizing and spending of public funds. This continuous to cause government departments and agencies to prioritize their spending and at times scale down their operations.

The continuous delays in the release of warrants on time from the Department of Treasury had seriously affected PSC’s routine operations. This ultimately impacted duty travels to provinces for the Commission hearings. The National Review and the Legal, Advisory & Litigation Divisions experiences manpower shortages, thus impacted their efficiencies; the IT Branch in the Corporate Services Division continuous to face IT Technical Support Officers, leading to many technical tasks, maintenance duties and support services being delayed or left incomplete, thus impacting the Branch’s overall efficiency and productivity; and the scaling down of other essential operational activities of the Commission.

The global economic recovery in 2023 continued to be overshadowed by the ongoing Russia-Ukraine war and the resurgence of Variants of COVID-19 Pandemic, mostly in the developed countries. This continued to weigh in on local economic recovery, thus, bringing about unprecedented challenges not only to the Commission, but also to the Government and its people. This, to a greater extent, affected work and production outputs in the Government’s service delivery process and systems in all its agencies and departments including PSC.

ACHIEVEMENTS

It is worth noting that despite these challenges, PSC continued to perform its core Constitutional functions and responsibilities in line with its work plans and program activities to achieve smooth flow of services to its stakeholders.

The Commission continued to effectively conduct its scheduled meetings in 2023 to make determinations on Review Applications lodged with it. A total of 398 Personnel Review Cases were

registered by the National Review Division (NRD), of which 186 cases were completed and files closed and aggrieved officers have been advised of the Commission's decisions. There was a total of 212 uncompleted case files from the NRD that were brought forward to the year 2023 as Outstanding Review Matters. Also, a total of 166 cases were registered by the Provincial Review Division (PRD), of which 88 Review Cases were completed and files closed, whilst 78 cases remain outstanding and have been brought forward to 2023.

PSC's social media platforms, namely, Facebook and LinkedIn witnessed substantial growth and engagement. The Facebook page experienced consistent growth in Followers, Reach and Engagement, whilst the LinkedIn Page saw steady increases in Followers and visibility among professionals.

CONCLUSION

I am pleased to report that in 2023, the Public Services Commission continued to discharge its Constitutional mandate without fear or favor, despite financial constraints which continued to affect the overall operations of the Public Services Commission.

I sincerely thank Commissioner (P) Mr. Joseph Aka, Commissioner (N) Ms. Judith Stenis, and Secretary, PSC Secretariat Mr. Terence Tupi for their support to the Commission in ensuring that it successfully discharged its Constitutional responsibilities and mandate during the year's slow economic recovery. Also, I extend my appreciation to the staff of the Legal, Advisory & Litigation Division for the exceptional job performance in relation to the clearances of all Advices and provision of Legal Opinions sought; staff of the Corporate Services Division for the logistical and financial support provided; staff of the Review and Investigation Divisions for their untiring efforts on review and investigation matters respectively; and staff of the Assessment Division for their commitment on consultation on appointment matters.

I thank everyone for fulfilling your part in the overall performance of the Commission in the year 2023 without fear or favor, particularly in the provision of technical, financial and moral support to the Commission. And above all, I thank the good Lord for His leading and guidance for bringing the Commission to where it is today.

Thank you all for your kind and loyal support.

Apeo Fuata. Sione, LM, M. PP
Chairman

2 | Statement of Commissioner National



I am pleased to contribute to the Public Services Commission's Annual Report for 2023, particularly in relation to my duties as Commissioner (National).

The Statement of the Commissioner (National) covers my participation and contribution towards the fulfilment of the Commission's mandated duties and responsibilities under Section 191 of the National Constitution and Section 18 of the Public Services (Management) Act 1995 (as amended) in relation to Review of Personnel Matters in the National Public Service; including the other mandated constitutional duties and responsibilities of the Commission under Section 193 1A – 1D and Section 208B of the National Constitution, and Section 4 – 7 of the Regulatory Authorities (Appointment to Certain Offices) Act 2004; and Sections 31A – 31D and 19 of the Public Services

(Management) Act 1995 (as amended).

REVIEW OF PERSONNEL MATTERS

In relation to the Review of Personnel Matters, I have had the privilege of playing an oversight role to the National Review Division, which is responsible for managing applications for review of personnel matters or appeals lodged by officers who have been aggrieved by decisions of Departmental heads of National Departments, Chief Executive Officers of Public Hospitals, and CEO's of Statutory Authorities including Heads of other Agencies that fall within the review jurisdiction of the Commission. Details of the Review applications and statistics of review matters registered and determined in 2023 are contained in the main part of the report.

However, briefly, in 2023 the Commission registered a total of 564 Review Applications in which, 398 applications were registered under the National Review Division. About 232 matters were from previous years carried over into 2023, while 166 managed to successfully close 186 review files; this number is higher than the previous year, in which 86 were completed and closed.

I am also pleased to report that since taking office in October 2020 as Commissioner (National), I have noted gradual improvements in the National Review Division in terms of its work output and productivity; and am confident that we will continue to see improvement in both quantity and quality of our work output; and out turnaround time as well.

The improvement in the performance of the Division may be attributed to increase in staff capacity through recruitment; including increased efforts and commitment from the Review officers and perhaps strong leadership.

As part of my duties, I also presided over Oral Hearings which is an integral part of the Review of Personnel Matters function of the Commission, under Section 18 of the Public Services (Management) Act 1995 (as amended).

The Commission did not undertake any organizational reviews under Section 19 of the Public Services (Management) Act 1995 in 2023.

CONSULTATION ON APPOINTMENT, SUSPENSION & REVOCATION OF APPOINTMENT OF DEPARTMENTAL HEADS & CEOs

As a member of the Commission, meaningful participation is required in all consultation matters

pertaining to Appointments, Suspension and Revocation of Appointment of Departmental Heads & Provincial Administrators and Chief Executive Officers of Regulatory Statutory Authorities under Section 193, and Section 208B of the National Constitution; and further outlined under Sections 31A – 31D and Sections 60A – 60C of the Public Services (Management) Act 1995 (as amended); and the Regulatory Statutory Authorities (Appointment to Certain Offices) Act 2004.

CHALLENGES & WAY FORWARD

As in previous years, the challenges that affected our performance and productivity in 2003, are common across various agencies and can be attributed mainly to factors such as financial constraints, funding cuts, and late releases of monthly warrants by Department of Treasury. The Division staff also lack essential resources such as recorders, laptops etc., to perform their duties effectively. Most of our staff are newly recruited, hence lack the technical competence and expertise to perform better or accomplish more.

Despite these setbacks, we have delivered and achieved results as set out in our work plans; the MAPs and Corporate Plan 2024 – 2028. The Division has done its best to enable the Commission fulfill its constitutional obligations and responsibilities. More achievements can be realized given the necessary resources and training.

Going forward, we hope to adopt smarter strategies to improve both efficiency and productivity and deliver our services within a reasonable turnaround time period.

CONCLUSION

In conclusion, I wish to sincerely thank the Chairman, Mr. Apeo Sione, L.M.M. PP, for his leadership; and Commissioner (Provincial) Mr. Joseph Ala for the harmonious working relationship this year.

I also acknowledge and appreciate the Secretary Mr. Terence Tupi and his senior management for their support which has contributed to the success of the National Review Division. I extend a further appreciation to my Director, Mr. Joshua Ngawi and his hard-working staff for their tireless efforts and commitment towards the divisional goals.

Finally, let me express my heartfelt gratitude to all other staff of the Secretariat who have in one way or another, assisted me fulfill my duties and responsibilities this year. But all in all, our God has been the pillar of our strength and his mighty hands have guided us thus far; and I look forward to His continued blessing and a harmonious working relationship with the Commission Members and the rest of the Secretariat, into the future.

Judith Stenis, MBA
Commissioner (National)

3 | Statement of Commissioner Provincial



The Public Services Commission (PSC) derives its mandate from Section 190 of the National Constitution of the Independent State of Papua New Guinea, which clearly outlines its functions and powers. Additionally, Section 18 of the Public Services (Management) Act 1995 (as amended) provides for the review of decisions related to personnel matters, including selection, discipline, and terms & conditions of employment in the National Public Service. These provisions apply when a decision made by the Head of a Department directly affects an officer.

The Office of the Commissioner Provincial is specifically responsible for reviewing personnel matters arising from decisions made by Provincial Administrators and Chief

Executive officers of the Provincial Health Authorities.

It is with great honor and privilege that I present this statement as part of the 2023 Annual Report of the Public Services Commission. This report is not merely a document, it stands as a testament to the collective efforts, achievements, and unwavering commitment of the officers within the Provincial Review Division, under the capable leadership of Acting Director, Ms. Koya Ope Leslie.

Reflecting on 2023

The year 2023 presented both significant challenges and remarkable achievements for the Provincial Review Division. Despite unprecedented circumstances, the division adapted effectively, ensuring the uninterrupted execution of its core functions. The resilience and dedication of our team have been the foundation of our success.

During the year, the Provincial Review Division registered a total of **166 cases**. This included:

- 83 cases from Provincial Administrations.
- 83 cases from Provincial Health Authorities.

Of these, eighty-three cases were completed, while 78 cases remain pending, and will be carried forward into 2024. Among the registered cases:

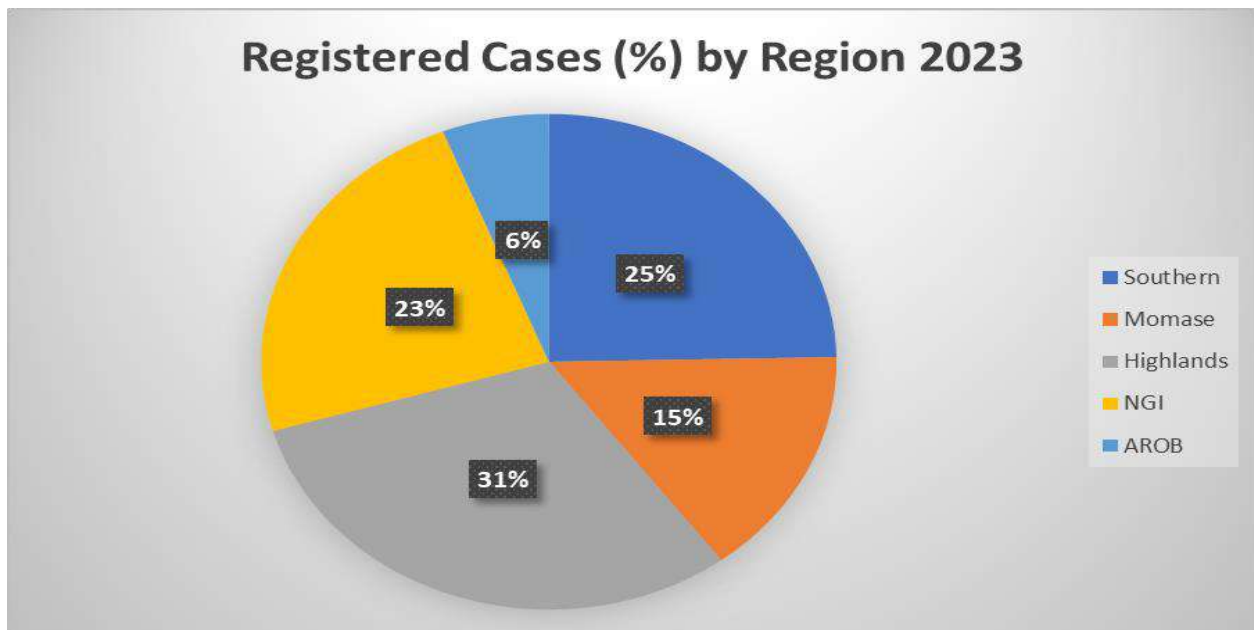
- 65 cases involved disciplinary matters.
- 11 cases related to selection issues; and
- 7 cases concerned terms and conditions of employment.

The Western Province recorded the highest number of cases (14), followed by Enga and Southern Highlands Provinces (11 cases each). Milne Bay and Hela Provinces registered 7 and 6 cases, respectively, with other provinces reporting 5 and fewer cases.

On a regional basis:

- Southern Region and Highlands Region recorded 41 cases each.
- New Guinea Islands (NGI) had 39 cases.
- Momase Region accounted for 25 cases.
- Autonomous Region of Bougainville (AROB) recorded 10 cases.

A regional distribution chart demonstrates that Highlands Region accounted for the highest proportion of cases at 31%; Southern and NGI Regions followed with 25% and 24% respectively, and Momase Region contributed 15%, while AROB accounted for 6%.



Conclusion

On behalf of the Provincial Review Division, I extend my heartfelt gratitude to the staff whose unwavering dedication and professionalism ensured the successful delivery of our mandated tasks for the 2023 financial year. I also express my sincere appreciation to the Chairman of PSC, Commissioner National, and the PSC Secretariat, under the capable leadership of Secretary Mr. Terence B. Tupi, for their invaluable support in driving the PSC's strategic agenda forward.

The Provincial Review Division remains steadfast in its commitment to fostering a professional, equitable, and respectful work environment for all officers. We will continue to uphold the highest standards of integrity within the PNG Public Service, striving to maintain public trust and confidence.

Thank you.

Joseph R. Aka, M. Econ, B. Econ, LL. B
Commissioner Provincial

4 | Introduction

This twenty-seventh Annual Report of the Public Services Commission (PSC) has been produced and submitted in accordance with Section 191 (4) of the National Constitution of Papua New Guinea and Section 17 of the Public Services (Management) Act 1995 (as amended).

Covering the period from January 1, 2023, to December 31, 2023, this report highlights the PSC's performance throughout the year.

The Annual Report begins with an Overview from the Chairman of the Public Services Commission, summarizing the general performance of the Commission. This is followed by statements from Commissioners National and Provincial, detailing the performance of the National and Provincial Review Divisions, respectively.

Included in the report is general information on the establishment, core functions, and roles of the Commission, as outlined in 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 the report provides a detailed account of the tasks performed by the Commission from January 1, 2023, to December 31, 2023. Key activities during this period include the Review of Personnel Matters, Assessment Matters, and the implementation of various projects as outlined in the Public Services Commission Corporate Plan 2019 – 2023.

The report also contains an unaudited financial statement for the 2023 Fiscal Year, highlighting the Commission's budget, achievements, and challenges.

Recommendations for improving the Commission's work to better fulfill its Constitutional role in the National Public Service are also provided, aimed at achieving the Commission's vision which is to 'transform the National Public Service into a vibrant, effective, and efficient service delivery mechanism'.

For ease of reference, all relevant sections of the National Constitution, Acts, and other important statistics mentioned in the main body of the report are included in the Appendices.

5 | Public Services Commission

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 consists of three members appointed for a five-year term by the Head of State, upon the recommendation of the Public Services Commission Appointment Committee. This committee includes:

- The Prime Minister
- The Chief Justice
- The Leader of the Opposition
- The Chairman of the Permanent Parliamentary Committee on Appointments
- The Chief Ombudsman

Section 190 (2) specifies the composition of the Public Services Commission and the process for appointing its members.

As a Constitutional Office, the PSC's independence is guaranteed under Section 192 of the National Constitution, enabling it to perform its functions and responsibilities without external interference.

Prior to a major reform of the National Public Service in 1986, the Commission, then known as the Department of Public Services Commission (DPSC), held executive and administrative powers over all personnel matters within the National Public Service. It had the constitutional right to be consulted by the National Executive Council (NEC) on the appointment of department heads. However, the NEC was not legally bound to act on the Commission's views, leading to some politically motivated appointments that disregarded the Commission's recommendations.

The 1986 reform abolished the DPSC and established the current PSC with a new semi-quasi-judicial review function. The executive and administrative powers previously held by the DPSC were transferred to the newly created Department of Personnel Management (DPM). The PSC's role became one of conducting reviews into personnel and organizational matters under Section 191 of the National Constitution, with its decisions being recommendatory rather than binding. Consequently, many of its recommendations were not implemented by departmental heads or other agency heads.

Recognizing the need to strengthen the PSC's role, a Constitutional Amendment in 2003 empowered the Commission to conduct Merit-Based Assessments for candidates applying for positions as Departmental Heads and Provincial Administrators and to make binding recommendations to the NEC on suspensions or revocations of appointments. The amendment also made the PSC's decisions on personnel matters legally binding after 30 days, as provided in Section 191 of the National Constitution and Sections 18 and 19 of the Public Services (Management) Act 1995 (as amended).

Further constitutional amendments and the Regulatory Statutory Authorities (Appointment to Certain Offices) Act 2004 expanded the PSC's jurisdiction to include the appointment, suspension, and termination of Chief Executive Officers (CEOs) of Regulatory Statutory Authorities (RSAs), following Merit-Based Assessments outlined in Sections 208A and 208B of the National Constitution.

The procedures for the appointment, suspension, and revocation of appointments for Departmental Heads, Provincial Administrators, and CEOs of RSAs are detailed in Sections 31A, 31B, 31C, and 31D (for Departmental Heads) and Sections 4, 5, 6, 7, 9, and 10 of the RSA Act 2004 (for CEOs and

Provincial Administrators). These procedures mandate the PSC to conduct Merit-Based Assessments and investigations and to make appropriate recommendations to the NEC



Commissioner Provincial Mr. Joseph Aka, M. Econ, B. Econ, LL. B; Minister of Public Service Hon. Joe. Sungi, MP, Member for Nuku; Chairman of PSC Mr. Apeo F. Sione, L.M, M. PP; and Commissioner National Ms. Judith Stenis, MBA at the launch of the PSC Corporate Plan 2024 – 2028.

MISSION STATEMENT



VISION

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

MISSION

'To promote a highly competent, non-partisan and representative public service that is based on the values of fairness, integrity, transparency, and accessibility'.

CORE 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 PSC.

Our Professionalism

- Maintaining impartiality in our Review Process, Merit-based Appointment 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

- We are 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.

7 | PSC Organizational Structure

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

The PSC underwent its last restructure in mid-2007, approved by the Department of Personnel Management (DPM) on July 27, 2007, therefore it is well overdue for another restructure. The current structure includes the Offices of the Chairman, Commissioner National, Commissioner Provincial, and the Secretary of the PSC Secretariat. The Secretariat is organized into six divisions with a total staff ceiling of eighty-nine positions as per the approved structure. (Refer to PSC Structure on Page 13)

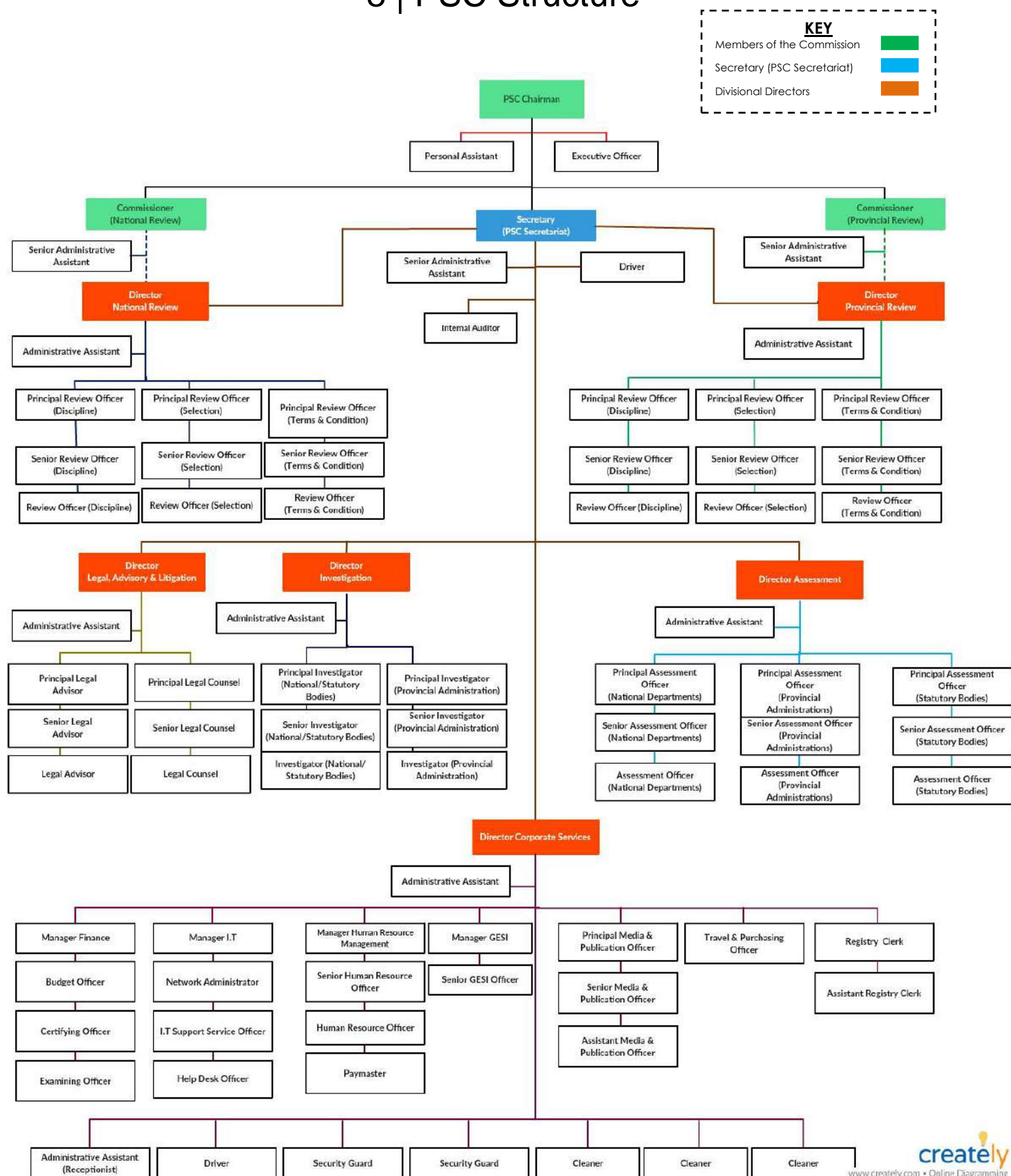
In 2017, following government directives for all departments and state agencies to implement the Gender, Equity, and Social Inclusion (GESI) Policy, two additional positions—Manager GESI and Senior GESI Officer—were incorporated into the PSC’s approved structure, increasing the total staff ceiling to ninety-one positions.

Staffing Status

During this reporting period, there are sixty-six staff members on strength, and twenty-three vacancies.

The number of staff is expected to increase in 2024 with the recruitment of candidates for these vacant positions and the establishment of the PSC’s first regional office in Mount Hagen, Western Highlands Province.

8 | PSC Structure



9 | Members of the Commission

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

The members of the Commission for this reporting period are Mr. Apeo Fuata Sione, LM, M. PP as Chairman; Ms. Judith Stenis, MBA as Commissioner National and Mr. Joseph Aka, M. Econ, B. Econ, LL. B as Commissioner Provincial.

CHAIRMAN – MR. APEO FUATA SIONE, LM. M.PP



Mr. Apeo Fuata Sione has served the Public Services Commission (PSC) for twenty-three years in various management positions, including Permanent Secretary of the PSC Secretariat, Director of the National Review Division, Acting Director of the Assessment Division, and ultimately Commissioner National.

Mr. Sione has twenty-eight years of professional experience in the National Public Service. Before joining the PSC, he worked with the Department of Labor & Industrial Relations and the Ombudsman Commission, focusing on governance, policy development, review, and investigation.

Mr. Sione holds a Master's degree in Public Policy, specializing in Development Administration (with merit) from the Australian National University (ANU) in Canberra, Australia, which he obtained in 2005. He also holds a Bachelor of Arts degree, majoring in Public Administration with a minor in Industrial Organizational Psychology, from the University of Papua New Guinea (UPNG), which he attained in 1994. Further, he is part of the 2010 Cohort Pacific Executive (PACE) Leadership Program under the auspice of the Australia & New Zealand School of Government (ANZOG).

COMMISSIONER NATIONAL – MS. JUDITH STENIS, MBA



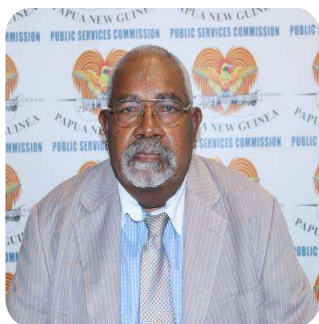
Ms. Judith Stenis has twenty-four years of experience in the National Public Service. She graduated from the University of Papua New Guinea (UPNG) with a Bachelor of Arts degree in Public Policy and Administration. She worked as a Research Officer with the Department of Personnel Management (DPM) for seven years before joining the Public Services Commission (PSC) in 2007 as a Principal Review Officer.

Ms. Stenis pursued further studies in Australia, successfully completing a Master of Business Administration (MBA) from the University of Technology in Sydney in 2013.

Her commitment and dedication as Principal Review Officer, along with her successful completion of the MBA, led to her promotion to Director of the Provincial Review Division.

From 2014 - 2019, Ms. Stenis was appointed Acting Secretary of the PSC Secretariat, then reverted to her substantive position as Director Provincial Review in September 2019. In October 2020, she was appointed Acting Commissioner National and was confirmed as Commissioner National in January 2022.

COMMISSIONER PROVINCIAL – MR. JOSEPH AKA, M. Econ, B. Econ, LL. B



Mr. Joseph Aka has twenty-three years of experience in the National Public Service, having worked in various roles at the National Statistical Office (NSO).

He joined the NSO in 1992 as a Statistical Officer after graduating from the University of Papua New Guinea (UPNG) with a Bachelor of Economics degree. Mr. Aka also holds a degree in Law from UPNG.

In 1997, Mr. Aka pursued postgraduate studies in Applied Economics at the University of Queensland, Australia. He successfully completed the program and subsequently earned a Master's degree in Economics from the same university in 1999.

He was appointed National Statistician in 2009 after serving as the Deputy National Statistician (Economics) for nine years.

10 | PSC Secretariat

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

The Secretariat plays a supportive role in providing the Commission with the necessary resources to carry out its constitutional responsibilities and mandate as outlined in Section 191 – Review of Personnel and Organizational Matters, and Sections 193 and 208B of the National Constitution (relating to recommendations to the NEC on all appointments of Departmental Heads made under Section 193 of the Constitution).

The PSC Secretariat comprises the Office of the Secretary and six divisions: National Review, Provincial Review, Assessment, Investigation, Legal, Advisory & Litigation, and Corporate Services. The Secretariat is headed by Mr. Terence Tupi, who was appointed Secretary of the PSC Secretariat in October 2020.

The Secretary and the six Directors of the divisions form the Senior Management Committee (SMC). Their profiles are highlighted below.

SENIOR MANAGEMENT COMMITTEE (SMC)

SECRETARY, PSC SECRETARIAT – MR. TERENCE B. TUPI



Mr. Terence Tupi joined the Public Services Commission in 2007 as an Investigator in the Investigation Division. In 2008, following an internal recruitment process, he transitioned to the National Review Division as the Senior Review Officer (Selection).

In 2010, he was promoted to Principal Review Officer. He subsequently resigned to pursue further studies at the China Foreign Affairs University – Institute of International Relations in Beijing, China. He successfully completed and defended his research program, graduating with a Master's in International Relations in 2012.

Upon returning from his studies in 2013, Mr. Tupi applied for the Principal Review Officer position in the Provincial Review Division and was successful. In 2014, he was appointed Acting Director of the Provincial Review Division, and in July 2019, he was further appointed Acting Secretary of the PSC Secretariat. He was confirmed as the Secretary of the PSC Secretariat in October 2020.

Mr. Tupi holds a Bachelor of Arts in Social Work and a Bachelor of Business Management (Public Policy & Management) with Honors from the University of Papua New Guinea, earned in 2005 and 2010 respectively. His first employment was with the Department of National Planning & Monitoring as a Monitoring & Evaluation Officer after completing his studies at UPNG.

DIRECTOR NATIONAL REVIEW DIVISION – MR. JOSHUA NGAWI



Mr. Joshua Ngawi joined the Public Services Commission in 2009 as a Review Officer. The following year, he was promoted to Senior Review officer, and again to Principal Review Officer in 2011.

In September, 2011, Mr. Ngawi was appointed Acting Director of the National Review Division, and in August, 2013, he was further confirmed to that position.

He has well over nineteen years of professional experience in the private as well as the public sector.

Mr. Ngawi holds a Masters in Public Administration Degree from the Divine Word University, having graduated in 2020 and a Bachelor of Arts Degree in Public Policy & Management from the University of Papua New Guinea in 2004

ACTING DIRECTOR PROVINCIAL REVIEW DIVISION – MS. KOYA OPE LESLIE



Ms. Koya Ope Leslie joined the Public Services Commission in February 2001 as the Senior Executive Secretary to the Office of the Provincial Commissioner. She held this position for seven years until March 2009, when she was appointed Review Officer in the Provincial Review Division. In June of that same year, Ms. Leslie was promoted to Principal Review Officer.

In September 2020, Ms. Leslie was appointed Acting Director of the Provincial Review Division, while Ms. Judith Stenis, the incumbent, was appointed Acting Commissioner National.

Ms. Leslie earned a Bachelor's degree in Business Management from Divine Word University upon graduating in 2020.

DIRECTOR ASSESSMENT DIVISION – MS. RACHEL WII



Ms. Rachel Wii graduated with a Bachelor of Arts degree in Public Policy & Management from the University of Papua New Guinea in 2003. She has accumulated twenty (20) years of professional experience within the National Public Service.

Ms. Wii's career includes roles at prominent good governing agencies such as the Internal Revenue Commission and Ombudsman Commission, where she served as an Assessor in the Annual Statement Assessment Unit. She joined the Public Services Commission (PSC) in August 2009 as the Principal Assessment Officer for Provincial Administrations. In 2011, she was promoted to Director of the Assessment Division.

In November 2014, Ms. Wii was appointed Acting Director of the Investigation Division, temporarily holding this role before returning to her substantive position as Director of Assessment in January 2020.

Throughout her tenure at PSC, Ms. Wii has also assumed various senior executive management positions, including Acting Commissioner Provincial and Acting Secretary of the PSC Secretariat.

DIRECTOR INVESTIGATION DIVISION – MR. DAVID HANAROMO



Mr. David Hanaromo began his tenure at the Public Services Commission (PSC) in July 2014 as a Senior Review Officer in the National Review Division. By December of the same year, he had been promoted to Principal Review Officer (Selection).

Prior to joining PSC, Mr. Hanaromo gained extensive experience across various organizations. His career commenced in 2000 as a Research Assistant at the Gulf Provincial Administration. In July 2001, he transitioned to the Department of Provincial & Local Level Government Affairs within the PNG Fire Service, initially as a Research Officer and subsequently as a Project Officer from 2002.

In 2005, Mr. Hanaromo joined the National Intelligence Organization (NIO) as the Regional Operations Officer for the New Guinea Islands region. After leaving NIO in 2007, he joined the Ombudsman Commission as a Senior Investigator based in Kokopo, East New Britain Province. He was later promoted to Regional Manager in 2009, a role he held until 2013.

Mr. Hanaromo holds a Bachelor of Arts degree in Public Policy & Management from the University of Papua New Guinea, which he earned in 2000. His diverse professional background spans roles in research, project management, regional operations, and senior investigation within the public sector.

DIRECTOR LEGAL, ADVISORY & LITIGATION DIVISION – MR. RICHARD SIMBIL



Mr. Richard Simbil earned a Bachelor of Laws degree with Honors from the University of Papua New Guinea in 2009, followed by admission to the Bar after completing his studies at the Legal Training Institute the same year.

His professional journey began at Paraka Lawyers in Port Moresby in 2010, where he started as a junior Lawyer. In 2012, he was awarded a scholarship to pursue post-graduate studies at the Australian National University (ANU) under the Australian Development Scholarship (ADS). He was among the eight successful PNG ADS Scholars who also received the prestigious Australian Leadership Award (ALA).

Mr. Simbil successfully completed his studies at ANU in 2013, graduating with a Master of Laws degree (LL.M) with merit. In 2015, he joined the Public Services Commission (PSC) as a Senior Legal Officer. Within a year, he was promoted in May 2016 to Director of the Legal, Advisory & Litigation Division.

Additionally, Mr. Simbil served as Acting Commissioner Provincial from May 2020 until 2022, when he returned to his substantive position. His career highlights include significant legal expertise and leadership roles within PSC, underpinned by his academic achievements and professional accomplishments.

DIRECTOR CORPORATE SERVICES DIVISION – MR. WAGA NAVEI



Mr. Waga Navei earned a Bachelor of Arts in Politics and Public Administration from the University of Papua New Guinea (UPNG) in 1993, followed by a Post-Graduate Diploma in Education from UPNG in 1994. In 1998, he received a Graduate Diploma in Development Administration from the Australian National University and a Masters in Economics & Public Policy from UPNG in 2023.

Mr. Navei has twenty-five years of experience in the National Public Service, specializing in education and government administration. He joined the Public Service Commission (PSC) in 2018, coming from Mount Diamond Adventist Secondary School, where he worked as a teacher. Previously, he served as an Administrative Officer in the Human Resource Division at UPNG, and as a Senior Human Resource Officer in the Personnel Management Division at the University of Goroka (UoG), where he was promoted to Foundation Executive Officer of the Science Faculty.

In 2003, after leaving UoG, Mr. Navei accepted a teaching position at Bareiji High School in Oro Province. He was subsequently promoted and transferred to Passam National High School in East Sepik, where he served from 2005 to 2006. In 2007, he joined Port Moresby National High School as a teacher but resigned after two months to become Director of Corporate Services at the National Institute of Standards and Industrial Technology (NISIT). He resigned from NISIT in 2012.

11 | 2023 Performance Report

11.1 Executive Services Unit

The Executive Services Unit consists of the Office of the Secretary of the PSC Secretariat, the Internal Audit unit, and Special Projects. Its primary role is to provide overall leadership, management, direction, and oversight of the Secretariat to ensure it effectively supports the Commission. While the Unit is small in terms of personnel, its scope of responsibility is broad, given the oversight role through the Office of the Secretary.

The Executive Services Unit is staffed by four (4) officers, as outlined below:

OFFICERS OF THE EXECUTIVE SERVICES UNIT

No.	STAFF	DESIGNATION
1.	Mr. Terence B. Tupi	Secretary, PSC Secretariat
2.	Mr. Dickson Nakande	Executive Officer to the Office of the Chairman
3.	Mrs. Raga Wele	Acting Personal Assistant to the Office of the Chairman
4.	Mrs. Noho Daera	Acting Administrative Assistant to the Office of the Secretary, PSC Secretariat

PERFORMANCE REPORT

During this reporting period, the Executive Services Unit accomplished several key projects. However, not all programs outlined in the PSC Corporate Plan 2019 – 2023 were fully implemented in 2023, due to budget constraints. Nonetheless, many initiatives under the Corporate Plan have been completed, with some projects being deferred to the following years.

The PSC Corporate Plan 2019 – 2023 has served as a guiding framework for the Commission's ongoing and future projects. However, as this plan concludes at the end of this year, the development of the new PSC Corporate Plan 2024 – 2028 is underway.

Outlined below are the achievements and challenges encountered during this reporting period.

ACHIEVEMENT(S)

- **Establishment of PSC Regional Offices**

The Commission has successfully completed its first regional office and staff accommodations in Mount Hagen, Western Highlands Province. Located in Kagamuga, this facility represents the first regional office for PSC. Construction of the PSC Highlands Regional Office and staff accommodations began in 2020, and was completed in May, 2023. This project was funded through the Public Investment Program (PIP) under the National Government's Capital Investment Capacity Building Program.

Upon commissioning the PSC Highlands Regional Office by the end of the 2024 Fiscal Year, the Commission plans to replicate this model in other regions, with the Momase region being next. Madang Province has been identified as the location for the Momase Regional Office, and preliminary discussions to secure land for the office and staff accommodations began in 2022.

However, recent political and administrative challenges in Madang Province have delayed the project. Despite these setbacks, the PSC remains committed to engaging in dialogue and further consultations with the Office of the Provincial Member for Madang, and the Provincial Administration to advance the establishment of the PSC Momase Regional Office in Madang Province.

- **Establishment of the Organizational Review Division**

The Public Services Commission is currently collaborating with the Department of Personnel Management (DPM) and the Constitutional Law Reform Commission (CLRC) to re-establish the Organizational Review Function within the Commission. This project is ongoing, with the Commission awaiting an update from the CLRC to facilitate further dialogue and progress.

- **Development and Implementation of the Case Management System (CMS) and other related databases**

Initiated in 2019 in collaboration with our development partner, the European Union (EU), this project received financial support of approximately K1.7 million, including consultancy services, to develop the PSC's Case Management System (CMS). The CMS was launched in December, 2022 by the Minister of Public Service, Hon. Joe Sungi, MP, and His Excellency Jacques Fradin, the EU Ambassador.

However, full implementation of the CMS has been delayed due to outdated ICT equipment at the PSC, particularly the server and desktop computers, which need upgrading to host the CMS. The PSC has since replaced all outdated ICS equipment with new, modern systems. The Commission is currently in the process of acquiring software applications from overseas that will enable the operationalization of the CMS. It is anticipated that the CMS will be in use by the end of the 2023 Fiscal Year.

- **Amalgamation of the Commission and the PSC Secretariat**

The process of amalgamating the Commission and the PSC Secretariat into a fully independent Commission under its own legislation is currently in progress. A Technical Working Committee, established in 2019, has been leading this project. The Commission has been advised by the Office of the State Solicitor to obtain Clearance Letters from the Department of Finance and the Department of Treasury. These letters are necessary for drafting a submission to the Office of the State Solicitor, which will then be forwarded to the National Executive Council (NEC) for endorsement before being presented to Parliament.

The Commission has already received a Clearance Letter from the Department of Treasury and is awaiting a similar letter from the Minister for Finance, Hon. Rainbo Paita, MP. Despite multiple follow-ups and requests, no response has been received from the Minister's Office. The Commission remains committed to engaging in dialogue and further consultations with Minister Paita and his staff to secure the necessary Clearance Letter and advance the amalgamation process.

- **PSC New Look**

This project started in 2016 following the establishment of the PSC Research and Review Committee. The Committee studied various Public Services Commission models among the Commonwealth countries from which a Concept Paper was developed and has progressed into a Policy Paper, and is ready to be submitted to the National Executive Council (NEC) to seek NEC approval for funding to support the Commission carry out Stakeholder Consultation Workshops to gauge views for the PSC New Look Model.

The Policy Paper has been submitted to the Minister for Public Service, Hon. Joe Sungi, MP, for his review before a formal submission is made to the NEC. The Commission is awaiting a response from the Minister regarding this matter.

CHALLENGE(S)

The Public Services Commission has faced several challenges in implementing its key projects. The slow pace of project and program implementation is primarily due to funding constraints, which have been a persistent challenge for the Commission.

Additionally, inconsistent political support has hindered the progress of certain key reforms. The involvement of multiple agencies in the Commission's projects also poses challenges, as the compliance processes and requirements of these agencies can be time-consuming and slow down project progress. These challenges have resulted in delays, forcing the Commission to carry over many projects to subsequent years, pending the availability of funding and political support.

Despite these obstacles, the Commission remains determined to address these challenges through dialogue and further consultations with political leaders and relevant government institutions to improve service delivery for the people of Papua New Guinea.

CONCLUSION

The Public Services Commission, through its Corporate Plan 2019 – 2023, is committed to upholding its constitutional mandates and corporate goals to better serve the public. The Commission aims to promote the principles of good governance, accountability, and transparency in its efforts to transform the National Public Service into a vibrant, and efficient service delivery machinery.

The Commission stands resolute in its collaboration with all stakeholders and partners to implement its key impact projects in line with the Corporate Plan 2019 -2023. The Commission is committed to serving the people of Papua New Guinea at all levels, regardless of the challenges and barriers it may face.

11.2 National Review Division

The National Review Division is tasked with reviewing and investigating Personnel Matters submitted by Officers from National Departments and Statutory Bodies under the jurisdiction of the PSC. This includes institutions such as Port Moresby General Hospital, Gerehu Hospital, and Laloki Psychiatric Hospital.

The Division is led by Commissioner National, Ms. Judith Stenis, and supported by the Director of the National Review Division (NRD), Mr. Joshua Ngawi. The team comprises ten officers, eight Review Officers and two Administrative Assistants, who assist the Office of the Commissioner National and the Director of the National Review Division. The staff and their designations are detailed in the table below.

No.	STAFF	DESIGNATION
1.	Mr. Joshua Ngawi	Director of the National Review Division
2.	Mr. Steven Haibaku	Principal Review Officer (Discipline)
3.	Mr. Joshua Heape	Principal Review Officer (Selection)
4.	Mrs. Kovina Kinawi	Principal Review Officer (Terms & Conditions)
5.	Mrs. Dorothy Murray	Senior Review Officer (Discipline)
6.	Mr. Albert Sambre	Senior Review Officer (Terms & Conditions)
7.	Ms. Eileen Loghuip	Acting Senior Review Officer (Selection)
8.	Mr. Bonstein Igime	Review Officer (Terms & Conditions)
9.	Mrs. Mary Yano	Senior Administrative Assistant to the Office of Commissioner National
10.	Miss. Leila Kodawara	Acting Administrative Assistant to the Office of Director National Review Division

PERFORMANCE REPORT

The National Review Division achieved commendable performance in 2023, completing 186 Review Cases out of 389 handled. Of these, 166 cases were from 2023, and 232 cases were from previous years. Compared to 2022, the Division saw an increase in submissions, completing 89 in 2023 verses 49 in 2022. Despite the ongoing challenges posed by the COVID-19 pandemic and financial constraints, and the induction and training of new officers, the Division maintained a high level of performance. However, some Review Officers did not meet expectations, highlighting areas for improvement in 2024. These issues will be addressed with the Office of the Secretary, PSC Secretariat, the Senior Management Committee (SMC), and the Executive Management Committee (EMC).

ACHIEVEMENT(S)

The Division had three primary goals for 2023:

1. To conduct reviews of personnel matters in a responsible and timely manner.
2. To complete reviews within the statutory period of 90 days.
3. To provide high-quality submissions and information papers for Commission decisions and advice.

In 2023, the Division received and registered 166 applications for review, an increase of 50 cases from 116 in 2022. Including 232 outstanding matters carried over from previous years, the Division

managed a total of 398 cases. Out of these, 186 cases were completed, leaving 212 pending reviews to be carried over into 2024.

The Division's performance in 2023 reflected continued improvement, with the completion of 186 cases, 65 more than in 2022. This includes 89 submissions (substantive matters) and 97 information papers (non-substantive matters). The quality of submissions and advice has also improved, enhancing the overall standard of the Division's work. The Division's efforts in mentoring and training have contributed to this progress.

The Management Action Plan Activities in 2023

The Division successfully executed its main activity as outlined in the PSC 2023 Management Action Plan (MAP), specifically Activity 2.1 – Review of Personnel Matters.

Key Issues & Summary Points

- In 2023, the Division handled a total of 398 review matters, comprising 166 new matters and 232 outstanding from previous years.
- One hundred and sixty-six new cases were registered in 2023, with 46 completed within the same year, and 120 pending.
- The Division completed 186 cases in total, with 46 from 2023 and 140 from previous years.
- The Division produced 89 submissions and 97 information papers in 2023, a significant increase from the 49 submissions in 2022.
- Two-hundred and twelve outstanding review matters were carried over into 2024.
- The Division undertook duty travels to Lae, Goroka, Kavieng, and Wewak to conduct Commission hearings, combining these with the Provincial Review Division and Assessment Division.
- Seven cases from the provinces remain pending and have been carried over into 2024.

STATISTICAL SUMMARY OF REVIEW MATTERS BY THEIR NATURE OF COMPLAINTS & REVIEWED IN 2023

CASES	DISCIPLINE	SELECTION	TERMS & CONDITION	OTHERS	TOTAL
Registered	81	11	74	-	166
Completed	41	2	3	-	46
Pending	40	9	71	-	120

NB: Review Matters (on record) are Outstanding Matters and have been carried over into 2024. This Table provides for Review matters that were registered and reviewed in 2023 only.

CHALLENGE(S)

The year 2023, presented ongoing challenges similar to those faced in 2021 and 2022, including the continued impact of the COVID-19 pandemic and financial constraints. Delays in the release of government warrants and budgetary cuts affected the Division's operations and its ability to conduct duty travels. Manpower shortages, particularly the delayed performance of new officers and

administrative staff, further impacted the Division's efficiency. The production of transcripts for Commission Hearings also faced delays, affecting the timeliness of submissions and decisions.

CONCLUSION

Despite another challenging year, the National Review Division demonstrated significant improvement, completing 186 Review Matters in 2023. The Division's performance has improved compared to 2022, although challenges related to COVID-19 and financial constraints persisted. With new officers onboard and enhanced training, the Division anticipates improved performance in 2024. The Division carried over 212 Review Matters into the new year, including pending decisions, appeals, and other issues requiring resolution.

The National Review Division aims to maintain its performance levels and seeks continued support from the Office of the Secretary, PSC Secretariat, to address challenges such as the timely production of transcripts. The dedication of the Review Officers, Administrative Assistants, and support staff is acknowledged and appreciated for their contributions to the Division's achievements.

11.3 Provincial Review Division

The core function of the Provincial Review Division (PRD) is to undertake a review of personnel matters lodged by aggrieved public servants employed by the Provincial Administrations and Public Hospitals or Provincial Health Authorities in the provinces, as stipulated under Section 18 of the Public Services (Management) Act 1995 (as amended). The report provides different aspects of managing Personnel Review Matters and outlines the Divisions' achievements, challenges, and offers recommendations to manage the challenges experienced.

The Division is under the leadership of Commissioner Provincial Mr. Joseph Aka, and supported by the Acting Director of the Provincial Review Division Ms. Koya Ope Leslie.

There are currently seven Officers in the Division; five of whom are Review Officers, and two are Administrative Assistants to the Office of Commissioner Provincial and Director of the Provincial Review Division respectively. Details of the Officers and their designations are provided in the table below:

No.	STAFF	DESIGNATION
1.	Ms. Koya Ope Leslie	Acting Director Provincial Review Division
2.	Ms. Schola Muou	Principal Review Officer (Terms & Conditions)
3.	Barnabas Bineke	Principal Review Officer (Discipline)
4.	Enos Gura	Senior Review Officer (Discipline)
5.	Dorothy Memafu	Acting Review Officer (Terms & Conditions)
6.	Mrs. Norries Sevese	Senior Administrative Assistant to the Office of Commissioner Provincial
7.	Mrs. Mary Feaviri	Administrative Assistant to Director Provincial Review

NOTE: There are three vacancies in the Division, they include Director, Senior Review Officer (Selection), and Review Officer (Discipline).

PERFORMANCE REPORT

The Provincial Review Division performed commendably in 2023, registering a total of 166 cases. Out of these, 88 cases were closed, while 78 were carried over into 2024. The tables below provide details of the review cases registered in 2023, including the total cases completed and those pending review in 2024.

The first part of the report contains the total number of cases received from Public Hospitals or Provincial Health Authorities, while the second part details the cases received from Departments or Provincial Administrations.

Statistical Summary of Personnel Review Matters

Table 1: Total Personnel Review Matters Registered

No	Item	Statistics
1	Total Cases Registered	166
2	Cases Completed	88
3	Cases Pending Review	78
	Total	332

Table 2: Total Cases Received from Hospitals or Provincial Health Authorities

No	Hospital/Provincial Health Authority	Total Cases
1	Hela Provincial Health Authority	6
2	Enga Provincial Health Authority	11
3	Manus Provincial Health Authority	3
4	Western Provincial Health Authority	14
5	Madang Provincial Health Authority	3
6	Milne Bay Provincial Health Authority	7
7	East New Britain Provincial Health Authority	4
8	Southern Highlands Provincial Health Authority	11
9	West Sepik Provincial Health Authority	5
10	West New Britain Provincial Health Authority	4
11	Western Highlands Provincial Health Authority	4
12	Northern Provincial Health Authority	2
13	Eastern Highlands Provincial Health Authority	3
14	New Ireland Provincial Health Authority	2
15	Simbu Provincial Health Authority	1
16	East Sepik Provincial Health Authority	3
	Total	83

Table 3: Types of Cases Received

No	Provincial Health Authority	Selection	Discipline	Terms & Conditions
1	Hela Provincial Health Authority	0	5	1
2	Enga Provincial Health Authority	4	7	0
3	Manus Provincial Health Authority	0	3	0
4	Western Provincial Health Authority	1	13	0
5	Madang Provincial Health Authority	1	2	0
6	Milne Bay Provincial Health Authority	0	7	0
7	East New Britain Provincial Health Authority	0	3	1
8	Southern Highlands Provincial Health Authority	2	8	1
9	West Sepik Provincial Health Authority	0	5	0
10	West New Britain Provincial Health Authority	2	2	0
11	Western Highlands Provincial Health Authority	0	3	1
12	Northern Provincial Health Authority	0	1	1
13	Eastern Highlands Provincial Health Authority	1	1	1
14	New Ireland Provincial Health Authority	0	2	0
15	Simbu Provincial Health Authority	0	1	0
16	East Sepik Provincial Health Authority	0	2	1
	Subtotal	11	65	7
	Total	83		

Table 4: Total Cases Completed and Carried Forward into 2024

No	Hospital/Provincial Health Authority	Total No. of Cases	Cases Completed	Outstanding Cases
1	Hela Provincial Health Authority	6	4	2
2	Enga Provincial Health Authority	11	7	4
3	Manus Provincial Health Authority	3	2	1
4	Western Provincial Health Authority	14	6	8
5	Madang Provincial Health Authority	3	3	0
6	Milne Bay Provincial Health Authority	7	0	7
7	East New Britain Provincial Health Authority	4	0	4
8	Southern Highlands Provincial Health Authority	11	7	4
9	West Sepik Provincial Health Authority	5	5	0
10	West New Britain Provincial Health Authority	4	2	2
11	Western Highlands Provincial Health Authority	4	3	1
12	Northern Provincial Health Authority	2	0	2
13	Eastern Highlands Provincial Health Authority	3	2	1
14	New Ireland Provincial Health Authority	2	0	2
15	Simbu Provincial Health Authority	1	1	0
16	East Sepik Provincial Health Authority	3	0	3
Subtotal		83	42	41
Total		166		

Table 5: Total Cases Received from Provincial Administrations

No	Provincial Administrations	Total Cases
1	Autonomous Bougainville Government	10
2	Western Provincial Administration	2
3	Southern Highlands Provincial Administration	4
4	West Sepik Provincial Administration	9
5	Simbu Provincial Administration	1
6	Milne Bay Provincial Administration	2
7	East Sepik Provincial Administration	3
8	Manus Provincial Administration	5
9	Gulf Provincial Administration	7
10	Western Highlands Provincial Administration	4
11	Morobe Provincial Administration	1
12	East New Britain Provincial Administration	11
13	Hela Provincial Administration	5
14	West New Britain Provincial Administration	8
15	Eastern Highlands Provincial Administration	1

No	Provincial Administrations	Total Cases
16	New Ireland Provincial Administration	2
17	Madang Provincial Administration	1
18	Central Provincial Administration	3
19	Oro Provincial Administration	4
	Total	83

Table 6: Types of Cases Received from Provincial Administrations

No	Provincial Administration	Selection	Discipline	Terms & Conditions
1	Autonomous Bougainville Government	0	9	1
2	Western Provincial Administration	1	1	0
3	Southern Highlands Provincial Administration	0	3	1
4	West Sepik Provincial Administration	0	9	0
5	Simbu Provincial Administration	0	1	0
6	Milne Bay Provincial Administration	0	1	1
7	East Sepik Provincial Administration	1	1	1
8	Morobe Provincial Administration	0	2	3
9	Gulf Provincial Administration	0	5	2
10	Western Highlands Provincial Administration	0	3	1
11	Morobe Provincial Administration	0	0	1
12	East New Britain Provincial Administration	0	10	1
13	Hela Provincial Administration	0	2	3
14	West New Britain Provincial Administration	0	8	0
15	Eastern Highlands Provincial Administration	0	1	0
16	New Ireland Provincial Administration	0	2	0
17	Manus Provincial Administration	0	1	0
18	Central Provincial Administration	0	2	1
19	Oro Provincial Administration	0	1	3
	Subtotal	2	62	19
	Total	83		

Table 7: Total Cases Completed and Carried Forward to 2024

No	Provincial Administrations	Total Cases	Cases Completed	Outstanding
1	Autonomous Bougainville Government	10	0	10
2	Western Provincial Administration	2	2	0
3	Southern Highlands Provincial Administration	4	3	1
4	West Sepik Provincial Administration	9	5	4
5	Simbu Provincial Administration	1	1	0
6	Milne Bay Provincial Administration	2	0	2
7	East Sepik Provincial Administration	3	0	3
8	Manus Provincial Administration	5	4	1

No	Provincial Administrations	Total Cases	Cases Completed	Outstanding
9	Gulf Provincial Administration	7	2	5
10	Western Highlands Provincial Administration	4	4	0
11	Morobe Provincial Administration	1	1	0
12	East New Britain Provincial Administration	11	1	10
13	Hela Provincial Administration	5	3	2
14	West New Britain Provincial Administration	8	2	6
15	Eastern Highlands Provincial Administration	1	0	1
16	New Ireland Provincial Administration	2	0	2
17	Madang Provincial Administration	1	0	1
18	Central Provincial Administration	3	1	2
19	Oro Provincial Administration	4	1	3
Subtotal		83	30	53
Total		166		

Table 8: Total Number of Commission Hearings

The Division conducted reviews on matters concerning Discipline, Selection, and Terms & Conditions of employment in three provinces: West Sepik, Kimbe, and the combined Highlands Region, which includes Enga, Southern Highlands, Western Highlands, and Hela Provinces. The table below details the Commission hearings conducted by the Division.

No	Province	Date	Number of Cases
1	West Sepik Province	17 – 21 April 2023	7
2	Highlands Region	2 July – 8 July 2023	20
3	West New Britain Province	20 September 2023	8
Total			35

Table 9: Total Financial Cost for Duty Travels

The total expenditure for duty travels in 2023 was K135,228.10, covering three Commission Hearings in Sandaun, West New Britain, and the combined Highlands Trip, including Hela. This is compared to K277,871.62 in 2022. The table below details the costing for 2023.

No	Duty Travel to the Provinces	Costings (PGK)
1	Sandaun Province	K45,102.57
2	Western Highlands, Southern Highlands, Enga, Simbu & Hela	K60,125.53
3	West New Britain Province	K30,000.00
Total		135,228.10

ACHIEVEMENT(S)

The Division has made commendable progress in reducing the number of cases carried forward over recent years. This report highlights the Division's achievements and provides a detailed breakdown of the cases registered, completed, and carried forward from 2018 to 2023.

Case Registration and Completion

In the current reporting period, the Division registered a total of 166 cases. Out of these, 88 cases were completed, marking a significant reduction in the backlog of cases from previous years.

Breakdown of Cases Carried Forward

As of the latest assessment, the Division has carried forward 78 cases from previous years. The distribution of these cases by year is as follows:

- **2022:** 22 cases
- **2021:** 10 cases
- **2020:** 4 cases
- **2019:** 1 case
- **2023:** 41 cases (current)

This totals to 78 cases carried forward.

Detailed Status of Cases Carried Forward (by Completion Status)

In addition to the 78 cases carried forward, a separate breakdown provides insights into the completion status of cases from 2018 to 2023:

- **2023:** 43 cases (2 completed)
- **2022:** 40 cases (18 completed)
- **2021:** 41 cases (31 completed)
- **2020:** 20 cases (16 completed)
- **2019:** 21 cases (20 completed)
- **2018:** 1 case (1 completed)

This totals to 88 cases, with a substantial number having been completed, demonstrating the Division's effective case management and resolution efforts.

The Division's performance over the years illustrates a commendable effort in reducing the backlog of cases. The successful completion of a significant number of cases highlights the Division's dedication to efficiency and timely resolution of matters. This continued focus on reducing pending cases will contribute to improved operational efficiency and service delivery in the future.

CHALLENGE(S)

During this reporting period, the Provincial Review Division encountered several constraints:

- **Insufficient Monthly Budget Allocation:** The funds allocated by the Department of Treasury were inadequate.
- **Statutory Time Period Not Met:** The Division has been unable to meet the 90-day statutory time period due to ongoing funding constraints since 2018.
- **Impact on Current Cases:** The effort to close cases carried over from 2018 to 2022 has significantly affected the handling of current 2023 cases due to insufficient funding from the Department of Treasury.

CONCLUSION

The Provincial Review Division has made significant strides in case management during the reporting period. Out of the 166 cases registered in 2023, 88 cases from previous years (2018-2022) were successfully completed, representing approximately 53% of the total cases. This marks a notable improvement compared to the completion of 67 cases out of 183 (about 37%) in 2022.

Looking ahead to fiscal year 2024, the Division has carried forward 78 cases, which constitutes about 47% of the total cases handled in 2023, inclusive of cases brought forward from 2022 (63% of 166 cases).

As reflected in the statistics, only 2 cases have been completed in 2023 thus far, with ongoing review by respective case officers for the remaining cases.

These achievements underscore the Division's commitment to addressing case backlogs and improving operational efficiency, despite ongoing challenges in funding and meeting the statutory timelines.

11.4 Assessment Division

The Assessment Division operates within the framework of Corporate Plan Outcome 1, which aims to enhance compliance with mandatory functions and requirements of the Public Services Commission (PSC). The divisions' primary objective is to ensure compliance with the Merit-Based Appointment Process and relevant legislation, with a focus on improving the Merit-Based Appointment Process.

The divisions' core function is to conduct detailed assessments of all applications for positions such as Heads of National Government Departments, Provincial Administrations, Regulatory Statutory Authorities (RSAs), and other Government Bodies. It ensures that appointments are made based solely on merit or in compliance with the Merit-Based Appointment process, as stipulated under Section 193 (2) to (4) of the National Constitution, Section 25A of the Public Services (Management) Act 1995 (as amended), and Sections 5 and 6 of the Regulatory Statutory Authorities (Appointment to Certain Offices) Act 2004.

Staffing

The Assessment Division comprises eight officers, led by Ms. Rachel Wii as Director. While the division has a total of eleven positions, three funded positions remain vacant. Details of the current officers are provided in the table below.

No.	STAFF	DESIGNATION
1.	Ms. Rachel Wii	Director Assessment Division
2.	Mr. Timothy Waringe	Principal Assessment Officer (Provincial Administration)
3.	Mr. Victor Lismond	Principal Assessment Officer (Statutory Bodies)
4.	Ms. Geraldine Pai	Senior Assessment Officer (Statutory Bodies)
5.	Ms. Shashoney Waila	Assessment Officer (National Departments)
6.	Ms. Geraldine Simai	Assessment Officer (Provincial Administration)
7.	Ms. Carolyn Pirika	Assessment Officer (Statutory Bodies)
8.	Ms. Maggie Willie	Administrative Assistant.

Note: The Assessment Division has a total of eleven (11) positions with three (3) funded positions vacant, yet to be filled.

DIVISIONAL PERFORMANCE

During the reporting period, the Assessment Division excelled in meeting the expected turnaround time for consultation matters. The division successfully completed 29 consultations on permanent appointments, 14 consultations on Boards of Regulatory Statutory Authorities, and 103 consultations on Acting Appointments. Additionally, the division provided 23 appropriate responses on various consultation matters, ensuring the provision of quality advice.

Achievement(s)

Key achievements of the division in 2023 include:

- Completion of 29 Consultations on Permanent Appointments, with only 11 cases carried over into 2024.
- Completion of 14 Consultations on Boards of Regulatory Statutory Authorities, with 2 cases carried over into 2024.

- Completion of 103 Consultations on Acting Permanent Appointments.
- Active participation in Technical Working Committees, contributing to the review and development of policies such as the PSC Training & Development Policy 2024 – 2028 and PSC Corporate Plan 2024 – 2028.

[For statistics on the number of consultations matters that have come before PSC, refer to Appendices K – M on Pages 66 - 68 for more information].

Challenge (s)

The division encountered several challenges, including:

- Lack of funding, resulting in budget cuts and delays in travel arrangements for interviews.
- Limited availability of office stationery, particularly paper, impacting day-to-day operations.

Recommendation (s)

To address these challenges, the following recommendations are proposed.

- Allocate separate funding for the division to facilitate travel arrangements for interviews.
- Procure a new printer for the division and a separate printer for the Office of the Director Assessment.
- Provide relevant training to officers to enhance their skills and performance.

Conclusion

In conclusion, the Assessment Division performed admirably in 2023, demonstrating efficiency in completing consultation matters and actively contributing to various projects within the Commission. Moving forward, the division will continue to strive for excellence while addressing the identified challenges to enhance its effectiveness.

11.5 Investigation Division

The primary function of the Investigation Division is to examine allegations of misconduct in office by Heads of Government Departments, Provincial Administrators, and the revocation of appointments of Chief Executive officers of Regulatory Statutory Authorities. This function is conducted in accordance with the provisions outlined in Sections 31C, 31D, 60B, and 60C of the Public Services (Management) Act 1995 (as amended), Section 7 of the Regulatory Statutory Act 2004, and Regulation 7 of 2003.

Furthermore, this mandate aligns with objectives outlined in the Public Services Commission Corporate Plan 2019 – 2023, particularly Corporate Plan Outcome 1, which aims to enhance compliance with the mandatory functions and requirements of the Public Services Commission.

Staff

The division operates with a total staffing ceiling of eight positions within its structure. Currently, four positions remain vacant, while the other four are substantively occupied. The division's personnel are as follows:

No.	STAFF	DESIGNATION
1.	Mr. David Hanaromo	Director Investigation Division
2.	Mrs. Ravugerea Vagoli Ginis	Principal Investigator (National/Statutory Bodies)
3.	Mr. Vali Vanua	Principal Investigator (Provincial Administrations)
4.	Ms. Faustina Iningi	Acting Administrative Assistant to Director Investigation

Mrs. Ravugerea Vagoli Ginis, Principal Investigator – National/Statutory Bodies, is currently on approved study leave pursuing her Masters degree in Australia under the Australian Awards Scholarship, with an expected completion date in 2024.

Additionally, Mrs. Chrysolyte Nicholas, who held the position of Administrative Assistant to the Office of Director Investigation, left the division to accept a new job offer with the Ombudsman Commission on 29th May, 2023. Ms. Iningi joined the division on 4th September, 2023, through a Short – Term Contract arrangement, filling the vacant position.

Recruitment for the remaining four vacant positions is not deemed urgent at this time, as the division receives consultation matters on an ad-hoc basis.

Punctuality & Attendance

Punctuality and attendance within the division has been commendable. Staff constitutently arrive at work on or before 7:45am and depart on or after 4:06pm. Requests for leave are appropriately submitted, and the daily staff attendance register is diligently maintained and forwarded to the Human Resource Branch at the end of each quarter.

Recreational & Furlough Leave

No staff members within the division took leave in 2023. Mr. Vanua's leave was due in 2023 but was not utilized due to manpower constraints. Furthermore, no officer was eligible for furlough leave in 2023.

Divisional Vehicle

The divisional vehicle continues to provide essential support to the division, as well as the

Assessment and National Review Division, in case of mechanical issues or unavailability of their respective vehicles.

Stationary

Stationary supplies for the division are procured from the Corporate Services Division as needed, including papers, biros, paper clips, bulldog clips, glue, etc.

PERFORMANCE REPORT

In 2023, the division did not receive any consultation matters on suspension, revocation of appointment, or termination of contract employment. However, the division conducted one internal investigation concerning payroll fraud, leading to the termination of the Officer.

The Director and the Administrative Assistant to the Director Investigation have been actively involved in reviewing matters and transcribing. A total of fifteen Review Matters were concluded in 2023, with one matter pending due to incomplete oral hearing transcripts.

Own Volition Investigation

In 2023, no volition investigations were conducted as stipulated in Sections 31C, 31D, 60B, and 60C of the Public Services (Management) Act 1995 (as amended).

The procedures for conducting investigations voluntarily as outlined in the Public Services (Management) Act lack clarity. This concern has been addressed within the PSC Corporate Plan 2024 – 2028, wherein the division has identified the development of procedures for volition investigations as a key activity/strategy.

Internal Investigation

In 2023, the division conducted one internal investigation concerning payroll fraud, who has since been terminated. The investigation was initiated on May 23, 2023, following a directive from the Secretary to Director Investigation. This directive was prompted by concerns regarding the Officers' presence on the payroll despite a previous instruction, issued via a Minute for the Officer to be suspended due to unauthorized absence from duties.

The investigation was concluded on July 14th, 2023, with a comprehensive report submitted to the Offices of the Secretary and Chairman of the Disciplinary Committee.

Review of Personnel Matters

Mr. Hanaromo and his Administrative Assistant Miss. Iningi have been actively engaged in reviewing matters and transcribing. Mrs. Nicholas contributed three transcripts before departing from the Commission. Since joining the division, Ms. Iningi has completed approximately six transcripts, bringing the total to nine. This marks a decrease from 2022 when the Investigation Division had fourteen cases to transcribe, which was attributed to the absence of a Personnel Assistant for nearly three months in 2023 following Mrs. Nicholas's departure.

Additionally, the Director participated in two duty travels with the Provincial Review Division as a Commission Delegate, overseeing Oral Hearings in West Sepik and West new Britain Provinces.

In 2023, the Director resolved a total of fifteen Review Matters from the National Review Division. Advices were disseminated to all concerned parties, and files were subsequently closed. However, one matter remains unresolved pending the completion of Oral Hearing Transcripts. This pertains to the disciplinary case involving the Secretary of the Department of Personnel Management and Ms.

Rosely Wrakuavia concerning an alleged overpayment of K7, 133, 588. 24 to fifty -four community health workers at Port Moresby General Hospital without proper approval and calculations.

Furthermore, two cases in the provinces are still pending Oral Hearings: one concerning the Department of Works in New Ireland Province and another involving the Department of Finance in Madang Province. The latter case was newly assigned following the team's return from a trip to Madang in November 2022. Thus, a total of fifteen Review of Personnel Matter were managed in 2023.

ACHIEVEMENT(S)

The division successfully completed all three activities outlined in its 2023 Management Action Plan:

- Published informative material detailing the role and function of the Investigation division, collaboratively developed with support from the Media & Publication branch. These brochures were strategically placed in the reception area for dissemination.
- Implemented the Investigation Standard Operating Procedure, now actively utilized within the division to ensure standardized and efficient processes.
- Created PowerPoint slides explaining the divisions' role for the purpose of raising awareness.

Committees within the Commission

In 2023, Officers within the division actively participated as members in various committees within the Commission.

- PSC Disciplinary Committee.
- PSC Contract Review Committee.
- Team Leader for the Awareness Committee.
- Team Leader for the PSC Anti-Corruption & Integrity Strategy (which was launched during the year).
- Deputy Team Leader for the PSC Corporate Plan 2024 – 2028.
- PSC Training & Development Plan.

CHALLENGE (S)

In 2023, the division encountered several challenges, including:

- Ambiguity in the business process outlined in the Public Services (Management) Act hindered own volition investigations. Although some allegations against Departmental Heads and Provincial Administrators were identified through media sources and audit reports, the lack of clarity in the legal framework posed obstacles.
- The delayed completion of oral hearing transcripts by transcribers hindered the timely preparation of submissions and decision-making processes for review matters. This delay exceeded the statutory 90-day timeframe, significantly impacting the efficiency of resolving cases.

- Limited funding posed a major obstacle for conducting trips to provinces, thereby delaying the resolution of review matters involving National Departments in provinces.
- The lack of appropriate investigation training for Officers resulted in their inability to produce high-quality investigation reports for Commission Members and management, thereby impairing the division's ability to deliver thorough and accurate reports.

WAY FORWARD

Moving forward, the Investigation division remains committed to supporting the National Review Division in addressing Review of Personnel Matters, especially considering the sporadic nature of investigation matters involving allegations against Departmental heads and Provincial Administrators. Additionally, the Acting Administrative Assistant to the Director will continue aiding both review divisions by transcribing oral hearing transcripts.

To address constraints related to final investigation reports concerning allegations against Departmental Heads and Provincial Administrators, the division will initiate follow-up procedures with the Office of the Secretary, Department of Personnel Management.

Furthermore, the division pledges to ensure prompt handling of recommendations regarding the suspension of Provincial Administrators and Departmental Heads, as well as the termination of contracts and revocation of appointments for Departmental heads, Provincial Administrators, and Chief Executive Officers of Regulatory Statutory Authorities. For CEOs of RSAs' the Commission's involvement is limited to termination of contract and revocation of appointment as specified under Section 7 of the RSA Act 2004.

CONCLUSION

In conclusion, the Investigation division has demonstrated commendable performance in 2023, successfully achieving all outlined strategies in the 2023 Management Action Plan. Looking ahead to 2024, the division remains dedicated to maintaining its high standards and will continue to provide assistance in the Review of Personnel Matters.

11.6 Legal, Advisory & Litigation Division

The Legal, Advisory & Litigation Division plays a crucial role in providing efficient and effective in-house legal services to both the Commission and the Secretariat.

Structure

The Division comprises two branches:

- **Advisory Branch:** This branch handles:
 - Providing legal opinions and advice upon request from the Commission and Secretariat.
 - Reviewing and finalizing draft submissions prepared by Review Officers for Commission decisions.
 - Ensuring accuracy in draft advices aligned with Commission decisions for distribution to concerned parties.
 - Accompanying Commission members to legal conferences as needed.
 - Representing the Commission at Section 18 Commission hearings.
- **Litigation Branch:** This branch is responsible for:
 - Representing the Commission in legal proceedings where the Commission or the Commission members are a party to.
 - Drafting court documents for legal proceedings involving the Commission or the Commission members are a party to.
 - Coordinating with legal officers and external law firms representing other parties in relevant legal proceedings.
 - Attending Section 18 Commission Oral Hearings.

This structured approach ensures that the Legal, Advisory & Litigation Division supports the Commission and Secretariat comprehensively in legal matters, facilitating effective decision-making and legal representation when required.

STAFFING

The Division currently consists of five staff members, which include three legal officers and an administrative assistant to the Director. However, there are three vacant positions that need to be filled. The divisions' personnel are as follows:

No.	STAFF	DESIGNATION
1.	Mr. Richard M. Simbil	Director Legal, Advisory & Litigation
2.	Mr. Tobert Torato	Senior Legal Officer (Litigation)
3.	Ms. Monica Kale	Senior Legal Officer (Advisory)
4.	Miss. Fiona Yandi	Legal Counsel

No.	STAFF	DESIGNATION
5.	Mrs. Mechtil Iga	Administrative Assistant to Director Legal, Advisory & Litigation

Note: The Legal, Advisory & Litigation Divisions' position that are vacant include Principal Legal Officer (Advisory), Principal Legal Officer (Litigation) and Legal Advisor.

PERFORMANCE REPORT

This year has been exceptionally productive for the Division. We successfully vetted approximately 263 review files, provided 35 legal opinions, and undertook various other functions and responsibilities as outlined in our Annual Work Plan.

ACHIEVEMENT(S)

The Divisions' main achievements include:

<ul style="list-style-type: none"> Completion and Submission of the Draft Legal, Advisory & Litigation Processes and Feedback: 	This draft was submitted to the Commission members for their comments and feedback.
<ul style="list-style-type: none"> Provision of 35 Legal Opinions/Advices: 	These were provided to the members of the Commission and Officers of the Secretariat on various legal issues regarding the Commission's roles and functions.
<ul style="list-style-type: none"> Vetting of Submissions and Advices: 	These were provided to the members of the Commission and Officers of the Secretariat on various legal issues regarding the Commission's roles and functions.
<ul style="list-style-type: none"> Attendance at Oral Hearings: 	Our team attended 128 Oral Hearings as either Commission delegates or Legal Counsel in NCD and other provinces.

CHALLENGE(S)

The Division faced significant challenges this year, primarily due to increased workloads from three vacant positions. This situation was further exacerbated by one of our legal officers being on sick leave for over three months.

RECOMMENDATION(S)

To address these challenges and improve our efficiency, the Division strongly recommends:

- Recruitment for the three Vacant Positions:** Filling these positions will help distribute the workload more evenly.
- Review of Current Packages and Incentives:** We suggest an immediate review to ensure that the compensation for our legal officers is competitive with private law firms, companies, and other constitutional offices and state agencies.

CONCLUSION

Despite the challenges, the Division has successfully fulfilled its tasks and responsibilities, providing effective and efficient legal services to the Commission and the Secretariat. Our achievements this year underscore our commitment to excellence and continuous improvement.

11.7 Corporate Services Division

The primary role of the Corporate Services Division (CSD) is to provide high-quality corporate administrative services, supporting the core divisions in achieving the Commission's Vision and Mission as outlined in the Public Services Commission's Corporate Plan 2019–2023.

The Corporate Services Division is comprised of five branches:

- **Human Resource Management**
- **Finance**
- **Information Technology**
- **Media & Publication**
- **Registry**

Under the leadership of Mr. Waga Navei, the Director of the Division, the CSD operates with a team of twenty-three dedicated staff members, as detailed in the table below:

No.	STAFF	DESIGNATION
OFFICE OF THE DIRECTOR CORPORATE SERVICES		
1.	Mr. Waga Navei	Director Corporate Services
2.	Mrs. Kerry Gapi	Administrative Assistant to the Office of Director Corporate Services
3.	Mrs. Elizabeth Unido	Receptionist/Administrative Assistant
4.	Mr. Denys Joke	Driver
5.	Mr. Leo Paiera	Driver
6.	Mr. Joe Rove	Executive Security Officer
7.	Mr. James Kepe	Front Desk Security Officer
8.	Mrs. Tonica Nano	Auxiliary Staff (Cleaner)
9.	Ms. Ronny Mek	Auxiliary Staff (Cleaner)
HUMAN RESOURCE MANAGEMENT BRANCH		
10.	Mrs. Alice Navuru	Manager Human Resource
11.	Mr. Douglas Formai	Senior Human Resource Officer
12.	Mrs. Geraldine Sema	Human Resource Officer
13.	Ms. Gaye Lausi	Paymaster
FINANCE BRANCH		
14.	Mr. Goodwin Beliga	Manager Finance
15.	Mr. Freddy Walkin	Budget Officer
16.	Mr. Neidab Ulu	Certifying Officer
17.	Miss. Miriam Namesi	Examiner
INFORMATION TECHNOLOGY (IT) BRANCH		
18.	Mr. Terupo Boone	Manager I.T
19.	Mr. Ronnie Pakau	Acting I.T Support
MEDIA & PUBLICATION BRANCH		
20.	Ms. Dorah Gawi	Principal Media & Publication Officer
21.	Miss. Cecilia Miolol	Acting Senior Media & Publication Officer

REGISTRY BRANCH

22.	Mr. Eli Iwa	Acting Registry Clerk
23.	Mr. Julius Omuru	Acting Assistant Registry Clerk

PERFORMANCE REPORTS

In 2023, despite ongoing financial constraints, the Corporate Services Division achieved notable results. The five branches and the Office of the Director Corporate Services delivered administrative support and maximized limited resources to fulfill the Commission's mandate and the PSC Secretariat's goals, as detailed in their performance reports.

11.7.1 DIRECTOR CORPORATE SERVICES

The Office of Director corporate Services plays an important role in leading and managing five branches to ensure that proper policy advice is given to the office of the Secretary, PSC Secretariat and the Senior Management Committee.

The Corporate Services Division when undertaking its duties this year encountered numerous challenges, the lack of sufficient funding from the Department of Treasury was by far the biggest hurdle contributing to some activities not being undertaken. It was an unfortunate; however, the Finance Branch continued to prioritize and save funds that were received to ensure operations continued. These are some of the activities undertaken by the Office of Director Corporate Services for this year.

The Director Corporate Services is an automatic member of several committees that include the PSC Disciplinary Committee, PSC Training & Development Committee, and PSC Contract Review Committee.

Below are statistics highlighting the performance of the said committees in this reporting period.

PSC DISCIPLINARY COMMITTEE

No. of Meetings Held	No. Of Disciplinary Cases Received	Types of Disciplinary Matters	Matters Completed	Matters Pending
5	8	-Allegation of fraud committed by a PSC Staff.	Completed	
		-Allegation of loan default by five PSC Officers from a Financial Institution.	Completed	
		-Allegation of a personal relationship between two PSC officers (one male and one female).	Completed	

		-Abscondment by a PSC staff member.	Completed	
		-Allegation against a PSC officer (driver) for involvement with criminals in the theft of a PSC vehicle.		Pending
		-One case of non-performance by a senior contract officer of PSC.	Completed	
		-Allegation for stealing in PSC Office by one officer	Completed	
		-Allegation of payroll fraud by a PSC officer.		Pending

PSC CONTRACT REVIEW COMMITTEE

No. of Meetings Held	No. Of Contract Matters	Types of Contract Matters	Matters Completed	Matters Pending
8	12	<ul style="list-style-type: none"> - Three new appointments – Senior Officers Contracts and KPIs considered by the Committee. -Four Senior Officers expiration of Contracts considered by Committee. -One Senior Officer's Non-performance considered by Committee. -One Senior Officer's request for increase in Salary Grade step considered by Committee. -Two Short-Term 	<p>Completed</p> <p>Completed</p> <p>Completed</p> <p>Completed</p>	

		Contracts (STC) considered by Committee.	Completed	
		-One matter regarding revocation of engagement of STC by Secretary considered by Committee.	Completed	

Management and Advice to Branch Managers and Staff

- ✓ Provided continuous management and advice to Branch Managers and staff on official administrative issues related to Human Resource, Finance, IT, Media & Publication and Registry services.
- ✓ Ensured staff performed their tasks diligently and adhered to Public Service rules as outlined in the Public Service General orders, Public Services (Management) Act, and Public Finance (Management) Act.
- ✓ Facilitated decisions from the Secretary, PSC Secretariat through minutes and referred administrative matters procedurally.
- ✓ Ensured Security Staff and Receptionist consistently provided services at the front desk.
- ✓ Advised the Manager HRM and HR Officers to administer and advise staff of the Commission correctly, and to ensure HR matters were handled according to the Public Service General Orders and the Public Service (Management) Act.
- ✓ Reminded the Registry Clerk to upgrade the registry and archives room, and to supervise the Acting Assistant Registry Clerk for consistent and efficient registry services.
- ✓ Advised Manager, IT to troubleshoot email problems, maintain IT infrastructure, and assist in updating the fixed assets registry.
- ✓ Instructed Manager, Finance and staff to continue administering acquittals of public funds, ensuring claims were approved and payments made in accordance with the Public Finance (Management) Act.

Office Maintenance Matters

- ✓ Followed up on multiple maintenance requests made to L.J Hooker, the Property Management Company of TST Group of Companies, although major maintenance requests were forwarded by the Secretary, PSC Secretariat, there continued to be delays without proper explanations from the Property Manager.

PSC Motor Vehicle Management Policy

- ✓ Implemented the PSC Motor Vehicle Management Policy, ensuring all PSC vehicles were managed by Divisional Directors according to the Policy.

Payroll Reconciliation

- ✓ Conducted ongoing payroll reconciliation as an essential activity. Following the PSC Audit Committee's directive, the Human Resource Management Branch consistently worked on

payroll reconciliation on a weekly and fortnightly basis, ensuring the PSC salaries threshold was checked through the Alesco payroll system.

Staff Performance Appraisal

- ✓ Conducted Staff Performance Appraisals (SPA) for the periods of January – June, 2023, and July – December, of the same. All PSC Secretariat staff's appraisals were carried out in consultation with their immediate supervisors.

PSC Organizational Restructure

- ✓ Following the Executive Management Committee's directive, the Senior Management Committee met and made changes to the proposed Establishment, particularly on the Divisional Charts. Directors were tasked with creating new Job Descriptions for their respective Divisions. However, the PSC Organizational Restructure is pending further meetings and progress from the SMC.

11.7.2 HUMAN RESOURCE MANAGEMENT BRANCH

The Human Resource Management (HRM) Branch is responsible for overseeing the effective management of human resource functions and activities within the Commission and the PSC Secretariat. This includes continuous communication with staff, assessing and enhancing training capacity methods, functions, and manpower planning. Additionally, the Branch ensures compliance with public service laws and regulations and manages the implementation of human resource policies and staff recruitment.

ACHIEVMENT(S)

Notable achievements by the HRM Branch in 2023 include:

- ✓ **Contract Review Support:** The Branch provided essential information to the PSC Contract Review Committee to consider short-term and long-term contract matters as needed.
- ✓ **Performance Appraisals:** Staff performance appraisals were coordinated and completed, resulting in salary increments for those with high performance ratings.
- ✓ **Attendance Management:** Staff attendance was tracked using manual attendance sheets, while the IT Branch worked on operationalizing the Time Machine for automated attendance and punctuality records.
- ✓ **Committee Meetings:** The PSC Disciplinary Committee and Contract Review Committee meetings were held consistently and on schedule, with members contributing to the meeting minutes.
- ✓ **Recruitment and Selection:** Followed up with the Department of Personnel Management on recruitment, selection, and salary-related matters.
- ✓ **Gratuity Processing:** Processed all due gratuities upon approval by the Secretary, PSC.

- ✓ **Report Verification:** Thoroughly checked and corrected Fortnightly Threshold Reports, as well as FIN03 and FIN04 reports each fortnight.
- ✓ **Staff Establishment:** Updated the PSC Staff Establishment.
- ✓ **Contract Facilitation:** Efficiently facilitated the short-term contracts for one staff member in 2022 and four new staff members in 2023.
- ✓ **Promotion and Acting Appointments:** Updated the Alesco Payroll System with promotions and acting appointments.
- ✓ **Training & Development:** The Training & Development Committee held three meetings during the reporting period. However, due to funding constraints, staff training requests for 2024 were not considered.
- ✓ **Policy Renewal:** The Training & Development Policy Committee is working on renewing the PSC Training & Development Policy and the Training Plan for 2024.

CHALLENGE(S)

The Human Resource Management Branch successfully mitigated challenges during this reporting period, and as a result, no significant issues were experienced this year.

11.7.3 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 Commissions' Annual Budget Submission; examination of all claims and issuance of transaction cheques.

The 2023 Budget Appropriation given to the Public Services Commission was **K6, 388, 401. 00**, which consists of Personnel Emoluments and Goods & Services as indicated in the Year Ending Financial Performance Report below:

Table 1: Manpower Statistics

Manpower	Funded Ceiling	Total Agency Headcount	Alesco Payroll	IFMS Payroll	Approved Establishment
A: Permanent Staff	60	60	60	0	60
B: Casual Staff	3	3	3	0	3
C: Funded Vacancies	0	5	0	0	0
D: Unfunded Vacancies	28	23	0	5	28

Total Staff Ceiling	91	91	63	5	91
E: Unattached - Retrenchment					
F: Unattached - Retiring					

According to the organizational structure, there are eighty-nine funded positions. However, with the inclusion of two GESI positions by the Department of Personnel Management, the number of approved positions increased to ninety-one. The total Staff on Strength (SOS) is sixty-eight, with sixty-three officers on the Alesco Payroll and five on short-term contracts on the IFMS Payroll.

Table 2: Financial Statement for the Month ending 31st December, 2023.

OPERATIONAL (RECURRENT) BUDGET - QUARTERLY REPORT ON EXPENDITURE BY ITEMS: QTR ENDING: 31st December 2023							Attachment D
Item	Original Appropriation	Revised Appropriation	Warrants YTD	Prorata (100%)	Expenditure YTD.	Variance (Expenditure YTD less Prorata)	Justification
"Col. A"	"Col. B"	"Col. C"	"Col. D"	"Col. E" [Col. C x %] 100	"Col. F"	"Col. G" [Col. D—Col F.]	(explanation needed if variance is more than 10 per cent) "Col. H"
Personnel Emoluments (PE)							
210000 - Personnel Costs							
211000 - Salaries and Allowances	5,156,988	5,156,988	5,156,988	5,156,988	5,657,748	(500,760)	-10
212000 - Wages	153,439	153,439	153,439	153,439.00	153,437	2	0
213000 - Overtime			-	-	-	-	
214000 - Leave Fares			-	-	-	-	
215000 - Retirement Benefits, Pensions, Gratuities and Retrenchment	346,653	346,653	346,653	346,653	676,009	(329,356)	-95
Total PE	5,657,080	5,657,080	5,657,080	5,657,080	6,487,194.0	- 830,114	-15
Goods and Services (G&S)							
222000 - Travel and Subsistence	238,689	238,689	238,689	238,689.00	238,688	1	0
222110 - Overseas Travel	-	-	-	-	-	-	
223000 - Office Materials and Supplies	22,433	22,433	22,433	22,433.00	22,431	2	0
224000 - Operational Materials and Supplies	-	-	-	-	-	-	
225000 - Transport and Fuel	37,240	37,240	37,240	37,240	37,240	-	0
226000 - Administrative Consultancy Fees	18,844	18,844	18,844	18,844	18,843	1	0
227000 - Other Operational Expenses	231,510	231,510	231,510	231,510.00	231,510	-	0
228000 - Training	16,600	16,600	16,600	16,600	16,600	-	0
251000 - Membership Fees, Subscription & Cont	8,973	8,973	8,973	8,973	8,966	7	0
271000 - Office Equipment, Furniture & Fittings	157,032	157,032	157,032	157,032	157,013	19	0
Total Goods and Services	731,321	731,321	731,321	731,321	731,291	30.0	0
Grand Total (PE + GS)	6,388,401	6,388,401	6,388,401	6,388,401	7,218,485	- 830,084	-13

Operational Expenditure

The Commission's Operational Budget (Original Appropriation) given was **K6, 388, 401. 00** which consists of: -

- ✓ *Personnel Emoluments – K5, 657, 080. 00*
- ✓ *Goods & Services – K731, 321. 00*

Warrants

Warrants were received for the months of February, March, May, July, August, September, November, and December. However, no warrants were issued for January, April, June, and October by the Department of Treasury, primarily due to government cash flow issues.

Expenditure Against Warrants Released

The Commission's total expenditure against the released warrants was K7,218,485.00, resulting in an overspending of approximately K830,084.00, or -13%.

- **Personnel Emoluments Expenditure YTD:** K6,487,194.00
Overspending: K830,114.00 (-15%)
- **Goods and Services Expenditure YTD:** K731,292.00
Variance: +K30.00 (0%)

Total Expenditure

Total expenditure YTD was K7,218,486.00, reflecting an overspending variance of K830,084.00 (-13%).

Reasons for Overspending

Personnel Emoluments:

- **Item 121 – Salaries and Allowances:**
Actual expenditure: K5,901,726.06
Total warrants received: K5,156,988.00
Overspending: K744,738.06

The overrun was due to a pay increase for Commission Members in 2022 as determined by the SRC for Appointed Leaders.

- **Item 215 – Gratuities:**
Overspending: K329, 356.00

The Commission was underfunded for twenty-one National Contract Officers.

Bank Reconciliation:

The bank reconciliations were completed for January to March 2023. However, the reconciliation for April was not done because transactions on the bank statement did not match those in the ledger book. The Department of Finance has been consulted regarding this issue, and we are awaiting their response.

Achievement(s)

The Finance Branch successfully strategized to ensure continued operations despite a limited number of staff. This situation arose because one officer was on study leave, another on sick leave, and another staff member had been terminated.

Challenge(s)

This year was challenging for the Finance Branch due to manpower issues. The Branch had two officers absent, which impacted performance, particularly in their IFMS roles. The Authorized Requisition Officer (ARO) was terminated, and our Examiner has been on sick leave since the beginning of 2023. Additionally, the Certifying Officer was attending studies at the Somare Institute of Leadership and Governance.

Conclusion

In 2023, the Finance Branch effectively managed, monitored, and controlled financial records and transactions. Despite significant challenges due to manpower issues, the Branch ensured the continuous operation of financial activities, including planning, organizing, leading, coordinating, and reconciling financial activities related to accounting and budgeting. The Finance Branch also provided sound financial advice to the Commission, prepared the Commission's Annual Budget Submission, and examined all claims and issued transaction cheques.

The Commission received an original Recurrent Budget Appropriation of **K6,388,401.00**, allocated for Personnel Emoluments and Goods & Services. Throughout the year, the Finance Branch faced issues such as incomplete bank reconciliation for April due to discrepancies between bank statements and ledger book transactions, and overspending primarily due to salary increases and underfunded positions.

Despite these challenges, the Finance Branch demonstrated resilience and strategic planning, maintaining operations in accordance with the financial processes and procedures. This dedication ensured that financial management within the Commission remained robust and responsive to emerging financial needs.

11.7.4 INFORMATION TECHNOLOGY BRANCH

The Information Technology (IT) Branch is responsible for the effective planning, implementation, organization, procurement, and installation of all IT facilities. The Branch is also required to provide advice to the Senior Management Committee (SMC) on all IT requirements of PSC.

Despite financial constraints, the PSC ICT projects are progressing well, but there is still a lot of work that needs to be done. Below are some of the notable achievements, as well as challenges faced in this reporting period.

ACHIEVEMENT(S)

- ✓ Sophos FOS Gateway Firewall and End Point Security for seventy users in PSC including four Server Licenses for PSC Servers.
- ✓ Purchased and installed three main network printers.
- ✓ Installed PSC's new PBX Voice Over IP System (VoIP) which integrates the physical phone lines and hardware, and transmits voice data using the internet.
- ✓ Installed and hosted PSC's MS Exchange Mail Server 2022.

- ✓ Installation of PSC's fourth Server to be used to house the Case Management System (CMS).
- ✓ Successfully installed Licenses for four PSC Servers.

CHALLENGE(S)

The Branch has faced a major issue of insufficient funding for the past five years, leading to many unfinished projects. However, the successful completion of some projects was made possible through funding support from partnerships with development partners such as the European Union and through the PSC Public Investment Program (PIP) under Capacity Building. This funding did not come from the actual budget appropriation for PSC in the 2023 fiscal year.

Another significant challenge for the branch was the shortage of IT Technical Support Officers, which hindered the branch's ability to carry out various essential activities. This lack of personnel meant that many technical tasks, maintenance duties, and support services were delayed or left incomplete, further impacting the branch's overall efficiency and productivity.

CONCLUSION

Despite the challenges, the IT Branch has performed exceptionally well, maintaining PSC's ICT systems with limited staff and insufficient funding. The Branch has successfully completed major projects critical to PSC's network security by implementing a firewall to protect the network internally and externally and by rebuilding PSC's Exchange Mail Server. Additionally, they have rolled out the PBX VoIP System to improve communication and internet connectivity.

The Branch has been commended for its timely Help-Desk assistance, managing to support sixty officers of the PSC daily with only two IT Officers, while also conducting regular maintenance checks on the systems infrastructure.

11.7.5 MEDIA & PUBLICATION BRANCH

The Media & Publication Branch plays a crucial role in managing media and publication matters within the Public Services Commission (PSC). By leveraging various forms of media—print, electronic, and social—the branch ensures effective dissemination of information.

The primary responsibility of the branch is to raise awareness about the roles and functions of the PSC among public servants and stakeholders in both the National Public Service and the Private Sector. Additionally, the branch is responsible for producing the Commission's Annual Report to Parliament and coordinating with the Senior Management Committee to formulate the Commission's Management Action Plans each year. The branch also handles other publications sanctioned by the Commission.

In relation to staff movements for the branch, there were changes in this reporting period. Senior Media & Publication Officer (SM&PO) Miss. Nadia Marai resigned in August, leaving the position vacant. Therefore, Miss. Cecilia Miolol was brought on board as Acting SM&PO on Short-Term Contract.

Also, Principal Media & Publication Officer, Ms. Dorah Gawi is currently attending Flexible Learning Studies at the Divine Word University (DWU) in Madang for the Master of Leadership in Business Administration (MLBA) program. Due to the deferment of studies in the first semester, Ms. Gawi will complete semester four in May, 2024, and will graduate in 2025.

The Media & Publication Branch has maintained a consistent performance throughout the year, and finished off on a high note, despite limited funding to implement some of its activities. Below are some of the notable achievements together with the challenges encountered in 2023.

ACHIEVEMENT(S)

✓ PSC Corporate Plan Review and Development of a new Corporate Plan 2024 – 2028

The Principal Media & Publication Officer was a member of the committee that formulated and successfully launched the PSC Corporate Plan 2024–2028. This process involved a comprehensive evaluation of the existing plan, consultation with PSC staff, and the creation of a new strategic roadmap to guide PSC's activities and objectives over the next five years.

The PSC Corporate Plan Committee was led by Principal Assessment Officer Mr. Timothy Waring, who headed a team of seven officers selected from various divisions within the PSC Secretariat. Key activities were spread over four quarters during the reporting period, which included initiating the review process, identifying key stakeholders and engagement strategies, conducting preliminary data collection, and organizing a staff consultation workshop at Granville Motel. During the workshop, staff members provided feedback and suggestions regarding the current plan and future objectives.

After the workshop, the committee compiled and integrated feedback into a draft Corporate Plan. This draft was then finalized, incorporating all comments and suggestions from the staff consultation workshop, ensuring alignment with organizational goals and objectives. The committee also prepared for the launch of the new Corporate Plan by collecting quotes for the venue, corporate wear, and printing of the plan, as well as coordinating logistics and activities.

The review and development of the Corporate Plan 2024–2028 represents a critical endeavour for the PSC. By engaging staff and stakeholders, PSC ensured that its strategic objectives aligned with current needs and priorities. The upcoming launch, scheduled for February 2024, will serve as an opportunity to showcase the new plan and garner support from stakeholders to achieve organizational excellence and effectiveness in the public service.

✓ PSC Anti-Corruption & Integrity Complaints Desk

The PSC Anti-Corruption & Integrity Complaints Desk in line with the PSC Anti-Corruption & Integrity Strategy 2023–2025 is now in operation. This initiative aims to enhance transparency, accountability, and integrity within the organization by providing a platform for clients and stakeholders to report instances of corruption or unethical conduct by PSC officers.

Key achievements towards the setting up of the Complaints Desk include the creation and endorsement of a Complaint Form which is now in use. This Form serves as the primary tool for individuals to submit complaints related to corruption or integrity issues. To ensure accessibility, the Complaint Form will be available online via PSC's social media platforms and website, with an exclusive email address, ccomplaints@psc.gov.pg set up for this purpose. All complaints will be handled confidentially. So far, no complaints have been received through these channels.

A structured process for handling complaints has been devised, ensuring that each complaint is addressed promptly and appropriately. This process is detailed in the PSC Anti-Corruption and Integrity Strategy 2023–2025.

Efforts are also underway to develop awareness materials, such as brochures and banners for the reception area, to inform clients and stakeholders about the PSC Anti-Corruption & Integrity Complaints Desk. Information is disseminated through various channels, including social media, to reach a wider audience and encourage the use of the complaint's mechanism.

Next steps include conducting training sessions for staff involved in handling complaints to ensure adherence to established processes, monitoring the effectiveness of the complaints mechanism, making necessary adjustments based on feedback, finalizing and deploying the online Complaint Form, and completing the development of awareness materials.

The establishment of the PSC Anti-Corruption & Integrity Complaints Desk marks a significant step towards fostering a culture of transparency and accountability within PSC. By providing a dedicated platform for reporting corruption and integrity concerns, PSC demonstrates its commitment to ethical conduct and good governance. Continued efforts in promoting awareness and ensuring an efficient complaint handling process will further strengthen this initiatives' effectiveness.

✓ **PSC 2022 Annual Report**

The PSC 2022 Annual Report has been completed, endorsed by the Commission Members, and printed. It is now awaiting formal presentation to the Governor General before being presented to the National Parliament.

✓ **PSC 2023 Management Action Plan**

The PSC 2023 Management Action Plan (MAP) was successfully compiled in liaison with all the Directors and Branch Managers and outlines each of their major activities for this year. The MAP was endorsed by the Secretary, PSC Secretariat and Commission Members, and it was printed in-house and distributed to all officers for implementation.

✓ **PSC Website**

The PSC website continues to be updated with relevant content. However, since the first quarter of this year, the website has gone offline due to non-payment of the website's license. The IT Branch is addressing this issue and will ensure the website is back online soon.

✓ PSC Social Media platforms

In this reporting period, PSC experienced notable increase in social media engagement across its Facebook and LinkedIn platforms. These are some of the trends observed in 2023:

QUARTER	FACEBOOK	LINKEDIN
1	The Page started the year with 5, 532 Followers. Most Following was from Port Moresby, Lae, Madang, Mount Hagen and Goroka. There were 35 new Followers registered during this quarter.	The Page had 6, 105 Followers. The quarter witnessed a significant increase in Followers with 488 new Followers registered. However, visitor engagement dropped by 23.3% due to limited posts.
2	There was a steady increase in Followers, reaching 5, 732 by the end of this quarter. The top five provinces remained consistent, with 53 new Followers.	The LinkedIn page continued to gain traction with 6, 832 Followers. Despite the increase in Followers, visitor engagement dropped by 26.5% due to limited posts.
3	The Page experienced significant growth in this quarter, reaching 5, 711 Followers, marking a 42% increase from the previous quarter. Engagement also saw a massive increase, with 1, 012 individual engagements.	The Page witnessed a slight increase in Followers, reaching 6, 624. However, the focus shifted towards enhancing reach, with the Page appearing in 120 search appearances.
4	The Page continued its upward trend, recording 5, 937 Followers, marking a 29% increase added to the previous quarter. Reach also increased significantly, exceeding 5, 700 individuals. Engagement soared, with a 163% increase from the previous 90 days.	The PSC LinkedIn Page saw a modest increase of 15 Followers, reaching a total of 6, 639. The Pages visibility improved with 120 search appearances indicating increased engagement among professionals.

Throughout the year, both platforms witnessed substantial growth and engagement. The Facebook page experienced consistent growth in Followers, Reach and Engagement, whilst the LinkedIn Page saw steady increases in Followers and visibility among professionals. Moving forward, maintaining regular and relevant content will be crucial in sustaining this positive trend and further enhancing engagement with stakeholders and the general public.

✓ Brochures for the Legal and Assessment Divisions

The brochures for the Legal, Advisory & Litigation Division, and the Assessment Division were developed in liaison with the respective divisions. Both brochures have been endorsed by Members of the Commission, and have been printed and placed at the reception area, as well as published online on the PSC Website and social media platforms.

✓ Investigation Divisions Process Leaflet

The leaflet for the Investigation Division highlighting its investigation process was completed and endorsed by Members of the Commission for dissemination. It has been posted on the PSC Website and social media platforms.

CHALLENGE (S)

The branch continues to face funding constraints, which have impeded the progress of various activities. Despite these challenges, the branch has adopted strategies to ensure the continued dissemination of information and awareness materials through online platforms. However, the preference remains for printed materials to be distributed to PSC's clients and stakeholders. Looking ahead to 2024, the branch hopes for increased funding to support essential activities such as the Annual Report and procurement of important items like business cards and publishing software for the branch.

CONCLUSION

The Media & Publication Branch has demonstrated commendable performance throughout 2023 despite facing financial constraints. Key achievements include active participation in formulating the new PSC Corporate Plan 2024–2028, establishing the PSC Anti-Corruption & Integrity Complaints Desk, and successfully completing major tasks such as the PSC 2022 Annual Report and the PSC 2023 Management Action Plan. Despite challenges, the branch has effectively utilized various media platforms to disseminate information and enhance engagement with stakeholders. However, funding constraints remain a significant challenge, impacting the implementation of essential activities. The branch looks forward to increased support in 2024 to sustain its momentum and continue serving the Public Services Commission effectively. Furthermore, staff movements within the branch have been managed efficiently, ensuring continuity in operations and capacity building for future endeavours.

11.7.6 REGISTRY BRANCH

The Registry Branch is responsible for the effective maintenance and registration of all records and correspondence of the Commission. The primary objective of the branch is to properly register and archive all closed files of the Commission and to efficiently dispose of all outdated files to create sufficient storage space for new cases that need to be archived. This task continues to be a challenge due to the lack of a scanning machine to facilitate the process of scanning files before they are disposed of efficiently.

This report covers the period 2023 and highlights achievements and the challenges faced by the Branch.

ACHIEVMENT (S)

There were several achievements of the Registry Branch in this reporting period that includes;

- ✓ A total of two-hundred and one Commission Files were closed in this reporting period. One-hundred and twenty-nine were from the National Review Division and seventy-two from the Provincial Review Division.
- ✓ The branch meticulously recorded all details of all dispatched and mail received in this reporting period, recording two-hundred and thirty mails dispatched with one-hundred and sixteen collected. Data is collected to ensure all correspondence is tracked and handled promptly, reducing delays and improving communication flow.

CHALLENGE (S)

All outgoing mail from September and October were held in the Registry Branch awaiting the Warrant for the third quarter. This delay was caused by the Department of Finance. The mail was only processed and released once the necessary funds were made available.

Furthermore, due to budgetary constraints, the purchase of boxes for archiving files was postponed. As a result, the files had to be stored temporarily in the archive room until sufficient funds could be secured to purchase the necessary storage materials.

CONCLUSION

The Registry Branch plays a crucial role in maintaining and managing the records and correspondences of the Commission. During the reporting period of 2023, the branch made significant strides in achieving its objectives, including the successful closure of 201 Commission files and the meticulous tracking of all incoming and outgoing correspondence.

However, the branch faced notable challenges, such as delays in processing outgoing mail due to financial constraints and the postponement of purchasing archiving materials. These issues underscore the ongoing need for adequate resources and equipment, such as a scanning machine, to enhance the efficiency of the archiving and disposal processes. Overall, while the branch has made commendable progress, addressing these challenges will be essential to ensure the continued smooth operation and effective record management of the Commission.

12 | Achievements

The Public Services Commission (PSC) achieved several significant milestones in 2023, reflecting its commitment to fulfilling its constitutional mandate despite facing numerous challenges. In the area of Personnel Review Matters, the PSC made considerable process. The National Review Division registered a total of 398 cases, completing 186. These efforts not only resolved current matters, but also addressed backlogs, reducing the overall burden of pending cases. Similarly, the Provincial Review Division registered 166 cases and successfully closed 88 of them. This marked a significant step toward improving efficiency and providing timely resolutions to aggrieved public servants.

The Assessment Division also delivered impactful results by completing 29 consultations on permanent appointments and 103 on acting appointments. This division played a critical role in supporting policy development, contributing to initiatives such as the PSC Corporate Plan and the PSC Training and Development Policy. These efforts helped streamline processes and set a foundation for future improvements in personnel management.

Organizational development was another area of notable success. The PSC will establish its first regional office in Mount Hagen, Western Highlands Province. This facility not only marked a significant milestone in decentralizing PSC operations, but also laid the ground work for expanding services to other regions, including plans for an office in Madang. The PSC also advanced efforts to amalgamate the Commission with the PSC Secretariat, moving closer to creating an independent entity, capable of more cohesive and autonomous operations.

Technological advancements supported these organizational improvements. The Commission upgraded its ICT infrastructure, which included acquiring modern systems necessary for the operationalization of the Case Management System (CMS). This upgrade was essential for improving case tracking, management, and efficiency across divisions. Additionally, the Investigation Division developed and implemented its Standard Operating Procedure (SOP). These steps enhanced internal transparency and the standardization of processes, ensuring greater consistency in handling investigations.

Engagement with stakeholders was bolstered through the PSC's use of social media platforms. Significant growth was observed on Facebook and LinkedIn, where increased follower numbers and enhanced visibility allowed for better communication and outreach. These platforms served as effective tools for disseminating information and promoting the Commission's work.

In legislative and policy work, the PSC collaborated with the Constitutional Law Reform Commission to finalize draft regulations for organizational reviews. This collaboration was a critical step in addressing longstanding ambiguities in the Commission's operational framework, paving the way for more effective implementation of its functions.

13 | Challenges

In this reporting period, the Public Services Commission (PSC) faced persistent challenges that hampered its operations. Budgetary constraints were a recurring issue, with funding cuts and delayed warrant releases disrupting travel plans, reducing operational efficiency, and affecting compliance with statutory limitations. These financial limitations had a ripple effect, impacting all divisions and forcing the Commission to scale down certain activities and programs.

Manpower shortages were another significant obstacle, particularly in the National Review and Investigation Divisions, where insufficient staff limited the Commission's ability to resolve cases promptly. The challenges were further compounded by gaps in policy and legislation. Ambiguities in existing laws hindered key functions such as voluntary investigations and organizational reviews, leaving the PSC without a clear mandate for addressing certain issues.

Technical limitations impeded progress, particularly delays in acquiring and implementing software necessary for the CMS. The lack of adequate resources, such as stationery and printers, further affected day-to-day operations and administrative efficiency. Externally, the Commission had to navigate global economic uncertainties and local political issues, which added to the operational delays and complexities.

14 | Recommendation

The Public Services Commission plans to advocate for more consistent budget allocations, and timely release of funds to support uninterrupted operations. Strengthening the recruitment process and providing specialized training for staff are also high priorities to fill critical gaps in manpower. Efforts to clarify and strengthen legislative frameworks, particularly in the areas such as organizational reviews and own volition of investigations, are ongoing.

Additionally, the Commission intends to accelerate the acquisition of technology to fully operationalize the Case Management System (CMS) and improve logistical support for regional office expansions. Partnerships with external stakeholders will be cultivated to garner greater support for these initiatives.

15 | Conclusion

The achievements of the Public Services Commission in 2023, underscore its resilience and determination to uphold its constitutional responsibilities. Despite significant financial and operational constraints, the Commission made substantial progress in areas such as personnel management, organizational development, and policy reforms. However, the challenges faced during the year, highlight the urgent need for targeted interventions to ensure that the PSC can continue to serve the people of Papua New Guinea effectively.

Looking ahead, the PSC remains committed to promoting good governance, accountability, and improved service delivery to achieve its Vision and Mission.

16 | Appendices

CONSTITUTION OF THE INDEPENDENT STATE OF PAPUA NEW GUINEA:

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 a Public Services Commission Appointments Committee consisting of –

- (a) the Prime Minister, who shall be Chairman; and
- (b) the Chief Justice; and
- (c) the Leader of the Opposition; and
- (d) the Chairman of the appropriate Permanent Parliamentary Committee, or, the Chairman is not a member of the Parliament who is recognized by the Parliament as being generally committed to support the Government in the Parliament, the Deputy Chairman of that Committee; and
- (e) the Chief Ombudsman.

(2A) The Head of State, acting with, and in accordance with, the advice of the Public Services Commission Appointments Committee, shall appoint one of the members of the Public Services Commission to be Chairman of the Public Services Commission.

(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 provision for and in respect of acting appointments and conditions of employment of the Chairman and members of the Commission, and for an in respect of its constitution, powers, and procedures.

APPENDIX B

Section 191 – Functions of the Commission

(1) The Public Services Commission shall be responsible, in accordance with an Act of the Parliament, for –

- (a) the review of personnel matters connected with the National Public Service; and
- (b) the continuous review of the State Services (other than the Papua New Guinea Defence Force), and the services of other governmental bodies, and to advice, either on its own initiative or on request, the National Executive Council, and any authority responsible for any or those services, on organizational matters.

(2) The Public Services Commission has such other functions as may be prescribed by or under a Constitutional Law or an Act of the Parliament.

(3) In carrying out its function 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 the 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 governmental bodies.

(4) The Public Services Commission shall, in respect of each year, prepare and forward to the Speaker for presentation to the 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 the advice given and whether or not that advice was accepted.

APPENDIX C

Section 192 – Independence of the Commission

The Public Services Commission is not subject to direction or control when carrying out its function under Section 191 (1)(a) (*functions of the Commission*).

APPENDIX D

Section 193 – Appointments to Certain Offices

(1) This section applies to and in respect of the following office 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 of which is responsible for the administration of the commission, the chairman or president of the board or commission; and
- (d) the offices of the persons (including members of boards or commissions) responsible for the administration of any of the 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 Secretary to the National Executive Council; and
- (h) such other offices and positions as are prescribed by an Act of the Parliament for the purpose, other than the offices of the members of the Public Services Commission.

(1A) All substantive appointments to offices to which Subsection (1)(a), (g) and (h) apply shall be made by the Head of State, acting with, and in accordance with, the advice of the National Executive Council from a list of persons recommended by the Public Services Commission following procedures prescribed by or under an Act of the Parliament.

(1B) All temporary appointments to offices to which Subsection (1)(a), (g) 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 in accordance with a recommendation by the Public Services Commission following procedures prescribed by or under an Act of the Parliament.

(1C) The revocation of appointment of persons appointed under Subsection (1A) or (1B) shall be made by the Head of State, acting with, and in accordance with, the advice of the National Executive Council given in accordance with a recommendation by the Public Services Commission following procedures prescribed by or under an Act of Parliament.

(1D) The suspension from office of persons appointed under Subsection (1A) or (1B) shall be made by the Head of State, acting with, and in accordance with, a recommendation by the Public Services Commission following procedures prescribed by or under an Act of the Parliament.

(2) All appointments (whether temporary or substantive) to offices to which Subsection (1)(b), (c) and (e) 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) (d) and (f) apply and such other 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 the Parliament may make provision for an 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, promotion, demotion, transfer, suspension, disciplining 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.

PUBLIC SERVICES (MANAGEMENT) ACT 1995 (AS AMENDED):

APPENDIX F

Section 13 – Powers of the Commission

(1) The Commission may at any time, for the purpose of performing its functions –

(a) enter 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) summons a person whose evidence appears to be material to the determining of any subject, inspection, inquiry, review or investigation being conducted by the Commission; and

(c) take evidence on oath or affirmation and for that purpose administer oaths and affirmations; and

(d) require any person to produce documents within his possession or subject to his control.

(2) A person shall not knowingly make any false or misleading statements in any evidence before the Commission.

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 a 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, is guilty of 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 to produce a document relevant to the subject of an inspection, inquiry or investigation when required so to do under that subsection, is guilty of 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 Paragraph (a), (c), (d) or (e); and
- (g) an employee,

but does not include a member of the Defence Force.

APPENDIX G

Section 18 – Review of Personnel Matters connected with the National Public Service

(1) The Commission shall, following a complaint made by an officer to the Commission in accordance with Subsection (2), review a decision on a personnel matter relating to appointment or 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 was made, but the Chairman may waive the time limit where the delay beyond the period of 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 procedure to be followed in a review under this section is as follows: -

- (a) the Commission shall summons –
 - (i) the Departmental Head of the Department of Personnel Management or his delegate; and
 - (ii) the Departmental Head of the Department in which the officer is or was employed, or his delegate, to represent that Department; and
 - (iii) the officer making the complaint, who may at his request and at his own cost, be represented by an industrial organization or which he is a member, or by a lawyer;
- (b) the persons summonsed under Paragraph (a) shall make themselves available to appear

before the Commission within 14 days of the date of summons;
(c) the Commission shall –

(i) consider all the facts relative to the matter, including –

(A) the views of the persons summonsed under Paragraph (a); and

(B) the personnel management policies of the National Public Service; and

(C) the cost implications of any decision which it may make; and

(ii) make a decision to uphold, vary or annul the decision the subject of the complaint;
and

(iii) give immediate notification of its decision to the persons summonsed under Paragraph (a);

(d) the decision of the Commission under Paragraph (c) (ii) –

(i) shall be made within 90 days from the date of receipt by the Commission of the complaint, but this period may be extended by the Commission where the reason for the delay is beyond the control of the Commission; and

(ii) 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 19 (1) (b) (*Functions of the Commission*) of the *Constitution*, the Commission shall, before deciding whether advice should be given to the National Executive Council or other authority on a particular matter consider –

(a) the relative importance of that matter; and

(b) any advice, recommendations, opinions or views submitted by any governmental body.

(2) In formulating its advice, the Commission shall have, as its principal objective, the communication of the view 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 – Appointments to offices of Departmental Head

A Departmental Head shall be appointed in accordance with Section 193 (appointments to certain offices) of the Constitution.

APPENDIX J

Section 28 – Contracts of Employment

(1) A Departmental Head shall be employed under, and shall hold office in accordance with the terms and conditions of, a contract of employment with the State.

APPENDIX K

Table 1: Summary Report of Statistics of Consultations on Appointment Matters - 2023

Types of Appointment Matters	Number of Consultations Received and Carried over (2022)	Number of Consultations Received (2023)	Total Appointments	Number of Pending Consultations	Consultations Completed		Comments
					Within Turnaround Time	Outside Turnaround Time	
Permanent	4	36	40	11	20 Completed within two months turnaround	9 Completed outside 2 months turnaround time	-Late response to PSC consultations by respective bodies, which prolonged the turnaround time. -Consultations within PSC affects time factor.
Acting	-	104	104	-	95 Completed within 1 week turnaround time	9 Completed outside 1 week turnaround time	
Board	-	16	16	2	9 Completed within 2 weeks turnaround time	5 Completed outside 2 weeks turnaround time	
Other Consultation	-	26	26	1	19 Completed within 1 week turnaround time	6 Completed outside 1 week turnaround time	
TOTAL	4	182	186	14	172		

APPENDIX L

Table 2: Summary Report of Statistics of Consultations on Appointment Matters - 2023

Types of Appointment Matters		Number of Consultations Received and Carried over (2022)	Number of Consultations Received (2023)	Total Appointments	Number of Pending Consultations	Consultations Completed		Comments
						Within Turnaround Time	Outside Turnaround Time	
Permanent	National Departmental Heads	-	5	5	-	3 Completed within two months turnaround time.	2 Completed outside two months turnaround time.	- Late response to PSC consultations by respective bodies, which prolonged the turnaround time.

	Provincial Administrators	3	8	11	5	1 Completed within two months turnaround time.	5 Completed outside two months turnaround time.	- Consultations within PSC affects time factor.
	Chief Executive Officers of Regulatory Statutory Authorities	1	10	11	5	2 Completed within two months turnaround time.	4 Completed outside two months turnaround time.	
Re-appointment	National Departmental Heads	-	10	10	-	All completed within two months turnaround time.		
	Provincial Administrators	-	-	-	-	-	-	
	Chief Executive Officers of Regulatory Statutory Authorities.	-	3	3	1	2 Completed within two months turnaround time.	-	
Acting	National Departmental Heads	-	15	15	-	14 Completed within one week turnaround time.	1 Completed outside one week turnaround time.	
	Provincial Administrators	-	36	36	-	34 Completed within two months turnaround time.	2 Completed outside one week turnaround time.	
	Chief Executive Officers of Regulatory Statutory Authorities.	-	53	53	-	48 Completed within two months turnaround time.	5 Completed outside 2 months turnaround time.	
Board	-	-	16	16	2	9 Completed within two weeks turnaround time.	5 Completed outside two weeks turnaround time.	

Other Consultation	-	-	26	26	1	19	6	
						Completed within one week turnaround time.	Completed outside one week turnaround time.	
TOTAL		4	182	186	14		172	

Summary of Explanatory Note:

In the year 2023, the Commission received a total of 182 consultations, with 4 consultations carried from the previous year (2022), resulting in a total of 186 consultations related to appointment matters.

The Commission successfully completed 172 consultations, which included 29 for Permanent Appointments, 104 for Acting Appointments, 14 for appointment of Non-Ex Officio Members of Boards of Regulatory Statutory Authorities, and 25 for other appointment-related matters. Fourteen consultations were carried over into 2024 as they remained outstanding.

For comparison, in 2022, the Commission received 130 consultations, with 9 consultations carried over from 2021, leading to a total of 139 consultations on appointment matters.

The Commission completed 135 consultations in 2022, including 27 for Permanent Appointments, 79 for Acting Appointments, 10 for the appointment of Non-Ex Officio Members of Board of Regulatory Statutory Authorities, and 19 for other appointment-related matters. Four consultations were carried over into 2023 as outstanding. Thus, the total numbers of consultations handled in 2023 was higher than in 2022.

Regarding the turnaround time for permanent appointments, the Commission has performed relatively well.

APPENDIX M

Statistics of Consultations on Appointment Matters - 2023

Table 1: Permanent Appointments of National Departmental Heads – 2023

Department	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final Submission Date)
Consultation on the Re-appointment of the Secretary of the Department of Finance	17/01/2023	18/01/2023	30/01/2023
Consultation on the Re-appointment of the Secretary of Department of Implementation and Rural Development	17/01/2023	18/01/2023	02/02/2023
Consultation on the Re-appointment of the	29/03/2023	11/04/2023	19/04/2023

Secretary for Department of Defence			
Consultation on the Re-appointment of the Secretary for Department of Implementation and Rural Development	25/04/2023	18/05/2023	31/05/2023
Consultation on the Re-appointment of the Secretary for the Department of Lands and Physical Planning	27/04/2023	02/05/2023	08/05/2023
Permanent Appointment of the Secretary for Department of Agriculture and Livestock	25/05/2023	07/06/2023	08/08/2023
Permanent Appointment of the Secretary for Department of Provincial and Local Level Government Affairs	25/05/2023	12/06/2023	08/08/2023
Consultation on the Re-appointment of the Secretary for Department of Personnel Management	30/06/2023	04/07/2023	17/07/2023
Consultation on the Re-appointment of Secretary for the Department of Higher Education, Research & Technology	07/07/2023	07/07/2023	21/07/2023
Consultation on the Re-appointment of the Commissioner for the PNG Correctional Service	10/08/2023 22/08/2023	15/08/2023 28/08/2023	30/08/2023
Permanent Appointment of the Secretary for the Department of Higher Education, Research, Science & Technology	30/08/2023	06/09/2023	02/11/2023
Permanent Appointment of the Secretary for the Department of Finance	30/08/2023	08/09/2023	06/11/2023
Permanent Appointment of the Secretary for the Department of National	30/08/2023	08/09/2023	01/11/2023

Planning & Monitoring			
Consultation on the Re-appointment of Commissioner for the Royal PNG Police Constabulary	05/09/2023	11/09/2023	04/10/2023
Consultation on the Re-appointment of the Secretary for the Constitutional Law Reform Commission	10/10/2023	24/10/2023	30/10/2023

Table 2: Acting Appointments of National Departmental Heads - 2023

Department	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final Submission Date)
Consultation on the new appointment of the Acting Secretary of the Department of Communication & Information	04/01/2023	11/01/2023	20/01/2023
Consultation on the Extension of the Acting Secretary of the Department of Agriculture & Livestock	09/01/2023	11/01/2023	17/01/2023
Consultation on the Extension of the Acting Secretary of the Department of Higher Education, Research, Science & Technology	09/01/2023	11/01/2023	17/01/2023
Consultation on the Extension of the Acting Secretary of the Department of Trade & Investment	09/01/2023	11/01/2023	20/01/2023
Consultation on the new appointment of the Acting Secretary of the Department of Provincial & Local Level Government Affairs	10/01/2023	11/01/2023	11/01/2023

Appointment of a new Acting Secretary for the Department of Agriculture and Livestock	09/06/2023	12/06/2023	13/07/2023
Consultation on the Extension of the Acting Appointment of the Secretary for the Department of Higher Education, Research, Science & Technology	13/07/2023	17/07/2023	18/07/2023
Consultation on the Extension of the Acting Appointment of the Secretary for the Department of National Planning & Monitoring	13/07/2023	17/07/2023	18/07/2023
Revocation of Acting Appointment and Re-instatement of the Secretary for the Department of Justice & Attorney General	25/07/2023	25/07/2023	01/08/2023
Consultation on the Extension of the Acting Appointment of Secretary for the Department of International Trade & Investment	26/07/2023	31/07/2023	02/08/2023
Appointment of a new Acting Secretary for the Department of Provincial & Local Level Government Affairs	17/08/2023	17/08/2023	18/08/2023
Consultation on the Extension of the Acting Appointment of Secretary for the Department of Finance	23/08/2023	28/08/2023	29/08/2023
Consultation on the Extension of the Acting Appointment of the Secretary for the Department of Higher Education, Research, Science & Technology	28/09/2023	02/10/2023	09/10/2023

Consultation on the Extension of the Acting Appointment of the Secretary for the Department of National Planning & Monitoring	28/09/2023	02/10/2023	09/11/2023
Consultation on the Extension of the Acting Appointment of the Secretary for the Department of International Trade & Investment	03/11/2023	10/11/2023	13/11/2023

Table 3: Permanent Appointments of Provincial Administrators - 2023

Provincial Administration	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final Submission Date)
Appointment of a new Provincial Administrator for West Sepik Provincial Administration	17/11/2022	23/11/2022	17/03/2023
Appointment of a new Provincial Administrator for Manus Provincial Administration	17/11/2022	23/11/2022	17/03/2023
Appointment of a new Provincial Administrator for Simbu Provincial Administration	06/12/2022	12/12/2022	14/03/2023
Appointment of a new Provincial Administrator for Enga Provincial Administration	27/02/2023	09/03/2023	02/05/2023
Appointment of a new Provincial Administrator for East New Britain Provincial Administration	21/07/2023	10/08/2023	19/10/2023
Appointment of a new Provincial Administrator for Western Highlands Provincial Administration	30/08/2023	06/09/2023	16/11/2023
Appointment of a new Provincial Administrator for Milne Bay Provincial	13/09/2023	21/09/2023	Pending

Administration			
Appointment of a new Provincial Administrator for West Sepik Provincial Administration	13/09/2023	21/09/2023	Pending
Appointment of a new Provincial Administrator for Gulf Provincial Administration	18/09/2023	28/09/2023	Pending
Appointment of a new Provincial Administrator for Jiwaka Provincial Administration	05/12/2023	15/12/2023	Pending
Appointment of a new Provincial Administrator for New Ireland Provincial Administration	11/12/2023	15/12/2023	Pending

Table 4: Acting Appointments of Provincial Administrators - 2023

Provincial Administration	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 Enga Provincial Administration	09/01/2023	11/01/2023	17/01/2023
Consultation on the Extension of the Acting Appointment for Provincial Administrator for East New Britain Provincial Administration	09/01/2023	11/01/2023	17/01/2023
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Simbu Provincial Administration	09/01/2023	11/01/2023	17/01/2023
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Morobe Provincial Administration	09/01/2023	11/01/2023	20/01/2023
Consultation on the	09/01/2023	17/01/2023	27/01/2023

Extension of the Acting Appointment for Provincial Administrator for Eastern Highlands Provincial Administration			
Consultation of a new Acting Appointment for Provincial Administrator for Gulf Provincial Administration	30/01/2023	02/02/2023	03/02/2023
Consultation of a new Acting Appointment for Provincial Administrator for Simbu Provincial Administration	28/02/2023	02/03/2023	10/03/2023
Consultation on the Extension of the Acting Appointment for Provincial Administrator for West Sepik Provincial Administration	28/02/2023	03/03/2023	14/03/2023
Consultation of a new Acting Appointment for Provincial Administrator for Milne Bay Provincial Administration	06/03/2023	22/03/2023	27/03/2023
Consultation on the Extension of the Acting Appointment for Provincial Administrator for West Sepik Provincial Administration	13/03/2023	15/03/2023	20/03/2023
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Manus Provincial Administration	13/03/2023	15/03/2023	20/03/2023
Consultation on the Extension of the Acting Appointment for Provincial Administrator for West New Britain Provincial Administration	13/03/2023	15/03/2023	20/03/2023
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Western	13/03/2023	15/03/2023	20/03/2023

Highlands Provincial Administration			
Appointment of a new Acting Provincial Administrator for Jiwaka Provincial Administration	20/04/2023	21/04/2023	02/05/2023
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Enga Provincial Administration	04/05/2023	17/05/2023	18/05/2023
Consultation on the Extension of the Acting Appointment for Provincial Administrator for East New Britain Provincial Administration	04/05/2023	17/05/2023	18/05/2023
Consultation on the Extension of the Acting Appointment for Provincial Administrator for East New Britain Provincial Administration	04/05/2023	17/05/2023	18/05/2023
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Manus Provincial Administration	04/05/2023	17/05/2023	18/05/2023
Consultation on the Extension of the Acting Appointment for Provincial Administrator for West New Britain Provincial Administration	04/05/2023	17/05/2023	18/05/2023
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Western Highlands Provincial Administration	04/05/2023	17/05/2023	18/05/2023
Appointment of a new Acting Provincial Administrator for Milne Bay Provincial Administration	04/07/2023	04/07/2023	05/07/2023
Consultation on the Extension of the Acting	26/07/2023	31/07/2023	02/08/2023

Appointment for Provincial Administrator for West Sepik Provincial Administration			
Consultation on the Extension of the Acting Appointment for Provincial Administrator for West Sepik Provincial Administration	26/07/2023	31/07/2023	02/08/2023
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Gulf Provincial Administration	26/07/2023	31/07/2023	02/08/2023
Consultation on the Extension of the Acting Appointment for Provincial Administrator for West New Britain Provincial Administration	26/07/2023	31/07/2023	02/08/2023
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Western Highlands Provincial Administration	26/07/2023	31/07/2023	02/08/2023
Consultation on the Extension of the Acting Appointment for Provincial Administrator for West New Britain Provincial Administration	26/07/2023	10/11/2023	13/11/2023
Appointment of a new Acting Provincial Administrator for Central Provincial Administration	11/09/2023	12/09/2023	13/10/2023
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Manus Provincial Administration	12/09/2023	12/09/2023	18/09/2023
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Milne Bay	28/09/2023	02/10/2023	09/10/2023

Provincial Administration			
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Jiwaka Provincial Administration	28/09/2023	03/10/2023	09/10/2023
Appointment of a new Acting Provincial Administrator for New Ireland Provincial Administration	27/10/2023	01/11/2023	03/11/2023
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Western Highlands Provincial Administration	03/11/2023	10/11/2023	13/11/2023
Consultation on the Extension of the Acting Appointment for Provincial Administrator for Gulf Provincial Administration	03/11/2023	10/11/2023	13/11/2023
Consultation on the Extension of the Acting Appointment for Provincial Administrator for West Sepik Provincial Administration	03/11/2023	10/11/2023	13/11/2023

Table 5: Permanent Appointments of Heads of Statutory Bodies - 2023

Statutory Body/Organization/Office	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final Submission Date)
Permanent Appointment of the Chief Executive Officer for Lae City Authority	10/10/2022	13/10/2022	23/03/2023
Consultation of the Re-appointment of the Chief Executive Officer for Pacific Institute of Leadership & Governance	06/01/2023	13/01/2023	30/01/2023
Permanent Appointment of the Managing Director for	31/03/2023	04/04/2023	09/05/2023

Mineral Resources Authority			
Consultation on the Re-appointment of the Commissioner Services for Internal Revenue Commission	11/04/2023	19/04/2023	Pending
Consultation on the Re-appointment of the Director General for National Youth Development Authority	25/04/2023	28/04/2023	08/05/2023
Permanent Appointment of the Chief Executive Officer for Cocoa Board of Papua New Guinea	08/05/2023	09/05/2023	30/06/2023
Permanent Appointment of the Director General for Officer of Libraries & Archives	24/05/2023	07/06/2023	04/09/2023
Permanent Appointment of the Commissioner Trade and Corporate Services for PNG Customs Services	03/07/2023	03/07/2023	29/09/2023
Permanent Appointment of the Director for National AIDS Council Secretariat	18/07/2023	02/08/2023	01/11/2023
Permanent Appointment of the Managing Director for Mineral Resources Authority	09/10/2023	13/10/2023	Pending
Permanent Appointment of the Chief Executive Officer Special Economic Zone Authority	17/11/2023	27/11/2023	Pending
Permanent Appointment of the Chief Executive Officer for Special Economic Zone Authority	11/12/2023	15/12/2023	Pending
Permanent Appointment of the Executive Director for Papua New Guinea Sports Foundation	11/12/2023	15/12/2023	Pending
Permanent Appointment of the Commissioner for the Office of Insurance	09/11/2023	15/12/2023	Pending

Commission			
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Table 6: Acting Appointments of Heads of Statutory Bodies - 2023

Statutory Body/Organization/Office	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final Submission Date)
Consultation of the Extension of the Acting Insurance Commissioner for Officer of Insurance Commission	09/01/2023	11/01/2023	17/01/2023
Consultation of the Extension of the Acting Director for National AIDS Council Secretariat	09/11/2023	11/01/2023	20/01/2023
Consultation of the Extension of the Acting Director general for Officer of Library and Archives	09/01/2023	11/01/2023	20/01/2023
Consultation of the Extension of the Extension of the Acting Director for National Narcotics Bureau	09/01/2023	11/01/2023	20/01/2023
Consultation of the Extension of the Acting Chief Executive Officer and Chairman for PNG Science and Technology Council Secretariat	09/01/2023	11/01/2023	20/01/2023
Consultation of the Extension of the Acting Director for National Museum & Art Gallery	26/01/2023	31/01/2023	02/02/2023
Consultation of the Extension of the Acting Chief Executive Officer for Cocoa Board of Papua New Guinea	26/01/2023	31/01/2023	02/02/2023
Consultation of a new Acting Managing Director for Conservation Environment Protection Authority	31/01/2023	31/01/2023	03/02/2023
Appointment of a new Acting Commissioner Policy for Teaching Services	01/02/2023	09/02/2023	16/02/2023

Commission			
Termination of Managing Director and Appointment of a new Acting Managing Director for National Airports Corporation	07/02/2023	16/02/2023	01/03/2023
Consultation of the Extension of the Acting Managing Director for National Airports Corporation	07/02/2023	16/02/2023	01/03/2023
Consultation of the Extension of the Acting Chief Executive officer for Special Economic Zones Authority	08/02/2023	15/03/2023	20/03/2023
Consultation of the Extension of the Acting Executive Director for Papua New Guinea Sports Foundation	13/03/2023	15/03/2023	20/03/2023
Revocation of the Appointment of an Acting Managing Director and Appointment of a new Acting Managing Director for National Airports Corporation	21/03/2023	21/03/2023	27/03/2023
Appointment of a new Acting Director for National Disaster Services	18/04/2023	26/04/2023	28/04/2023
Consultation of the Extension of the Acting Insurance Commissioner for Officer of Insurance Commission	02/05/2023	17/05/2023	18/05/2023
Consultation of the Extension of the Acting Director for National AIDS Council Secretariat	02/05/2023	17/05/2023	18/05/2023
Consultation on the Extension of the Acting Director General for the Office of Library and Archives	02/05/2023	17/05/2023	18/05/2023
Consultation of the Extension of the Acting Chief Executive Officer and Chairman for PNG Science and Technology Council	02/05/2023	17/05/2023	18/05/2023

Secretariat			
Consultation of the Extension of the Acting Appointment of Director for National AIDS Counsil Secretariat	02/05/2023	31/07/2023	02/08/2023
Consultation of the Extension of the Acting Appointment for Registrar General for PNG Civil and Identity Registry	04/05/2023	17/05/2023	18/05/2023
Consultation of the Extension of the Acting Director for National Museum & Art Gallery	04/05/2023	17/05/2023	18/05/2023
Consultation of the Extension of the Acting Chief Executive officer for Cocoa Board of Papua New Guinea	04/05/2023	17/05/2023	18/05/2023
Consultation of the Extension of the Acting Managing Director for Conservation Environment Protection Authority	04/05/2023	17/05/2023	18/05/2023
Consultation of the Extension of the Acting Managing Director for Mineral Resources Authority	15/05/2023	18/05/2023	23/05/2023
Appointment of a new Acting Chief Executive Officer for National Procurement Commission	05/06/2023	14/06/2023	28/06/2023
Consultation of the Extension of the Acting Appointment of Chief Executive officer for Special Economic Zone Authority	28/05/2023	05/06/2023	07/07/2023
Appointment of a new Acting Managing Director for National Housing Corporation	06/06/2023	08/06/2023	09/06/2023
Consultation of the Extension of the Acting Appointment of Executive Director for Papua New Guinea Sports Foundation	03/07/2023	07/07/2023	13/07/2023

Appointment of a new Acting Director General for National Institute of Standards and Industrial Technology	05/07/2023	17/07/2023	18/07/2023
Appointment of a new Acting Director General for National Narcotics Bureau	14/07/2023	17/07/2023	19/07/2023
Consultation of the Extension of the Acting Appointment of Managing Director for NuiSky Pacific Limited	20/07/2023	28/07/2023	10/08/2023
Consultation of the Extension of the Acting Appointment of Insurance Commissioner for Officer of Insurance Commission	26/07/2023	31/07/2023	02/08/2023
Consultation of the Extension of the Acting Appointment of Chief Executive officer and Chairman for PNG Science and Technology Council Secretariat	26/07/2023	31/07/2023	02/08/2023
Consultation on Extension of the Acting Appointment of Registrar General for PNG Civil and Identity Registry	26/07/2023	31/07/2023	02/08/2023
Appointment of a new Acting Director General for Office of Library and Archives	15/08/2023	21/08/2023	23/08/2023
Consultation of the Extension of the Acting Appointment of Managing Director for Mineral Resources Authority	25/08/2023	28/08/2023	29/08/2023
Consultation of the Extension of the Acting Appointment of Director for National Museum & Art Gallery	25/08/2023	04/09/2023	05/09/2023
Appointment of a new Acting Commissioner Services of the Internal Revenue Commission	05/09/2023	08/09/2023	12/09/2023
Appointment of a new Acting Chairperson of the Industrial Conciliation and Arbitration	05/09/2023	08/09/2023	18/09/2023

Tribunal and MWB (INAR)			
Appointment of a new Acting Commissioner Policy for Teaching Services Commission	21/09/2023	27/09/2023	29/09/2023
Consultation of the Extension of the Acting Appointment of Managing Director for National Housing Corporation	28/09/2023	02/10/2023	09/10/2023
Consultation of the Extension of the Acting Appointment of Executive Director for Papua New Guinea Sports Foundation	28/09/2023	02/10/2023	09/10/2023
Consultation of the Extension of the Acting Appointment of Chief Executive Officer for National Procurement Commission	28/09/2023	02/10/2023	09/10/2023
Consultation of the Extension of the Acting Appointment of Chief Executive Officer and Chairman for PNG Science and Technology Council Secretariat	28/09/2023	02/10/2023	09/10/2023
Consultation of the Extension of the Acting Appointment of Chief Executive Officer for Special Economic Zone Authority	24/10/2023	25/10/2023	30/10/2023
Consultation of the Extension of the Acting Appointment of Insurance Commissioner for Office of Insurance Commission	03/11/2023	10/11/2023	13/11/2023
Consultation on the Extension of the Acting Appointment of Registrar General for PNG Civil and Identity Registry	03/11/2023	10/11/2023	13/11/2023
Consultation of the Extension of the Acting Managing Director for Conservation Environment Protection Authority	03/11/2023	10/11/2023	13/11/2023

Appointment of a new Acting Director for National Museum & Art Gallery	20/11/2023	24/11/2023	29/11/2023
Consultation of the Extension of the Acting Appointment of Chief Executive Officer for NuiSky Pacific Limited	22/11/2023	28/11/2023	30/11/2023
Consultation of the Extension of the Acting Appointment of the Managing Director for Mineral Resources Authority	01/12/2023	01/12/2023	05/12/2023

Table 7: Appointment of Board Members of Statutory Bodies - 2023

Statutory Bodies	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final Submission Date)
Appointment of Non-Ex-Officio Members of oil Palm Industry Corporation Board	20/12/2021 15/09/2022 07/02/2023	23/12/2021 20/09/2022 01/03/2023	27/03/2023
Appointment of Non-Ex-Officio Members of Mineral Resources Authority Board	12/12/2022 21/12/2022	13/12/2022 17/01/2023	24/01/2023
Appointment of Non-Ex-Officio Members of PNG Science & Technology Council	28/11/2022 20/02/2023	10/01/2023 28/02/2023	01/03/2023
Appointment of Non-Ex-Officio Members of National Museum & Arts Gallery Board of Trustees	16/01/2023	17/01/2023	01/03/2023
Appointment of Non-Ex-Officio Members of PNG Forest Authority Board	20/01/2023	06/02/2023	14/02/2023
Appointment of Non-Ex-Officio Members of Mineral Resources Authority Board	10/02/2023	03/03/2023	14/03/2023
Appointment of Non-Ex-Officio Members of the National Censorship Board	06/03/2023	08/03/2023	14/03/2023
Appointment of Non-Ex-Officio Members of	22/03/2023	29/03/2023	03/04/2023

Investment Promotion Authority Board			
Appointment of Non-Ex Officio Members of Investment Promotion Authority Board	22/03/2023	09/05/2023	Pending
Appointment of Non-Ex Officio Members of National Housing Corporation Board	10/05/2023	10/05/2023	21/07/2023
Appointment of Non-Ex Officio Members of National Fisheries Authority Board	07/06/2023	13/06/2023	26/06/2023
Appointment of Non-Ex Officio Members of Immigration & Citizenship Services Authority Advisory Board	07/06/2023	03/07/2023	27/07/2023
Appointment of Non-Ex Officio Members of Road Traffic Authority Board	10/07/2023	12/07/2023	10/08/2023
Appointment of Non-Ex Officio Members of Konebada Petroleum Park Authority Board	01/09/2023 08/11/2023	05/09/2023 08/11/2023	21/11/2023
Appointment of Non-Ex Officio Members of Mineral Resources Authority Board	25/09/2023 13/11/2023	03/10/2023 17/11/2023	23/11/2023
Appointment of Non-Ex Officio Members of National Agricultural Research Institute Council	20/11/2023	27/11/2023	Pending

Table 8: Other Consultation Matters - 2023

Department/Provincial Administration/Statutory Bodies	Date of Consultation	Date of Consultation Received at PSC	Date of PSC Response (Final Submission Date)
Consultation on the Re-appointment of the Secretary of Department of Implementation and Rural	17/01/2023	18/01/2023	02/02/2023

Development			
Consultation of the Extension of the Acting Director for National Museum & Art Gallery	30/01/2023	01/02/2023	07/02/2023
Termination of Managing Director and Appointment of a new Acting Managing Director for National Airports Corporation	07/02/2023	16/02/2023	01/03/2023
Appointment of Director General of National Institute of Standards & Industrial Technology	06/03/2023	06/03/2023	07/03/2023
Appointment of Non-Ex Officio Members of National Censorship Board	06/03/2023	08/03/2023	14/03/2023
Revocation of the Appointment of an Acting Managing Director and Appointment of a new Acting Managing Director for National Airports Corporation	21/03/2023	21/03/2023	27/03/2023
Appointment of a new Acting Chief Executive Officer for Spice Industry Board	03/04/2023	05/04/2023	11/04/2023
Consultation on the Re-appointment of the Commissioner Services for Internal Revenue Commission	11/04/2023	19/04/2023	04/05/2023
Consultation on the Re-appointment of the Secretary of Department of Implementation and Rural Development	25/04/2023	18/04/2023	31/05/2023
Appointment of Non-Ex Officio Members of National Broadcasting Corporation Board	05/05/2023	09/05/2023	Pending
Appointment of Non-Ex Officio Members of National Housing Corporation Board	10/05/2023	10/05/2023	15/05/2023

Appointment of a new Acting Director general for National Institute of Standards & Industrial Technology	07/06/2023	09/06/2023	14/06/2023
Revocation of the Appointment of Provincial Administrator for Madang Provincial Administration and Appointment of a new Acting Provincial Administrator for Madang Provincial Administration	26/06/2023	26/06/2023	04/07/2023
Appointment of a new Chief Executive Officer for Special Economic Zone Authority	07/08/2023	08/08/2023	10/08/2023
Appointment of a new Managing Director and Chief Executive officer of National Airport Corporation	09/08/2023	16/08/2023	30/08/2023
Consultation on the Re-appointment of the Commissioner for PNG Correctional Service	10/08/2023	15/08/2023	18/08/2023
Permanent Appointment of the Secretary for Department of Agriculture and Livestock	21/08/2023	22/08/2023	30/08/2023
Appointment of Non-Ex Officio Members of Konebada Petroleum Park Authority Board	01/09/2023	05/09/2023	11/09/2023
Appointment of Non-Ex Officio Members of Mineral Resources Authority Board	25/09/2023	03/10/2023	23/10/2023
Appointment of a new Chief Executive Officer for Manam Resettlement Authority	23/10/2023	24/10/2023	01/11/2023
Appointment of Non-Ex Officio Members of Mineral Resources Authority Board	13/11/2023	17/11/2023	23/11/2023
Appointment of a new Chief Executive Officer for Special Economic Zone Authority	17/11/2023	27/11/2023	04/12/2023
Appointment of Non-Ex Officio Members of National	20/11/2023	27/11/2023	05/12/2023

Agricultural Research Institute Council			
Appointment of a new Managing Director of Mineral Resources Authority	06/12/2023	07/12/2023	13/12/2023

