



PUBLIC SERVICES COMMISSION

CORPORATE PLAN

2024 - 2028

'To be the premier institution promoting ethical leadership and good governance in the public service'.





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ACKNOWLEDGEMENT

The Public Services Commission Corporate Plan 2024 – 2028 is a homegrown plan formulated by officers of the Public Services Commission.

In March, 2023 the Office of the Secretary – PSC Secretariat set up a Technical Working Committee with the task to review the previous Corporate Plan 2019 – 2023 and develop a new Corporate Plan 2024 – 2028.

Special recognition is extended to the dedicated members of the Corporate Plan Review Committee steered by Team Leader, Mr. Timothy Waringe, including Deputy Team Leader Mr. Vali Vanua, Mr. Waga Navei, Mrs. Alice Asigau Navuru, Ms. Dorah Gawi, Mrs. Kovina Kinawi, Ms. Monica Kale, Ms. Geraldine Pai, and Ms. Maggie Willie. Their unwavering commitment and tireless efforts significantly contributed to the formulation of the new Corporate Plan 2024 – 2028.

The development of the Corporate Plan involved a comprehensive consultation process, incorporating a two-day workshop with the management and staff of PSC, Divisional consultation, Senior Management Committee consultation, Executive Management consultation, and endorsement. This collaborative endeavor showcased the dedication and ownership demonstrated by the PSC management and staff in shaping the Corporate Plan 2024 – 2028.

The successful compilation and launch of the Corporate Plan within the stipulated timeframe were made possible through the concerted efforts of the Committee, with invaluable support from the Commission Members, the Secretary–PSC Secretariat, and the entire staff.

Finally, the Corporate Plan serves as a blueprint for the Commission and will guide the planning and budgetary processes, strategically aligning with the Government’s overarching policies and plans to advance the aspirations of enhancing the Public Service machinery.

CHAIRMAN'S FOREWORD



As the Chairman of the Public Services Commission, allow me this time to comment on how we fared for the lifespan of the Corporate Plan 2019 – 2023. The implementation of the Corporate Plan 2019 – 2023 was a challenging one given the limited financial resources allocated to the Commission. Nevertheless, the Commission in its endeavor was able to manage and successfully deliver on its mandated core functions to its intended population. Apart from its mandated core functions, the Commission also implemented one of the key projects in the Corporate Plan, and that is the 'Regional Offices establishment'. This is consistent with the Government's reform agenda to bring government services closer to where the majority of the people are. It is worth mentioning that the Highlands Regional Office is now completed and awaiting a

formal ceremonial opening before the commencement of operations in the coming years. It is one of the historic events for the Commission since its inception in 1986.

I also acknowledge that the Commission took into consideration concerned policy and legislative changes that are part of the overall Government public service reform agenda when compiling this new Corporate Plan. This assisted the Commission in redirecting its Vision and Mission for the next five years.

The Commission's Vision in this new Corporate Plan 2024 – 2028 is 'promoting ethical leadership and good governance' would by at large contribute to the overall transformation of the public service machinery and that is what the Commission will strive to achieve in the next five years. This Corporate Plan 2024 – 2028 is a roadmap to guide the Commission's five-year-long journey to realize its Vision, Mission, and Goals. Furthermore, the Corporate Plan is home-grown and has very precise and itemized strategies to implement to achieve the goals and outcomes within five years.

In looking ahead, the Commission is optimistic that in the next five years, it will improve in some areas, in terms of its core functions, and ensure it effectively delivers to its target population and accomplish more projects. The Commission is focused and determined to deliver its mandated roles and responsibilities, that is supported by this Corporate Plan, which aligns with some of the key National Government policies such as the PNG Vision 2050, PNG Strategic Development Plan 2010 – 2030, and the Medium-Term Development Plan IV 2023 – 2027. It is strategically aligned with the Government's higher policies to fulfill its aspirations to effectively deliver services to its people.

Finally, the Commission's ambitions to fully operationalize its Corporate Plan 2024 – 2028 will only happen with greater financial and technical support from the Government, our partners and stakeholders, and importantly, with God being our guide.

APEO FUATA SIONE L.M., M. PP
Chairman, PSC

EXECUTIVE SUMMARY



It gives me great pleasure to present the Public Services Commission (PSC) Corporate Plan 2024 – 2028. This comprehensive document outlines the Commission’s strategic direction and key objectives that are realistic and achievable for the next five years (2024 – 2028); reaffirming our unwavering commitment to delivering efficient and effective administrative services, while upholding the highest standards of excellence. We are determined to advance the fundamental principles of accountability, transparency, and innovation in all facets of our operations within the Commission and Public Service, generally.

PSC aspires to become one of the premier institutions dedicated to promoting ethical leadership and good governance free of corruption within the public service. Our Mission is to administer a robust and efficient personnel and organizational review, while steadfastly upholding the principles of merit-based appointment, suspension, and revocation processes.

Our strategic priorities for the next five years are rooted in our dedication to fostering a culture of excellence, accountability, and ethics within the public service. We are committed to driving innovations in public policy development, service delivery, and problem-solving within the scope of our duties. Collaboration with our valued stakeholders will be a cornerstone of our efforts to address emerging problems and challenges. We will place a significant emphasis on developing and enforcing stringent ethical standards, promoting transparency, and ensuring accountability in all our programs and activities.

We recognize that the successful realization of the priorities outlined in this Corporate Plan 2024 – 2028 is contingent upon adequate funding and resourcing. Hence, I am appealing to the Department of Treasury to allocate the necessary financial resources to implement this plan effectively. Furthermore, I urge all officers of the PSC Secretariat to work smart and collaboratively as a unified team to achieve the objectives set before us. By pooling our efforts, we can collectively drive positive change and lead the public service towards a brighter future.

In conclusion, the PSC Corporate Plan 2024 – 2028 is more than a mere blueprint; it is our collective commitment to building a better Commission and public service that is adaptive, forward-thinking, and responsive to the ever-evolving needs of our stakeholders, partners, and citizens generally. With a steadfast focus on excellence, ethics, and innovation, we aim to provide the finest service delivery to the public.

Finally, I extend my sincere gratitude to the dedicated staff, partners, and stakeholders for their unwavering support as we embark on this journey to transform our vision into a reality. Together, we can achieve our goals and make a profound impact in the public service moving forward.

TERENCE B. TUPI
Secretary, PSC Secretariat

INTRODUCTION

This Corporate Plan 2024 – 2028 outlines a way forward for the Commission to support the implementation of its corporate goals to take responsibility and strive towards achieving the key outcomes. Through this Corporate Plan 2024 – 2028, the Commission envisages itself to uphold its constitutional functions, corporate goals, values, and integrity to better serve the public service and to demonstrate its competencies at all levels, riding on the principles of good governance, accountability and transparency in the performance of its mandated functions and responsibilities in the public service.

The vision and objectives of the Commission will be implemented under this Corporate Plan 2024 – 2028. Transformation in the public service will take effect by way of promoting principles and values of good governance. This Corporate Plan 2024 – 2028 is developed in alliance with PNG Vision 2050, Medium Term Development Plan IV 2023 – 2027, and the PNG Development Strategic Plan 2010 – 2030 to achieve an improved service delivery through the Corporate Outcomes as outlined in this Corporate Plan 2024 – 2028.

The Commission (PSC) plays an important role in improving accountability and transparency by promoting good governance in the public service through its mandated constitutional functions by making fair and informed decisions for service delivery to the people of this country, Papua New Guinea.

Nevertheless, this Corporate Plan 2024 – 2028 is realistic and it outlines targeted outcomes, goals, and strategies to improve its corporate performance and its administrative systems and processes for building robust and effective relationships with other stakeholders, partners, and government agencies.



Management and staff of the Public Services Commission at the close of the two-day Corporate Plan Staff Consultation Workshop at the Granville Motel in Port Moresby.

MISSION STATEMENT



VISION

'To be the premier institution promoting ethical leadership and good governance in the public service'.

MISSION

'To administer an effective and efficient personnel and organization review and to uphold the merit-based appointment, and suspension and revocation processes'.

CORE VALUES

➤ Our Staff

- We value 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.

PUBLIC SERVICES COMMISSION

BACKGROUND

The Public Services Commission was formally established on the 1st of January 1984, the Commission's inception emerged from the comprehensive assessment articulated within the Constitutional Planning Committee's (CPC) Final Report of 1974. Endowed with specific powers and procedures to oversee its functions, the Commission was formed under the Constitution, the Organic Law on the PSC Chapter 1, and the Public Service Act Chapter 67. These legal frameworks gave life to the CPC's recommendations, thereby establishing two distinct entities to manage personnel and management affairs within the Public Service. While the Organic Law was repealed and not subsequently replaced, the Public Service Act has undergone several amendments over its 47-year history. The culmination of these changes has led to the current legislative framework, embodied within the Public Services (Management) Act 1995 (as amended).

The establishment of the Public Services Commission as an Independent Constitutional Office is enshrined within Section 190 of the National Constitution of Papua New Guinea. The Commission operates under the autonomy granted by Section 192 of the Constitution and operates independently, free from external direction or control while executing its responsibilities as stipulated by Section 191 of the Constitution.

The Commission comprises three members, one of whom serves as Chairman under Section 190(2) of the Constitution. Appointed by the Public Services Commission Appointment Committee, these members serve a term of five years. The Commission is bolstered by a dedicated Secretariat under the provisions of the PS(M) Act 1995 (as amended). As a vital component of the governance framework, the Commission dutifully reports to the National Parliament on an annual basis.

Amendments in 2014 to the PS(M) Act resulted in the removal of the Commission's authority regarding the Merit-Based Appointment Process. This encompassed assessments of applicants for appointment, suspension, and revocation of appointment for various high-ranking positions. Nevertheless, the Constitutional revisions did not impact the Commission's recommending powers concerning certain appointments, such as the Commissioner of Police, Commander of the PNG Defence Force, Managing Director of the National Broadcasting Corporation, Members of the Boundaries Commission, and Heads of other State Services.

However, the 2014 PS(M) Act was subsequently declared unconstitutional by the Supreme Court in 2019. This judicial determination reinstated the validity of the PS(M) Act 1995, including the powers that were previously removed.

The Commission exercises its powers on Review of Personnel Matters except for certain categories, including members of the Judiciary, Ombudsman and other Constitutional Office-Holders,

and uniformed officers (Military, Police, Correctional Service, and PNG Fire Service) and other statutory bodies.

Notably, the PS(M) Act 1995 (as amended) and the Public Service General Orders delineate the procedural framework for the Review of Personnel Matters, however, this framework lacks provisions for the Review of Organizational Matters, a function mandated by the Constitution.

POLICY FRAMEWORK:

PLANNING & STRATEGIC STRUCTURE

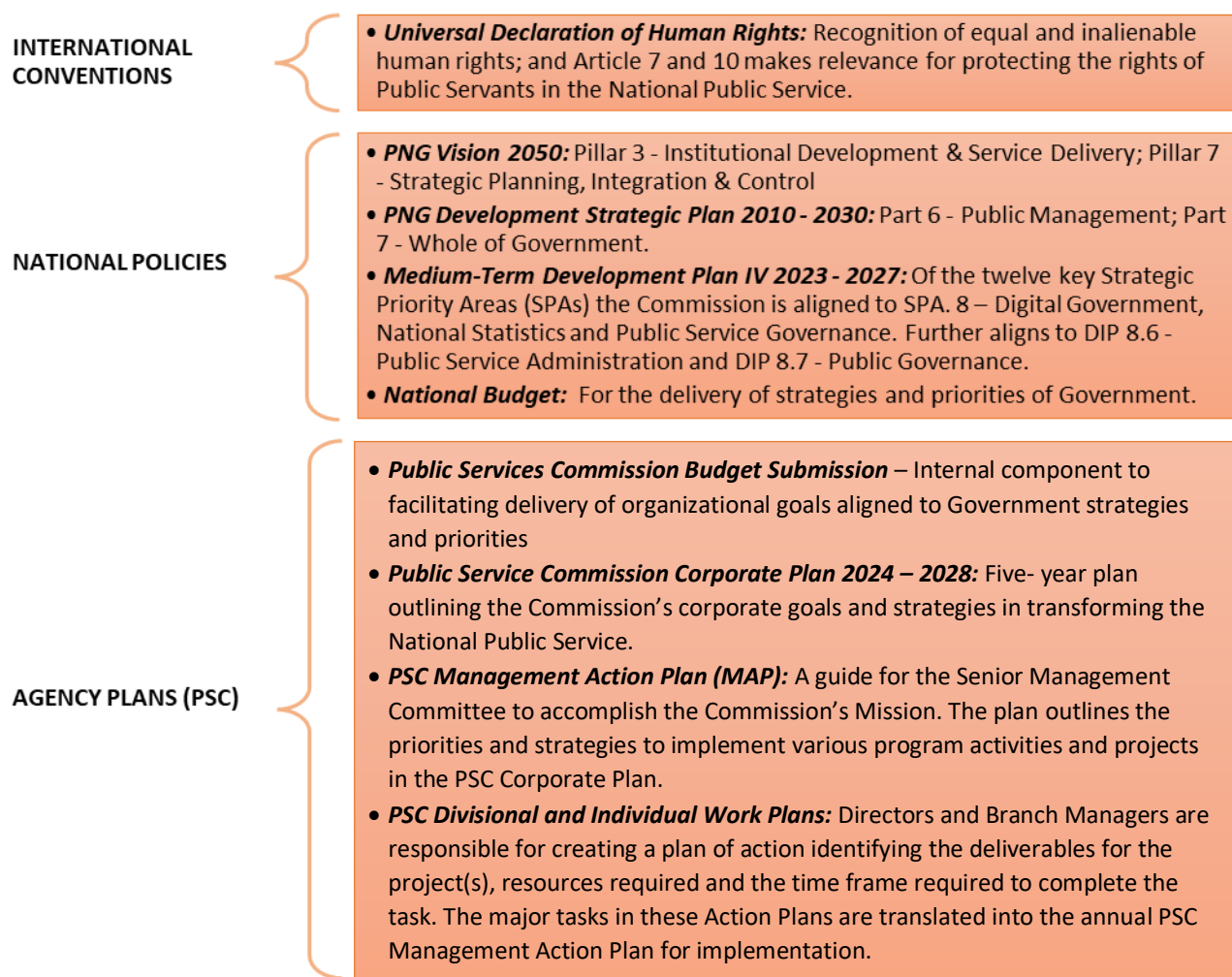
Timeframe/ Level of Alignment	International	National	Agency (PSC)
Long Term (20-40 years)	- Universal Declaration of Human Rights	- PNG Vision 2050 - PNG Stratetgic Plan 2010-2030	
Medium Term (5 years)		- Medium Term Development Plan IV 2023-2027	- PSC Corporate Plan 2024-2028
Short Term (1 year)		- PNG National Budget	- PSC Annual Budget - PSC Management Action Plan (MAP) - PSC Division Workplans
Ongoing (4-6 months)			- PSC Monitoring & Report - Individual Work Plans

The planning and strategic structure sets out the policy guiding principles on key areas for consideration and alignment. This diagram illustrates the PSC’s alignment to the National Policy Framework which gives guidance and direction for the formulation of the PSC’s plans and sets out the alignment in terms of the Commission’s plans for implementing its activities in the next five years per its vision, mission, and mandate.

These alignments are important as they help to encourage collaboration and pursuit to achieve the organizational goals and simultaneously deliver on the overall development goals of the nation as a whole. Hence, the operations of the Public Services Commission are guided by the National Government’s overarching policies in both the international and national arena. These principles are

derived from our National Constitution of PNG and aligned to other national policies such as the PNG Vision 2050 (PNGV2050), PNG Development Strategic Plans 2010-2030 (DSP), and Medium-Term Development Plan 2023 - 2027 (MTDP IV) at the higher level.

Hence, the planning structure encompasses the following at three levels:

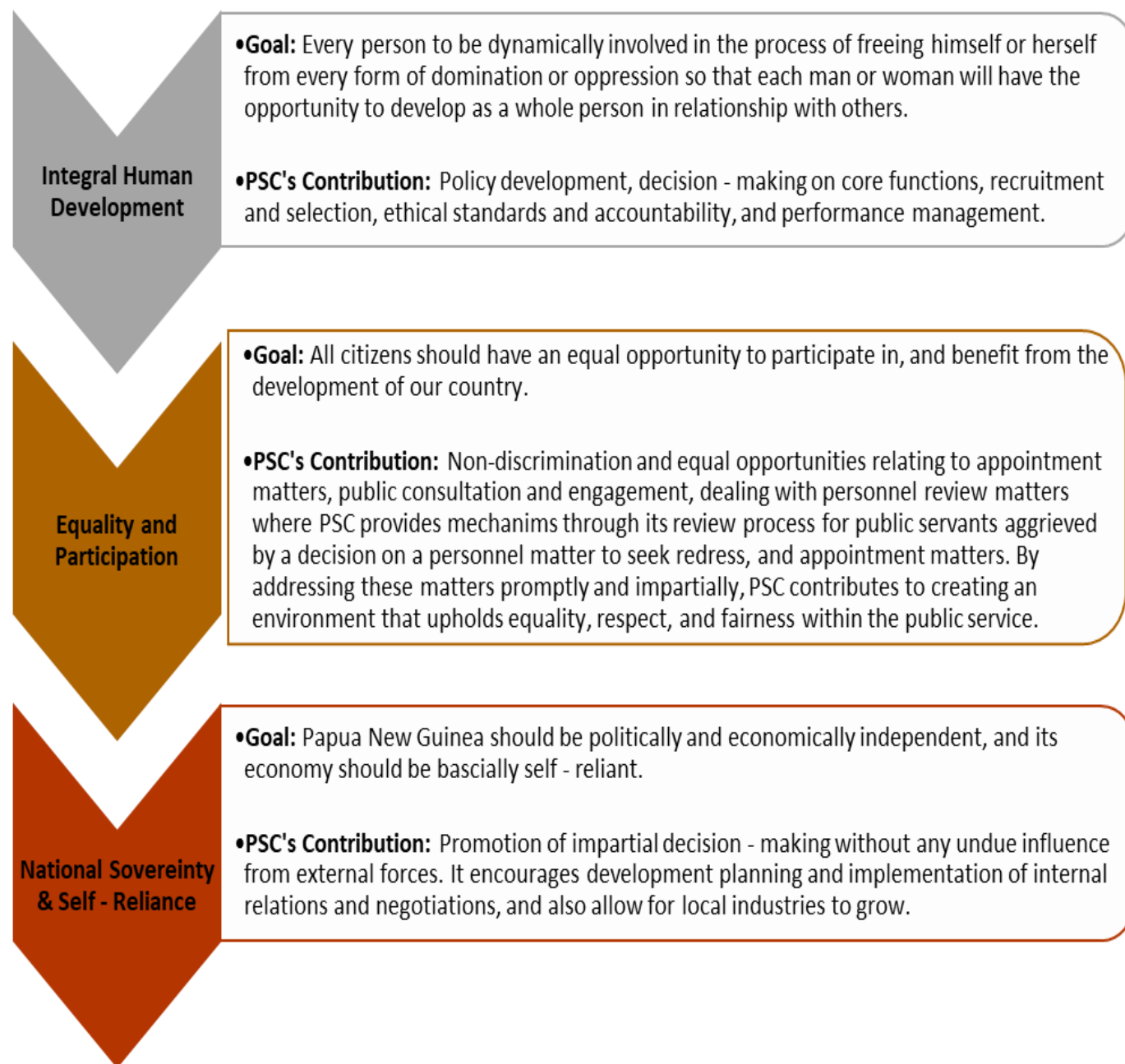


PLANNING FRAMEWORK:

The Public Services Commission in conducting its mandatory roles and functions is guided by the PSC Corporate Plan 2024 – 2028. The Corporate Outcomes outlined in this Corporate Plan are derived from the National Goals and Directive Principles that are enshrined in the PNG National Constitution and the PNG Vision 2050.

NATIONAL GOALS AND DIRECTIVE PRINCIPLES

There are five (5) National Goals and Directive Principles enshrined in the Constitution out of which three (3) Goals are linked to the roles and functions of PSC as outlined below.



➤ **Integral Human Development**

Policy Development: PSC develops and implements policies related to human resources management and improving public service delivery through its representation and participation in meaningful consultation with relevant stakeholders. Public Services Commission contributes to integral human development by formulating policies and prioritizing staff and citizens' well-being and development through capacity-building initiatives.

Recruitment and Selection: PSC ensures that the merit-based appointment system is implemented to attract and select competent individuals who can contribute to the development of PNG. PSC supports the development of a skilled and effective public service to perform its mandatory functions without fear or favor whilst reinforcing trust and confidence in the PSC.

➤ **Equality and Participation**

Ethical standards and accountability: In addition to upholding and setting ethical standards for public servants, PSC promotes accountability within the public service by ensuring that through its review function public servants adhere to ethical conduct and are accountable for their actions. PSC ensures public servants comply with set rules and laws in the public service. PSC fosters trust, integrity, and transparency in service delivery through its decision-making processes. This, in turn, contributes to the overall well-being and development of society.

Performance Management: PSC promotes performance management systems within the public service. By establishing performance standards, conducting performance assessments, and providing feedback and rewards, PSC motivates public servants to perform effectively. This leads to improved service delivery and supports integral human development.

Non-discrimination: PSC is responsible for ensuring that recruitment and selection of Departmental Heads and even its internal recruitment processes for its staff are fair, transparent, and based on merit and universal best HR practices. It works towards eliminating discrimination and bias in employment practices and promotes equal employment opportunities for all citizens. This includes promoting diversity, gender equality, and inclusivity in the National Public Service.

Public Consultation and Engagement: PSC creates avenues to voice public servants' opinions, concerns, and aspirations, ensuring that their perspectives are considered in decision-making. This promotes inclusivity and empowers public servants to represent and participate meaningfully in shaping public policies to bring positive change and contribute to transforming the National Public Service into a vibrant, effective, and efficient service delivery machinery.

Grievance handling and conflict resolution: PSC is responsible for handling grievances and conflicts within the public service through its roles in dealing with personnel matters in review and investigation. PSC provides mechanisms through its review and investigation process for public servants aggrieved by a decision of a personnel matter to seek redress. By addressing these issues promptly and impartially, PSC contributes to creating an environment that upholds equality, respect, and fairness but most importantly 'justice is not only served, but seen to be served' within the public service.

➤ **National Sovereignty and Self-Reliance**

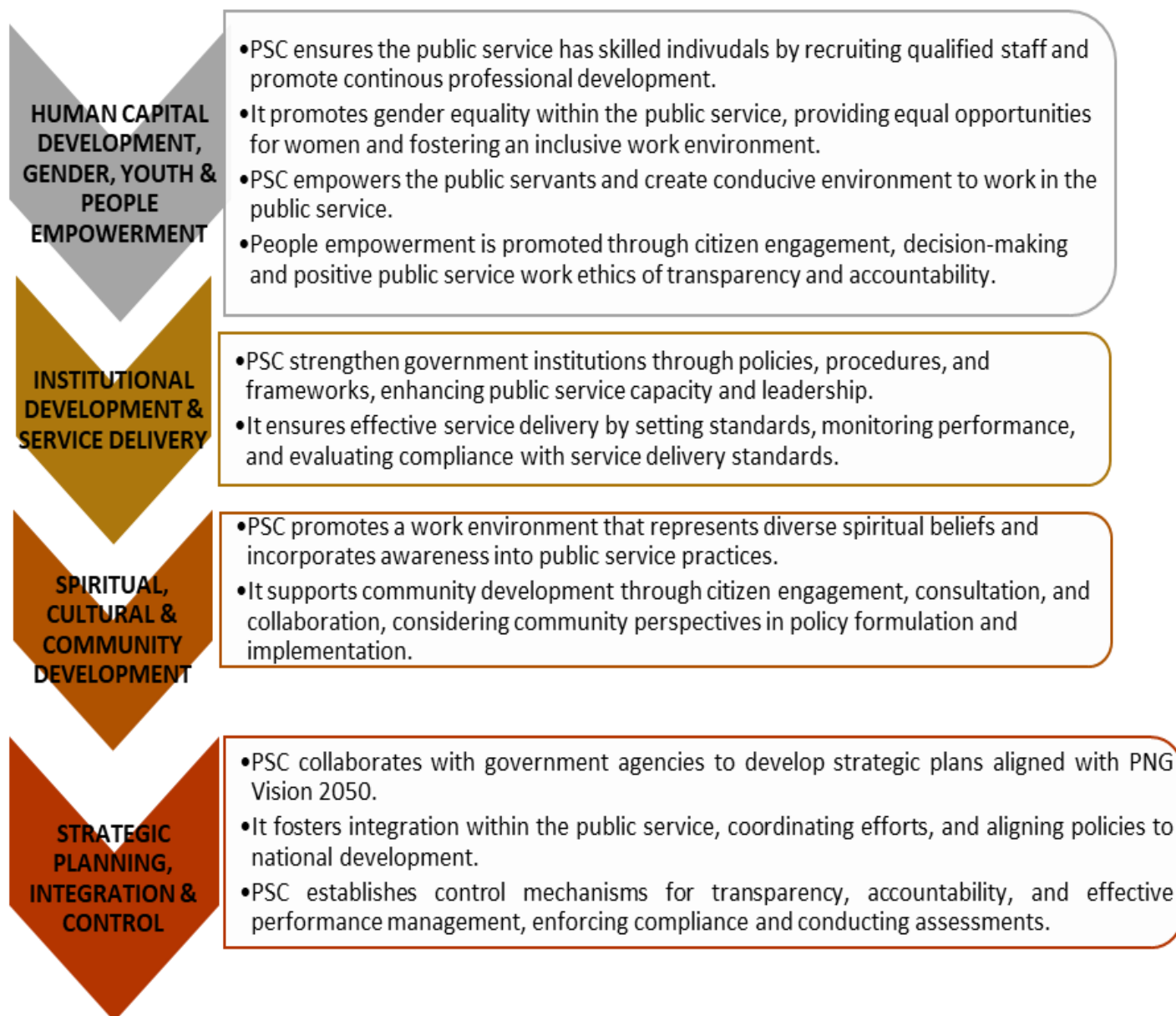
Promotion of local industries: PSC participates with relevant agencies to promote domestic industries' growth and development. It encourages national sovereignty by fostering economic independence, job creation, and local resource utilization.

Development Planning and Implementation: PSC ensures that development initiatives align with national priorities and promote self-reliance. PSC participates with other agencies to identify areas where the use of domestic skills and resources available can be harnessed to drive sustainable development and not dependence on imported skills and resources. This will reduce reliance on external assistance.

International Relations and Negotiations: PSC participates with other government agencies to safeguard PNG's interests and promote national sovereignty in bilateral and multilateral engagements. This includes foreign assistance of any sort, and in particular for no investment, foreign-aid agreement, negotiations on resource management, and international partnerships that may endanger PSC's self-reliance and self-respect, or trust and confidence in PSC's decisions, or that may lead to substantial dependence upon or influence by any country, investor or donor that threaten our National Sovereignty.

PNG VISION 2050

The PNG Vision is a development plan that outlines various goals for PNG's future. The Public Services Commission (PSC) plays a significant role in achieving these goals through its functions and responsibilities. There are seven (7) Pillars that make up the PNG Vision 2050 of which four (4) are related to the functions of PSC.



➤ **Human Capital Development, Gender, Youth, and People Empowerment**

Human Capital Development: PSC ensures that the public service is equipped with the necessary skills and competencies to drive national development. This involves promoting continuous professional development and fostering a culture of learning within the Commission and the public service. Investing in human capital development contributes to PNG's socio-economic growth.

Gender Equality: PSC has a role to play in promoting gender equality within its ranks. This includes ensuring equal opportunities for women in recruitment, career advancement, and decision-making positions. PSC to develop policies and initiatives that promote gender mainstreaming. PSC to provide gender-sensitive training programs, and foster a supportive and inclusive work environment for all employees.

Youth Empowerment: PSC apart from its core mandatory functions, can contribute to youth empowerment by creating an environment for meaningful youth representation and participation in decision-making processes and providing opportunities for youth employment within the public service. By promoting youth-friendly policies and initiatives, PSC can harness young people's energy, creativity, and innovative ideas, driving positive change and sustainable development.

People Empowerment: PSC apart from its core mandatory functions, participates with other agencies in workshops and conferences to empower and promote citizen engagement and participatory approaches in service delivery. This involves establishing mechanisms for public feedback, consultation, and collaboration, ensuring transparency and accountability. By empowering the people, PSC helps build a sense of ownership and responsibility, leading to improved service delivery and sustainable development outcomes.

➤ **Institutional Development and Service Delivery**

Institutional Development: PSC plays a key role in driving institutional development. It establishes policies, legislations, procedures, and frameworks to ensure the efficient and transparent functioning of government departments and agencies. The PSC is involved in developing and implementing strategies to enhance public service capacity, leadership, and governance within the public service. By promoting effective governance principles and practices, PSC contributes to the overall institutional development envisioned in PNG Vision 2050.

Service Delivery: PSC plays a significant role in ensuring effective service delivery by the public service. It sets standards, guidelines, and performance indicators to measure service quality and efficiency. PSC ensures its internal mechanisms are effective in delivering its core functions. PSC is responsible for monitoring and evaluating government departments and agencies' performance to ensure compliance with service delivery standards.

Roles and Functions of PSC: PSC plays a role in the recruitment and appointment of qualified and competent public servants including Senior Executives, diligent management of public service personnel matters, and enforces ethical standards in the public service by promoting accountability and transparency that enhances effective service delivery.

➤ **Spiritual, Cultural, and Community Development:**

Spiritual Development: PSC can promote policies and initiatives that encourage inclusivity, tolerance, and understanding of different religious perspectives within the public service. By doing so, the PSC helps create a conducive environment for individuals to express their spirituality, contributing to overall spiritual development in society.

Cultural Development: PSC can play a vital role in cultural development by incorporating cultural awareness and sensitivity into public service practices. This includes recognizing and respecting cultural diversity, supporting cultural events and festivals, and integrating cultural perspectives into policy development and service delivery. By promoting cultural development, the PSC helps preserve PNG's unique cultural identity and fosters a sense of pride and belonging among its citizens.

Community Development: PSC can establish mechanisms through other programs and initiatives for community consultation, feedback, and collaboration. This will ensure that communities' voices and needs are taken into account in policy formulation and implementation. By facilitating community development, the PSC can help to build stronger and more resilient communities, leading to inclusive and sustainable development outcomes.

Roles and Functions of PSC: PSC can incorporate cultural competency training into its professional development programs to enhance public servants understanding and appreciation of PNG's diverse cultural heritage. It can also promote cultural preservation and revival initiatives within the public service such as the documentation of traditional knowledge and practices. Additionally, PSC can establish mechanisms to engage with communities, seek feedback, and ensure that their cultural and spiritual values are respected in the public service. By incorporating spiritual, cultural, and community development considerations into its functions, the PSC contributes to the realization of the goals outlined in the PNG Vision 2050.

➤ **Strategic Planning, Integration, and Control**

Strategic Planning: PSC works closely in consultation with government departments and agencies to develop strategic plans that align with PNG Vision 2050 objectives. PSC provides sound advice and ensures strategic plans are realistic, feasible, and integrated across sectors. By participating in strategic planning, the PSC contributes to national development efforts and overall direction and coherence. PSC strategically aligns its Corporate Plan outcomes to the important National Policies framework like; Vision 2050, PNGSDP, and MTDP IV.

Integration: PSC plays a key role in promoting integration within the public service. It needs to have established mechanisms for interagency coordination, information sharing, and joint decision-making to enhance coordination and avoid duplication. The PSC aligns policies and initiatives across sectors to ensure a cohesive and integrated approach to national development. By fostering integration, the PSC enhances government operations' effectiveness and efficiency and supports the realization of the PNG Vision 2050 objectives. PSC to represent, participate, and lead in all aspects of the Public Service Reform agenda.

Control: PSC is responsible for establishing control mechanisms within the public service to promote transparency, accountability, and effective performance management. This includes monitoring the implementation of strategic plans, evaluating the achievement of targets and outcomes, and enforcing compliance with relevant laws, regulations, and policies. The PSC also conducts performance assessments and audits to identify areas for improvement and take corrective actions. By implementing control mechanisms, the PSC contributes to the effective and efficient delivery of services and the achievement of the PNG Vision 2050 goals. PSC has control in the public service by maintaining impartiality in ensuring that the personnel matters are administered correctly and the appointments are done on merits based on law and which improves service delivery.

Roles and Functions of PSC: PSC provides guidance, technical expertise, and support to government agencies in the development of strategic plans and policies. It fosters collaboration and coordination among agencies to promote integration and avoid siloed approaches. The PSC also establishes performance management frameworks, standards, and accountability mechanisms to ensure effective control and governance within the public service. Through its oversight and regulatory functions, the PSC contributes to the successful implementation of strategic plans and the realization of PNG Vision 2050.

MEDIUM-TERM DEVELOPMENT PLAN IV 2023 - 2027

The MTDP IV outlines the Government's development agenda for the country. It outlines the strategic policies in achieving its three key development objectives; (1) Growing the economy to K200 billion by 2030, (2) the creation of one million additional jobs, and (3) improving the quality of life for its people.

Of the twelve key Strategic Priority Areas (SPAs) outlined in the MTDP IV, the Public Services Commission is aligned to SPA. 8 – Digital Government, National Statistics, and Public Service Governance. This SPA entails digitization and integration of the Public Service systems to improve governance and service delivery at the National, Provincial, and District levels.

The SPAs are supported through Deliberate Intervention Programs (DIPs), hence, there are eight DIPs of which the Commission's area of responsibility aligns with two of these DIPs. The key DIPs to develop the SPA include:

DIP 8.6 – Public Service Administration

"An efficient Public Sector enables the Government to expedite service delivery for its people. Government will implement public service administration reforms to achieve efficiency and productivity and strengthen service delivery modalities."

DIP 8.7 – Public Service Governance

"Ensuring greater governance enforcement in the public service is important to protect the public's trust and promote accountability. The government will promote the Open Government Partnership initiatives to uphold the principles of good governance. The role of the Independent Commission Against Corruption (ICAC), the integrity of the Auditor General and

the Ombudsman Commission will be strengthened to ensure that the rule of law is upheld, that regular financial auditing is prioritized, and relevant checks-and-balances are expedited.”

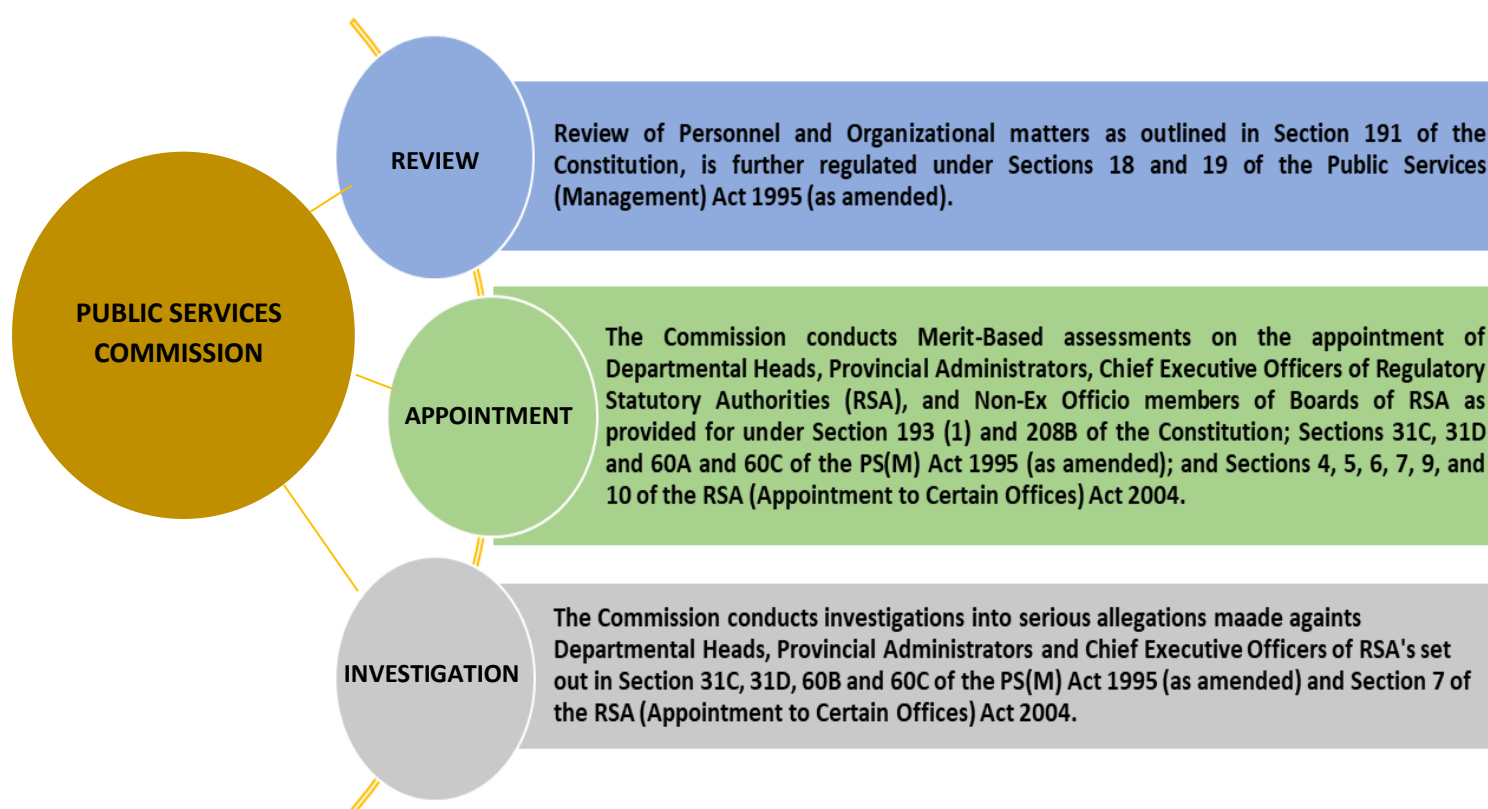
The Commission aspires to deliver on these national goals and priorities through its mandatory functions and its responsibilities set out in its Corporate Plan 2024-2028.

OUR MANDATE

The Public Services Commission was established under Section 190 of the National Constitution of Papua New Guinea.

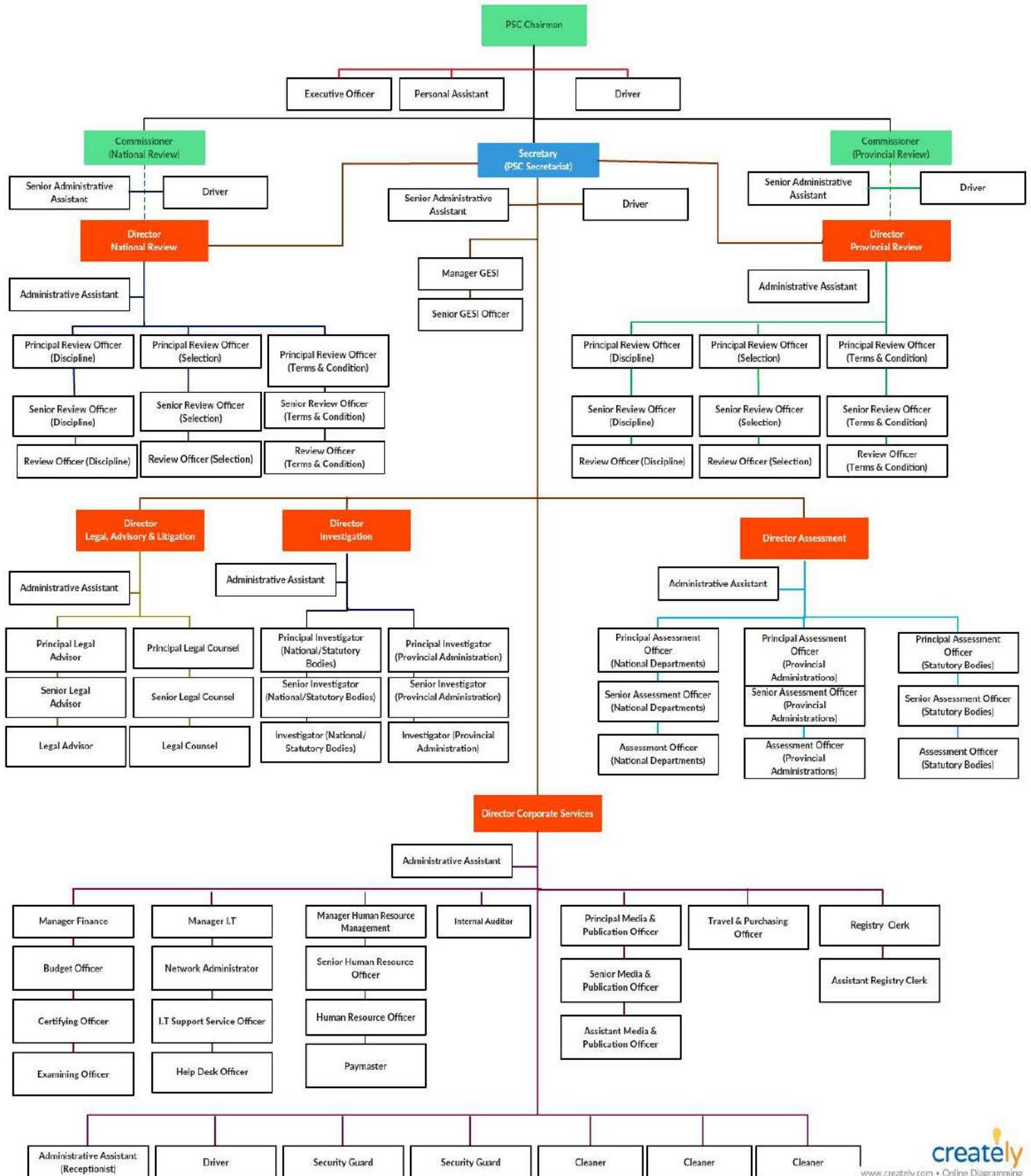
The independence of the PSC is enshrined in Section 192 of the National Constitution and is not subject to direction or control when performing its roles and functions.

The functions of the Commission are outlined in the graph below.



The Commission performs its duties without fear or favor, to ensure efficient and effective service delivery machinery in the National Public Service.

PSC ORGANIZATIONAL STRUCTURE



STRATEGIC GOALS AND OBJECTIVES

REVIEW OF PERSONNEL MATTERS

CORPORATE OUTCOME 1: Improvement in Compliance with Mandatory Functions and Requirements of the Public Services Commission.

The National and Provincial Review Divisions are tasked to review personnel matters from aggrieved public servants of National Departments, Provincial Administrations, Statutory Bodies (over which PSC has jurisdiction), and Public Hospitals.

GOAL	STRATEGY
1. Reduction in the number of review matters (new and existing) concerning Discipline, Selection, and Terms and conditions of Employment.	<ul style="list-style-type: none">- Conduct awareness and advocacy workshops with government agencies on the Review Process.- Produce and publish awareness material on the Review Process via online, SMS, and email packages; and- Capacity Building and maintenance through skills training and resourcing Review Officers.
2. Compliance with the relevant Statutory time limit for the successful completion of Review Matters and the delivery of quality decisions.	<ul style="list-style-type: none">- Improving the Review of Personnel Matters process.- Implementation of the Case Management System for screening and processing of Review Matters.- Creation of a database for Review Matters.
3. Improving efficiency in conducting Oral Hearings in the Provinces.	<ul style="list-style-type: none">- Conduct Online conferencing at all PSC Regional Offices.- Serve Summons electronically via email.

CONSULTATION ON APPOINTMENT MATTERS

CORPORATE OUTCOME 2: Compliance with the Merit-Based Appointment Process and relevant legislation.

The Assessment Division is tasked to conduct Merit-Based Appointments of Heads of National Departments, Provincial Administrations, CEOs of Regulatory Statutory Authorities (RSA), and Members of Boards of RSAs.

GOAL	STRATEGY
1. Ensure confidence in PSC's recommendation on appointment matters by relevant appointing authorities in compliance with the Merit-Based Appointment process and relevant legislation.	<ul style="list-style-type: none">- Conduct awareness of the Merit-Based Appointment Process and relevant legislation with stakeholders. i.e., Provincial Government, Department of Personnel Management, PM & NEC, Portfolio Ministers, and Chairman of Statutory Bodies.- Continuous update and publication of material content on the Merit-Based Appointment Process.- Continuous update of all appointment matters.- Create a database for consultations on all appointments.
2. Ensure that consultation between PSC and its Stakeholders on Integrity Checks is provided within a reasonable time.	<ul style="list-style-type: none">- Formulate a MoU to be signed between the Ombudsman Commission, Office of Public Prosecutor, Police, Department of Health, and PSC Chairman.

SUSPENSION AND REVOCATION OF APPOINTMENT MATTERS

CORPORATE OUTCOME 3: Compliance with relevant legislation and implementation of recommendations.

The Investigation Division is tasked to conduct investigations into the suspension and revocation of appointments of Heads of National Departments, Provincial Administrations, and CEOs of Regulatory Statutory Authorities (RSA).

GOAL	STRATEGY
1. Quality investigations are concluded and recommendations are implemented within a reasonable time.	<ul style="list-style-type: none">- Review PSC's own volition to do investigations as per PS(M) Act 1995 (as amended) under Sections 31C(a), 31D(a), (i), 60B(a), (i) and 60(a), (i).- Develop a Business Process of PSC's own volition to do an investigation in consultation with other stakeholders.- Consult the Department of Personnel Management to implement turnaround time (i.e., 30 days mandatory period) for the Public Service Independent Investigation Committee to submit the Final Investigation Report to PSC. [PS(M) Act 1995, 31C(a), (iv) and 60B (a), (iv)]

LEGAL AND ADVISORY MATTERS

CORPORATE OUTCOME 4: Improvement in Compliance with the Commission's Statutory and Mandatory duties in the performance of its Constitutional functions.

The Legal, Advisory & Litigation Division is tasked to provide advisory and litigation services to the Commission and the PSC Secretariat.

GOAL	STRATEGY
1. Successful defence of the Commission's decisions in Review, Assessment, and Investigation Matters.	<ul style="list-style-type: none">- Creation of a database for precedent case laws.- Establishment of a Legal e-Library.- Legal training and skills development of Lawyers.
2. Provision of quality and timely Advice to the Commission.	<ul style="list-style-type: none">- Creation of a database for legal opinions or advice.
3. Enforcement of penalty provisions under Section 13 of the Public Services (Management) Act 1995 (as amended).	<ul style="list-style-type: none">- Develop enforcement mechanism regulations.

CORPORATE SERVICES

CORPORATE OUTCOME 5: Improvement in Capacity Building, Logistics and Administrative support services to the Commission.

The Corporate Services Division is tasked to provide administrative, logistical, and support services to the Commission and the PSC Secretariat.

GOAL	STRATEGY
HUMAN RESOURCE MANAGEMENT BRANCH 1. Effective and efficient management of all HR Matters in compliance with relevant legislation and best practices.	<ul style="list-style-type: none"> - Develop a new Organizational Structure. - Provide relevant training for PSC Officers. - Develop a Human Resource Database. - Develop Human Resource Process and Procedural Manual. - Initiate and establish a Corporate Image.
FINANCE BRANCH 1. Increase PSC's Budget Allocation.	<ul style="list-style-type: none"> - Establish and implement a Divisional Budgeting Framework that aligns with the core objectives of the Commission.
2. Optimize the delivery of financial services and elevate the management of financial systems through effective and efficient strategies and ensuring strict adherence to relevant legislation and regulations.	<ul style="list-style-type: none"> - Establish strong working relations with key stakeholders the Departments of Treasury, Finance and National Planning, and the Auditor General's Office to leverage opportunities that enhance financial planning and resource allocation.

	<ul style="list-style-type: none"> - Establish the PSC Budget Committee. - Re-fleet the PSC Secretariat's Vehicles to ensure operational efficiency, reliability, and overall transportation capabilities. - Improve the Commission's financial record keeping.
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INFORMATION TECHNOLOGY BRANCH 1. Enhance Information Dissemination and Engagement with the Commission's Clients, Stakeholders, Service Providers, and the Public.	<ul style="list-style-type: none"> - Conduct Systems upgrade and maintenance of all existing IT infrastructure. - Implement the Case Management System (CMS) by conducting live testing of raw data for input and providing CMS training for PSC staff. - Software application enhancement. - Create a Robust Local Data Storage for Divisions in PSC. - Establish an inventory of all IT infrastructure. - Create a Relational Database Management System. - In-house IT training for staff. - Develop an IT Operational Guideline for PSC.

MEDIA & PUBLICATION BRANCH

1. Enhance information dissemination and engagement with the Commission's clients, stakeholders, service providers, and the public.

- Develop and implement strategies to enhance audience engagement through social media platforms to attract a larger and more engaged and wider range of audiences.
- Expand the digital footprint of the Commission by leveraging emerging technologies and platforms to reach a wider audience and improve user experience
- Enhance content quality by investing in fact-checking and editorial processes.
- Establish strategic partnerships with government agencies, industry stakeholders, and media organizations.
- Develop a robust framework to measure and analyze the impact of the media and publication initiatives.
- Develop a strong and recognizable brand identity for the Commission.

REGISTRY BRANCH

1. Enhance the Archiving System and implement Data Digitization to ensure security, reliability, and efficient management of PSC's records.

- Recruit qualified candidates and provide relevant staff training.
- Develop a Manual on Document Management System.
- Implement the Document Management System to centralize, organize, store, manage, and retrieve documents and information easily.
- Develop a PSC Records Inventory Policy to establish a structured framework for effective records management.

CORPORATE PLAN PROJECTS

PSC HOUSING SCHEME

We will know we have achieved the PSC Housing Scheme when Officers of the PSC Secretariat secure and own a home and there is institutional housing for staff.

GOAL	STRATEGY
1. Ensure PSC Officers own a home.	<ul style="list-style-type: none">- Formulate an MoU to be signed by PSC and NHC to secure funds from the Department of Treasury to put towards 10% equity for staff.- Identify vacant land for staff.
2. To initiate and provide institutional housing for PSC staff.	<ul style="list-style-type: none">- Identify State land to build institutional houses for staff.- Identify NHC institutional houses to be acquired by the Commission for its staff.
3. Develop a PSC Housing Policy.	<ul style="list-style-type: none">- Housing Committee to carry out staff consultation on the development of a Housing Policy for PSC.- All information is compiled into a Draft Policy.- Policy is vetted and cleared by the Legal, Advisory & Litigation Division and approved by the PSC Chairman.

ESTABLISHMENT OF PSC REGIONAL OFFICES

We will know we have achieved this when the PSC Offices in the regions are established and fully operational, similar to the Highlands Regional Office, located in Western Highland Province.

GOAL	STRATEGY
1. Establish Regional Offices in Momase and New Guinea Islands.	<ul style="list-style-type: none">- Undertake consultation with respective Provincial Governments to secure land.- Consult with the Department of National Planning & Monitoring, and develop PIPs, and make submissions for funding.

ESTABLISHMENT OF AN INDEPENDENT PSC SECRETARIAT

We will know we have achieved this when the PSC Act is passed in Parliament and the Secretariat operates independently from the Department of Personnel Management.

GOAL	STRATEGY
1. The PSC Act is passed in Parliament.	<ul style="list-style-type: none">- Establish a Technical Working Committee involving stakeholders like the PSC, State Solicitor, Constitutional Law Reform Commission, and First Legislative Council.- Committee to research and develop a Policy Paper and Draft Bill.- Liaise with Ministries of Treasury and Finance in terms of Budgetary and Organizational clearance.- Liaise with the State Solicitor to issue a Certificate of Necessity.- Present the Policy Paper and Draft Bill to NEC for endorsement before it is sent to Parliament for enactment.

PSC AWARENESS PROGRAM

We will know we have achieved this when there is a reduction in the number of Review Cases that come before PSC; appointments are made within a required time frame and meaningfully undertaken in line with the Merit-Based Appointment process; and suspension and revocation of appointment decisions are made in compliance with relevant legislations.

GOAL	STRATEGY
1. To inform and educate public servants on the roles and functions of PSC and their rights as public servants.	<ul style="list-style-type: none"> - Conduct awareness to all government departments, Provincial Administrations, and Statutory Bodies in which PSC had jurisdiction to deal with their personnel matters. - Conduct awareness during Public Service Induction Programs. - Utilize the media platforms to carry out awareness.
2. To educate Ministers, Governors, First Secretaries, Senior Public Servants, and Senior Executive Managers on the Merit-Based Appointment process.	<ul style="list-style-type: none"> - Conduct awareness during the Annual Governors Conference in collaboration with the Department of Provincial and Local Level Government Affairs and Provincial and Local Service Monitoring Authority. - Conduct awareness presentation at the annual Provincial Administrators Consultative Workshop in collaboration with the Department of Provincial and Local Level Government Affairs and Provincial and Local Level Service Monitoring Authority. - Conduct awareness to newly elected leaders in collaboration with the Ombudsman Commission.

<p>3. To educate Ministers, Governors, First Secretaries, Senior Public Servants, and Senior Executive Managers and CEOs of Regulatory Statutory Authorities on the Suspension and Revocation of appointment matters.</p>	<ul style="list-style-type: none"> - Conduct awareness during the annual Governors Conference in collaboration with the Department of Provincial and Local Level Government Affairs and Provincial and Local Level Service Monitoring Authority. - Conduct awareness to the Provincial Administration Consultative Workshop in collaboration with the Department of Provincial and Local Level Government Affairs and Provincial and Local Level Service Monitoring Authority. - Conduct awareness to newly elected leaders in collaboration with the Ombudsman Commission.
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OPERATIONALIZE ORGANIZATIONAL REVIEW FUNCTION

We will know we have achieved this when the Organizational Review Division is established and in operation.

GOAL	STRATEGY
<p>1. Implement Section 191(b) of the Constitution by 2028.</p>	<ul style="list-style-type: none"> - PSC to solicit relevant approvals to facilitate the implementation of the Organizational Review function. - Develop a Business Process and Procedures for the Organizational Review in consultation with relevant stakeholders. - Carry out a restructure in the PSC Secretariat to accommodate the Organizational Review function. - Develop appropriate regulations to give effect to the Organizational Review function.

PSC TWINNING PROGRAM

We will know we have achieved this when there is a Memorandum of Understanding (MoU) signed between PNG PSC and other Public Services Commissions in the region, the Commonwealth, and development partners.

GOAL	STRATEGY
1. Twinning program, MoU's and MoA's are signed and in operation.	<ul style="list-style-type: none">- Collaborative consultation between PNGPSC, PSCs in the region, the Commonwealth, and development partners.- Twinning Operational Guidelines are developed.- Operational Guidelines are vetted and approved.

NEW PSC MODEL

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

GOAL	STRATEGY
1. Create a new PSC Model.	<ul style="list-style-type: none">- Formulate a Concept Paper.- Set up a Technical Working Team.- Presentation of Preliminary Report to Stakeholders.- Engage consultant(s).- Create a legislative framework.

ANTI-CORRUPTION COMPLAINTS DESK

We will know we have achieved this when PSC is respected and seen as a flag bearer for its honest leadership and integrity in the discharge of its duties and mandated functions fairly and transparently.

GOAL	STRATEGY
1. To promote and strengthen honest leadership in PSC and its roles and functions through the PSC Anti-Corruption & Complaints Desk.	<ul style="list-style-type: none"> - Provide anti-corruption workshop and training for all PSC Staff. - Conduct awareness on PSC's Anti-Corruption Strategy to all government departments, agencies, staff of PSC, and the public to report instances of alleged corrupt practices by staff of PSC.



PSC Chairman Mr. Apeo Sione and the Chief Executive Officer of Transparency International PNG (TIPNG) Ms. Arianne Kassman launching the PSC Anti-Corruption and Integrity Strategy 2022 – 2025.

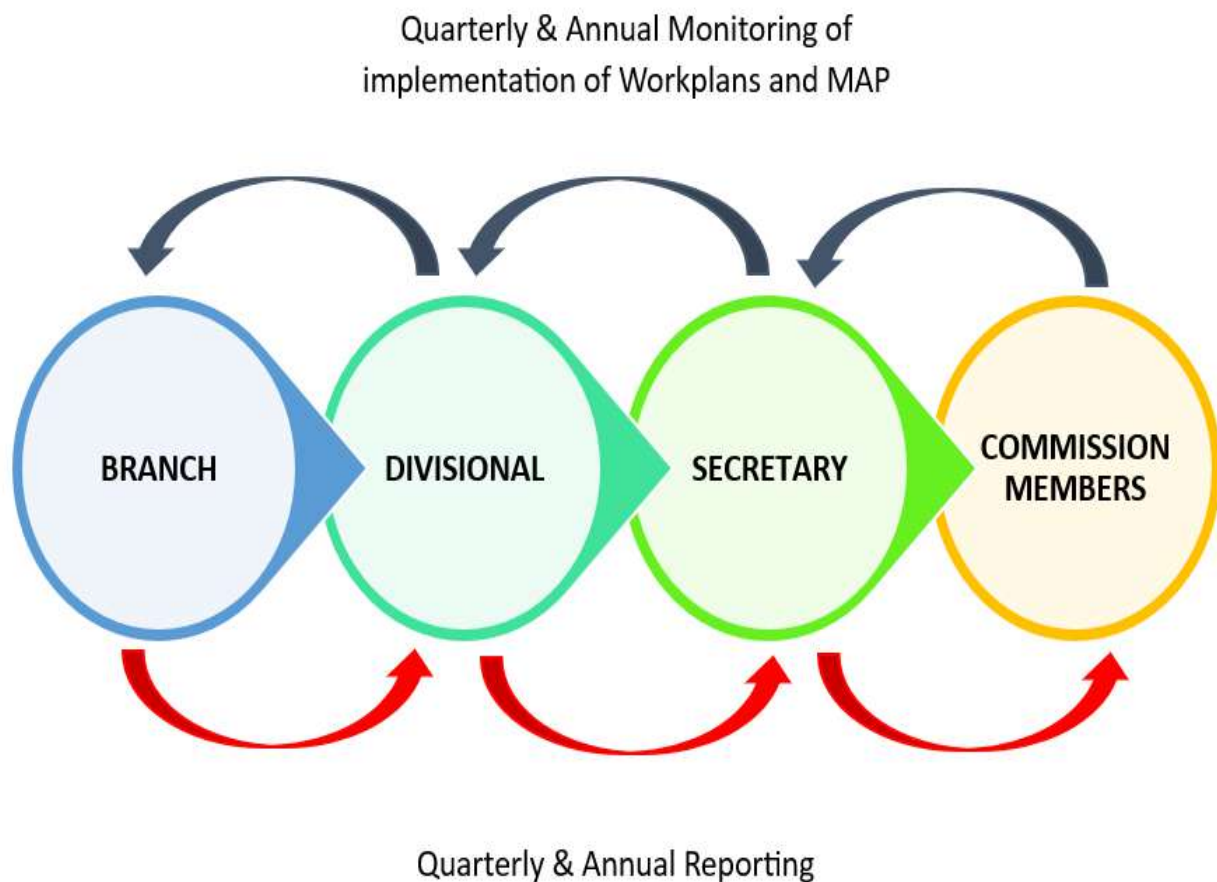
MONITORING AND REPORTING FRAMEWORK

The Monitoring and Reporting Framework of the Public Services Commission (PSC) is designed to assist the Commission in effectively identifying potential weaknesses/issues in the implementation of its programs and projects before they have a chance to escalate.

Moreover, quarterly Reports will help the Senior Management Committee (SMC) and Executive Management Committee (EMC) track the progress of all the activities and projects set out in this Corporate Plan 2024 – 2028.

The Framework ensures that Officers at all levels are held accountable for their performance; monitoring is adapted as part of our normal work rather than an extra task; revisions can be made to plans in light of changed circumstances every month; the use of resources and the results achieved are linked to give indications of cost-benefit; and the framework builds a body of knowledge on proper planning, budgeting and monitoring which can be improved over-time.

Below is the PSC Monitoring and Reporting Framework.



MONITORING:

➤ **Weekly Meeting**

All Divisional Directors and Branch Managers must hold weekly meetings with their immediate staff to monitor their progress on assigned task(s) or project(s), to discuss and set new goals to be achieved.

➤ **Monthly Meeting**

The Senior Management Committee must hold monthly meetings with an Agenda developed and Minutes prepared for each meeting. The Minutes from the previous meeting must be reviewed to ensure Directors and Managers are held accountable to deliver on specific tasks that have been assigned to the respective Officer.

REPORTING:

➤ **Quarterly Report**

Directors and Branch Managers are required to submit a report outlining the performance of their respective divisions and branches to the Office of the Secretary each quarter. The Report must highlight the progress on the tasks, projects, and programs outlined in the Management Action Plan as well as Divisional and Branch Plans.

Divisional Directors are required to present each of their division's quarterly performance at the end of each quarter to the Executive Management Committee (EMC) which consists of the three Commission Members and the Secretary, PSC Secretariat.

Team Leaders of Working Committees must also present the progress of the projects/programs they have been tasked to lead to the Office of the Secretary at the end of each quarter.

➤ **Annual Report**

Directors and Branch Managers are required to submit a detailed report on the performance of their respective Divisions and Branches at the end of each year to the Office of the Secretary, PSC Secretariat.

Team Leaders of Working Committees must also submit a detailed report on the progress of the project/program that they have been tasked to lead at the end of each year to the Office of the Secretary, PSC Secretariat.

These reports will be compiled to form the Commission's Annual Report for the last fiscal year.

PSC CORPORATE PLAN STAFF CONSULTATION WORKSHOP IN PICTURES



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