



DEPARTMENT OF PERSONNEL MANAGEMENT

2019 MANAGEMENT ACTION PLAN

Table of Contents

Introduction by the Acting Secretary	1
Vision and Mission Statements	3
2019 Management Action Plan Schedule	4
Certificate of Endorsement.....	40
List of Acronyms.....	41

Introduction by the Acting Secretary



It is a pleasure to serve as Acting Secretary, under the O'Neil-Abel Government especially with the Public Service Minister Hon. Elias Kapavore, MP. The Honorable Minister who is a former public servant, is very keen in revitalising the whole Public Service (PS) system to make Public Service an employer of choice.

The initiative to provide accommodation and insurance cover for all public servants starting at the district level is a breakthrough which will contribute to improved performance and service delivery. These initiatives are captured in the Medium Term Corporate Plan 2019 - 2022 which was endorsed by National Executive Council to set as a guide for all agencies to subsequently craft their corporate plans. The Medium Term Corporate Plan 2019 - 2022 sets the strategic direction for the next four (4) years based on policy direction of Alotau Accord II, on the theme Public Service (PS) Reform. The Department Medium Term Corporate Plan is based on the ten (10) Corporate Objectives outlined in the Public Service Management Act (PSMA), as Amended 2019. From these corporate objectives are derived the Key Results Areas (KRAs). There are thirty (30) Key Result Areas in the Corporate Plan with corresponding strategies for divisions to work on. The level of strategy cascades down to a base level strategy, whereby a precise plan is formulated and documented as Management Action Plan (MAP).

The 2019 Management Action Plan includes short term plans with defined objectives to enable our departmental staff at all levels to contribute through their specified roles to attain the Department's broader Vision and Mission. The MAP has been a standardised implementation tool for the corporate plan, and its components comprised of activities and action officers assigned with specific targeted achievement dates.

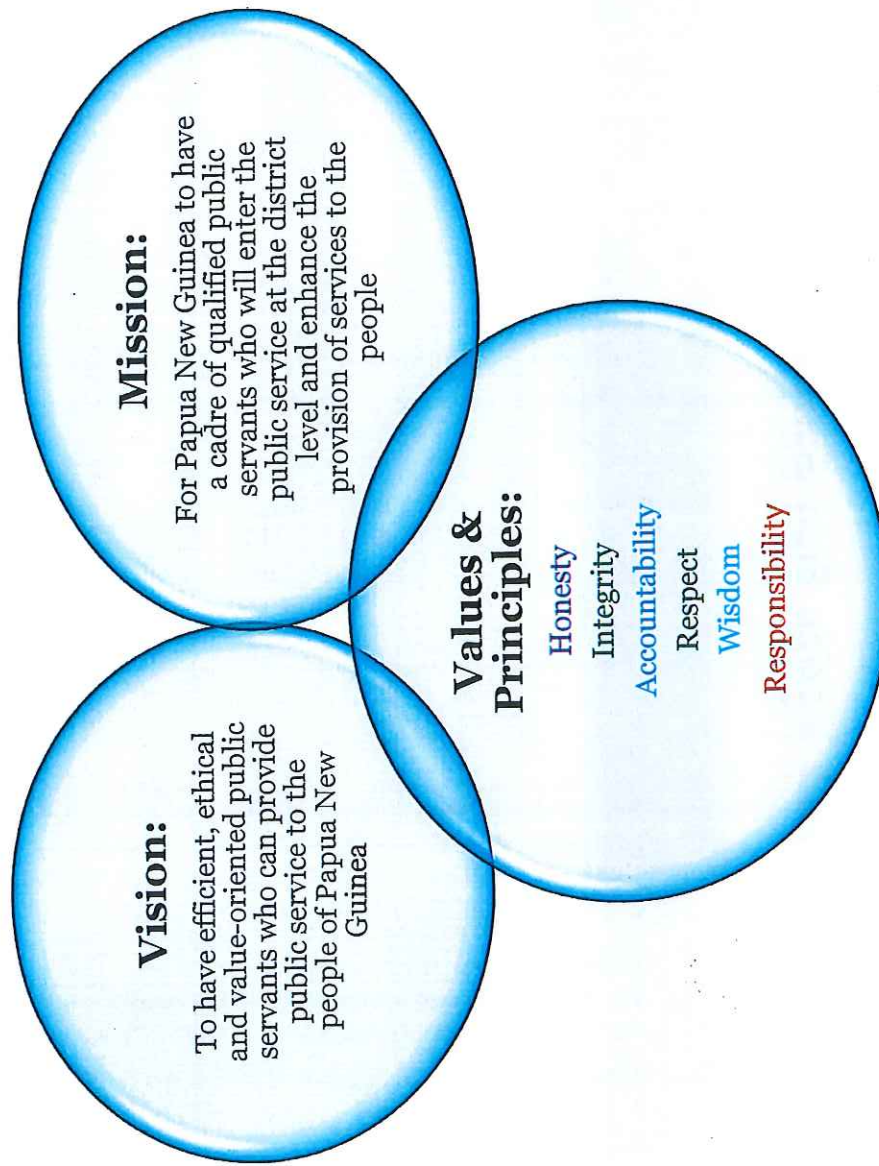
The Management Action Plan is a standardised document that can be modified by the department's Project Management Steering Group using a proven monitoring and evaluation mechanism to assess performance. Through a robust performance measurement tool called *Corporate report card/performance dashboard*: divisions, branches and individual officers performance will be thoroughly monitored to ensure our department's broader objectives are achieved.

It gives me great pleasure to present the 2019 Management Action Plan to the management and staff. We are a team, hence together we must Rise up, Step up and Speak up to foster ethical leadership through implementing the 2019 Management Action Plan.



TAIES SANSAN (MS)
Acting Secretary

Vision and Mission Statements



2019 Management Action Plan Schedule

KRA 1.1: Submit Annual Report on KRA Implementation to Minister and Chief Secretary			
Strategy 1.1.1; Provide Midyear Report of KRA Implementation to Executive Management Team (EMT).			
Performance Target:	Activities:	Responsible Team:	Due Date:
A mid-year report on KRA achievements submitted to Executive Management Team (EMT)	1.1.1.1 Attend 1st quarter budget Reviews of Wings, Divisions, Sections & Units and prepare report.	F&CP	1 st Qtr
	1.1.1.2 Attend 2nd quarter budget Reviews of Wings, Divisions, Sections, Units and prepare summary report.	F&CP	2 nd Qtr
	1.1.1.3 Compile a Midyear Summation Report of KRA implementation and submit to EMT using midyear reporting template for Executive Management Team (EMT).	F&CP	2 nd Qtr
An End of the year report on KRA achievements submitted to EMT	1.1.1.4 Attend 3rd quarter budget Reviews of Wings, Divisions, Sections /Units and prepare report.	F&CP	3 rd & 4 th Qtr
	1.1.1.5 Attend 4th quarter budget Reviews of Wings, Divisions, Units and prepare report.	F&CP	1 st , 2 nd 3 rd & 4 th Qtr
	1.1.1.6 Compile End of the year Summation Report of KRA implementation in the last 2 quarters and submit to EMT.	F&CP	1 st , 2 nd 3 rd & 4 th Qtr
	1.1.1.7 Completion of mid and end of year reports	F&CP	4 th Qtr
Strategy 1.1.2; Compile a yearly report for Minister & Chief Secretary.			

An end of the year <i>Performance Report</i> on the KRA implementation prepared as the Annual Management Report (AMR) and submitted to Minister and Chief Secretary	1.1.2.1 Compile an Annual Performance Report on the KRA implementation using the Annual Report Template.	MCA&R	2 nd & 4 th Qtr
	1.1.2.2 Compile and submit an AMR on the year implementation of the Secretary's KRA to the Chief Secretary.	MCA&R	2 nd & 4 th Qtr
	1.1.2.3 Compile an Annual Departmental Report for the Minister as per Section 32 of the PSMA to present to NEC & Parliament.	MCA&R	2 nd & 4 th Qtr
KRA 1.2: Ministerial/NEC strategies and Policy Directions			
Strategy 1.2.1; Provide accurate policy advice to Public Service Minister in enabling him to deliver good advice to NEC and other forums on time.			
Ensure timely and quality based advice to the Minister in formulating best HR policy to meet government strategies and policy initiatives.	1.2.1.1 Branches must have regular monthly meetings and submit its report to Divisional Head with copy to EO to Secretary.	All EMs	Monthly
	1.2.1.2 Division must have quarterly management meetings and its report submitted to EO to Secretary.	All EMs	1 st , 2 nd 3 rd & 4 th Qtr
	1.2.1.3 Secretary to submit quarterly Departmental briefs to the Minister	All EMs	1 st , 2 nd 3 rd & 4 th Qtr
Strategy 1.3 Submit Annual State of the Service Report (WoG activity)			
Strategy 1.3.1; Provide Midyear Report to Deputy Secretary HR Advisory & Compliance Audit (HRA&CA)			
Mid-year SOS report to PS Minister	1.3.1.1 Conduct Survey	Ex. Services	2 nd , 3 rd Qtr
	1.3.1.2 Analysis of Data and compile SOS Report	Ex. Services	2 nd , 3 rd Qtr
	1.3.1.3 Ministerial Briefs & information paper/ statements	Ex. Services	2 nd , 3 rd Qtr
Strategy 1.3.2; Compile Yearly State of the Service Report			
Annual SOS Management Report	1.3.2.1 Analyse mid-year SOS Report	Ex. Services	3 rd 4 th Qtr
	1.3.2 Compile Sectorial Ministerial briefs/statements	Ex. Services	3 rd 4 th Qtr

	1.3.3 Submit to NEC SOS Management Report	Ex. Services	3 rd 4 th Qtr
KRA 2.1: Establishment of Regional Offices for DPM			
Strategy 2.1.1; Departmental Restructure to create positions that would be located at the Regional Office.			
Structure include four Regional Offices	2.1.1.1 Develop functional responsibilities for the Regional office	SHRM	2 nd Qtr
	2.1.1.2 Identify and justify creation of the number of positions per Regional Office	SHRM	2 nd Qtr
	2.1.1.3 Develop Duty Statements for all the positions of the Regional Offices	SHRM	2 nd Qtr
Strategy 2.1.2; Joint submission by the Departments of Personnel Management, Finance, DPLGA, DNP&M for the establishment of one regional office and accommodations for three (3) sets of departmental staff.			
Funding sourced for the establishment of Regional Offices and Staff accommodations for the four (4) departments.	2.1.2.1 Call a preliminary meeting between the 4 departmental representatives to establish cause for the establishment of the regional office for the 4 departments.	L&AR SPD	1 st -3 rd Qtr
	2.1.2.2 Each of the 4 departments to compile their requirements with cost for the regional offices.	L&AR SPD	1 st -3 rd Qtr
	2.1.2.3 Prepare submission for the establishment of the Regional Offices with full cost - office and staff housing included.	L&AR SPD	2 nd -Qtr
	2.1.2.4 Obtain joint signatures from the 4 Departmental Heads on the submission and submit to Department of Treasury and/or DNP&M for funding	L&AR SPD	2 nd Qtr
KRA 2.2 Providing Internal Strategic support in Planning & Management, HR Management, Accounts & Budgets, Office Administration, GESI mainstreaming in DPM.			
Strategy 2.2.1 EMT Meetings are held and minutes properly vetted and implemented			
EMT Meeting Minutes & Resolutions Implemented	2.2.1.1 Prepare agendas & minutes of meetings	F&CP	monthly
	2.2.1.2 Coordinate with Divisions to Implement resolutions	F&CP	monthly

Strategy 2.2.2 Review and facilitate Corporate Plan				
Published EMT endorsed Corporate Plan	2.2.2.1 Facilitate Quarterly Corporate Plan review	F&CP		2 nd & 3 rd Qtr annually
	2.2.2.2 Facilitate compilation of Corporate Plan	F&CP		
	2.2.2.3 EMT endorsement of Corporate Plan	F&CP		4 th Qtr
Strategy 2.2.3 Review and Facilitate Management Action Plan (MAP) and Annual Management Reports (AMR)				
Published EMT endorsed Management Action Plan and Annual Management Report	2.2.3.1 Collect divisional work plans	F&CP		1 st Qtr
	2.2.3.2 Compile MAP	F&CP		1 st Qtr
	2.2.3.3 Conduct quarterly achievement report sessions	F&CP		1 st , 2 nd & 3 rd Qtr
	2.2.3.4 Compile AMR	F&CP		4 th Qtr
Strategy 2.2.4 Promote and maintain good governance				
Maintain Good Governance	2.2.4.1 Collect divisional monthly meeting minutes	F&CP		monthly
	2.2.4.2 Reports on divisional meeting minutes resolutions to EMT	F&CP		monthly
	2.2.4.3 Collect subcommittees minutes resolutions	F&CP		monthly
	2.2.4.4 Maintain EMT meeting minutes & resolutions	F&CP		monthly
	2.2.4.5 Monthly financial report	F&CP		monthly
	2.2.4.6 Quarterly budget report	F&CP		1 st , 2 nd 3 rd & 4 th Qtr
	2.2.4.7 Bank Reconciliation	F&CP		monthly
	2.2.4.8 Annual financial report	F&CP		1 st Qtr
Strategy 2.2.5 Monitoring and Reporting of Corporate Plan and MAP implementation				
	2.2.5.1 Research and construct M&E template	F&CP		3 rd Qtr

Establish Monitoring & Evaluation tool	2.2.5.2 Implement a web-base M&E	F&CP	3 rd Qtr
	2.2.5.3 EMT endorsement.	F&CP	3 rd Qtr
	2.2.5.4 Communication and implementation	F&CP	4 th Qtr
Strategy 2.2.6 Staffing establishment and payroll records are maintained within fiscal year's budget.			
Department's Annual Personnel Emolument (PE) Budget is Coordinated.	2.2.6.1 Department's Annual Personnel Emolument (PE) Budget Estimates is effectively prepared and coordinated to meet deadline.	SHRM	2 nd Qtr
	2.2.6.2 Department's PE Budget is presented to EMT for deliberation	SHRM	2 nd Qtr
	2.2.6.3 PE Budget is finalised for submission to Department of Treasury	SHRM	3 rd Qtr
Personnel Emoluments (PE) Expenditure reconciled and monitored.	2.2.6.4 Monitor PE expenditure on fortnightly basis	SHRM	monthly
	2.2.6.5 Provide report to Management on expenditure trends.	SHRM	monthly
	2.2.6.6 Forecast expenditure costs/savings through fortnightly payroll reconciliation and provide report to Management.	SHRM	monthly
Annual Budget Reconciliation is conducted against manpower ceiling	2.2.6.7 Conduct budget reconciliation to establish funding status by divisions	SHRM	monthly
	2.2.6.8 Provide recommendations to management to address issues being identified.	SHRM	1 st , 2 nd 3 rd & 4 th Qtr
	2.2.6.9 Implement management's recommendations	SHRM	1 st , 2 nd 3 rd & 4 th Qtr
Effective Administration of Staff & Salary Matters	2.2.6.10 Maintenance of accurate manual and system staff and salary records based on approved terms and conditions of employment	SHRM	1 st , 2 nd 3 rd & 4 th Qtr
	2.2.6.11 Alesco Payroll System is fully utilized for processing of staff remuneration and entitlements	SHRM	1 st , 2 nd 3 rd & 4 th Qtr
	2.2.6.12 Maintain department employees personal files	SHRM	1 st , 2 nd 3 rd & 4 th Qtr

	2.2.6.13 Provide advisory services regarding staff and salary matters	SHRM	monthly
	2.2.6.14 Leave administration	SHRM	monthly
	2.2.6.15 Alesco Payroll Audits	SHRM	monthly
	2.2.6.16 Staff Benefits/ Separation Calculations	SHRM	monthly
Strategy 2.2.7 Develop and Implementation DPM HR Strategic Plan			
Develop DPM Strategic HRM Plan	2.2.7.1 Data collection through employee interviews and surveys and the C.N.A	SHRM	2 nd Qtr
	2.2.7.2 Identify HR issues/trends	SHRM	3 rd Qtr
	2.2.7.3 Formulate/develop plan	SHRM	3 rd Qtr
	2.2.7.4 Communicate plan	SHRM	4 th Qtr
Implement DPM Strategic HRM Plan	2.2.7.5 Prepare Annual Implementation schedule	SHRM	3 rd Qtr
	2.2.7.6 Report on the Implementation of the plan	SHRM	4 th Qtr
	2.2.8.4 Monitor, evaluate and review plan	SHRM	4 th Qtr
Strategy 2.2.8 Internal HR Strategies are promoted			
Coordination and Management of the Dept's L&D Committee Meetings	2.2.8.1 Draw up a meeting schedule to be endorsed by the L&D Committee	SHRM	1 st Qtr
	2.2.8.2 Prepare agendas and advise members in advance of the scheduled meeting dates	SHRM	monthly
	2.2.8.3 Resolutions endorsed and implemented	SHRM	monthly
	2.2.8.4 Co-ordinate compliance to approved terms and conditions of employment for all categories of employees	SHRM	monthly

Administration of Employee Relations activities	2.2.8.5 Maintain updated schedules for Senior Officers Contracts and Gratuity payments	SHRM	monthly
	2.2.8.6 Maintain updated schedules for Short-Term Contracts and facilitate renewal of contracts.	SHRM	monthly
	2.2.8.7 Organize in-house sessions on benefits awareness & education	SHRM	quarterly
	2.2.8.8 Organize in-house medical awareness on issues affecting staffs health & welfare (Work Life Balance)	SHRM	quarterly
Administration of Staff Performance Appraisals	2.2.8.9 Co-ordinate the administration of biennial SPAs for the Department	SHRM	Bi-annually
	2.2.8.10 Identify Training needs for staff developmental purposes	SHRM	monthly
Key positions are filled	2.2.8.11 Facilitate Performance Management Processes	SHRM	Quarterly
	2.2.8.12 Co-ordinate the Recruitment and Selection processes	SHRM	2 nd , 3 rd & 4 th Qtr
	2.2.8.13 Co-ordinate On-boarding & Induction for new Staff	SHRM	2 nd 3 rd & 4 th Qtr
	2.2.8.14 Co-ordinate Redeployments/transfers	SHRM	2 nd 3 rd & 4 th Qtr
	2.2.8.15 Assist with Staff Retentions/Separations	SHRM	2 nd 3 rd & 4 th Qtr
	2.2.8.15 Conduct a workforce analysis	SHRM	annually
	2.2.8.16 Contribute to workforce planning	SHRM	3 rd 4 th Qtr
Implement Workforce Planning and Succession	2.2.8.17 Assist with succession management	SHRM	2 nd 3 rd & 4 th Qtr

	2.2.8.18 Coordinate Staff Attrition (retirements/resignations)	SHRM	2 nd 3 rd & 4 th Qtr
Organization Review and Design.	2.2.8.19 Organize Organization Review Team for Org Reviews	SHRM	2 nd Qtr
	2.2.8.20 Review DPM Organisational Structure	SHRM	3 rd Qtr
	2.2.8.21 Organize Job Evaluation (JE) panel Meetings	SHRM	3 rd Qtr
	2.2.8.22 Review and updating of all Job descriptions	SHRM	3 rd , 4 th Qtr
	2.2.8.23 Coordination of Monthly Establishment Registers	SHRM	monthly
	2.2.8.24 Staffing & Budgeting Reconciliation	SHRM	monthly
Strategy 2.2.9 Accounting Procedures and internal controls in place and budgets maintained			
Payments made according to Budgets	2.2.9.1 Requisitions compiled and processed	F&CP	daily
	2.2.9.2 Prepare cash flow in line with ceiling	F&CP	monthly
	2.2.9.3 Warrant Authority and Cash Fund Certificate issued	F&CP	monthly
Strategy 2.2.10 Establish and operate an Internal Audit Committee			
Operate Internal Audit Committee	2.2.10.1 Submission for endorsement of committee	F&CP	1 st Qtr
	2.2.10.2 Committee to convene meetings quarterly	F&CP	1 st Qtr
	2.2.10.3 Conduct and compile Audit Reports	F&CP	1 st Qtr
Strategy 2.2.11 GESI sensitization, training and mainstreaming			
i) All DPM officers to be Sensitised & Trained	2.2.11.1 DPM EMT	SHRM	3 rd Qtr
	2.2.11.2 Divisional – 2 officers (Male & Female) per division until completed	SHRM	3 rd Qtr

ii) All Business processes in each division to be checked for GESI compliance	2.2.11.3 Mainstreaming – Business Processes	SHRM	3 rd Qtr
Strategy 2.2.12 Public Service (PS) Male Advocacy Network (PS-MAN) and PS Women in Leadership (PS-WIL)			
i) All men to defend the Human Rights of women & girls	2.2.12.1 DPM EMT	SHRM	3 rd Qtr
ii) Increase no. of women into PS by 15% and 30% in Decision making role.	2.2.12.2 Divisional – 2 officers (Male & Female) per division until completed 2.2.12.3 Mainstreaming – Business Processes	SHRM SHRM	3 rd Qtr 3 rd Qtr
Strategy 2.2.13 Administrative Services			
Efficient & Effective Administrative services	2.2.13.1 Provide DPM Fleet Management & Logistics support	F&CP	monthly
	2.2.13.2 Facilitate procurement services	F&CP	monthly
	2.2.13.3 Coordinate procurement committee	F&CP	monthly
Strategy 2.2.14 Internal Record & Asset Management (IFMS)			
Maintained electronic Records & Assets Registry	2.2.14.1 Establish internal file/records management	F&CP	monthly
	2.2.14.2 Create Asset Management Database/Register	F&CP	monthly
Strategy 2.2.15 Administration of Building and Properties (Devon Lodge)			
	2.2.15.1 Renewal and Non-renewal exercise, signing of new tenancy	F&CP	3 rd & 4 th Qtr
	2.2.15.2 Operation of Devon Lodge	F&CP	3 rd & 4 th Qtr

Management of Department owned institutional housing	2.2.15.3 Project:-Partial completion of back fence, spoon drainage and laundry area, furnishing of Devon Lodge and quarterly reports of Projects	F&CP	3 rd & 4 th Qtr
KRA 2.3 ICT Infrastructure and Management of IT Systems and Services			
Strategy 2.3.1 Ensure Adequate IT systems are in place to enable good Public Service wide communication.			
Infrastructure & Technology upgraded & ensured functional	2.3.1.1 Upgrade of ICT infrastructure and DataCenter (IBM Blade Servers, 40KVA UPS, VMWare application, Virtualization & LAN/MAN/WAN Network Devices)	MIS&S	2 nd , 3 rd Qtr
	2.3.1.1.2 Manage & Administer PABX, VoIP Communication & Tele-conferencing systems.	MIS&S	1 st , 2 nd 3 rd & 4 th Qtr
	Strategy 2.3.2 Develop Business Systems and Applications		
Fully developed Business System and applications	2.3.2.1 Develop and Implement an Intranet Portal	MIS&S	1 st , 2 nd 3 rd & 4 th Qtr
	2.3.2.2 Develop Ascender HR/Payroll System Helpdesk	MIS&S	1 st , 2 nd 3 rd & 4 th Qtr
Strategy 2.3.3 Strengthen Business Systems and Applications			
Administration of Business systems and applications	2.3.3.1 System collaboration for PMS and GoPNG Ascender HR/Payroll System	MIS&S	1 st , 2 nd 3 rd & 4 th Qtr
	2.3.3.2 Procurement and establishment of Department's Internal E-mail system	MIS&S	3 rd , 4 th Qtr
	2.3.3.3 Automation of Filing Management System	MIS&S	3 rd , 4 th Qtr
Strategy 2.3.4 ICT Business Maintained			
ICT Business continuity	2.3.4.1 Review and endorse ICT Policy	MIS&S	2 nd Qtr
	2.3.4.2 Maintenance and support of computers, printers, UPS and Software Applications	MIS&S	3 rd , 4 th Qtr
	2.3.4.3 Support Online Performance Management System (PMS)	MIS&S	3 rd , 4 th Qtr

	2-3.4.4 Management of Internal & External Databases and system	MIS&S	3 rd , 4 th Qtr
	2-3.4.5 DPM Website Management & Publication (ID Cards, Graphics Designs, layouts)	MIS&S	3 rd , 4 th Qtr
Strategy 2.3.5 Manage ICT Security			
Security upgraded & maintained	2-3.5.1 Management and Control of Cyberoam security application, Internet and E-mail services.	MIS&S	3 rd & 4 th Qtr
	2-3.5.2 Manage and support the Anti-Virus and Protection Software on LAN/WAN Network from Viruses, Malware, Spyware etc.	MIS&S	1 st , 2 nd 3 rd & 4 th Qtr
Strategy 2.3.6 Development of Mobile Application for Online PMS			
PMS Mobile application	2.3.6.1 Implementation of Online PMS mobile application	MIS&S PMS	3 rd & 4 th Qtr
Strategy 2.3.7 Internal ICT Audit Report			
Audited ICT	2-3.7.1 Conduct internal ICT audit	MIS&S	3 rd , 4 th Qtr
	2-3.7.2 Compile ICT Audit Report for management	MIS&S	3 rd , 4 th Qtr
KRA 2.4 Management of public service housing (Home Ownership) and institutional housing			
Strategy 2.4.1 Facilitate Public Service Home Ownership Scheme			
i) Coordinated Gov't Homeownership scheme ii) Provision of technical advice on homeownership scheme	2.4.1.1 Facilitate and coordinate housing requirements with lead agency in the Government's homeownership program for participating DPM staff	SPD PSIH	1 st , 2 nd 3 rd & 4 th Qtr
	2.4.1.2 Technical advisory to concerned agencies based on submission of proposed homeownership schemes. Consultation, development and assistance on individual agencies housing policies.	SPD PSIH	1 st , 2 nd 3 rd & 4 th Qtr
Strategy 2.4.2 Formulations and development of PS Housing Policy, Guidelines and Handbooks (updated from CPlan)			
National Housing Policy and Housing	2.4.2.1 Finalise National Housing Policy, development of tenants hand book and tool kit of all housing property management registry. EMT	SPD PSIH	3 rd Qtr

Guidelines & Handbook developed	endorsement, NEC submission on the housing policy and guidelines, launch and roll out to the Public Service.		
Property Management Database system administered	2.4.2.2 NEC submission on the new property management reform initiatives and database. Roll out to the Public Service.	SPD PSIH	4 th Qtr
Conduct Monitoring & Evaluation	2.4.2.3 Development of toolkits and workshop for property managers	SPD PSIH	1 st Qtr
	2.4.2.4 Monitoring & evaluation of the New Demerit System & Programs	SPD PSIH	1 st , 2 nd 3 rd & 4 th Qtr
Strategy 2.4.3 Facilitate best practice standards of management on institutional housing and government owned buildings.			
Research and Audit current situation on institutional housing	2.4.3.1 Conduct a series of housing needs analysis at the national, provincial, district and LLG levels based on the demand and supply and availability of institutional houses	PSH	2 nd Qtr
	2.4.3.2 Conduct a series of assessments on existing institutional houses at the national, provincial, district and LLG levels on those that are unfit for habitations, burnt down and where land is vacant. Institutional housing that are allocated without any real strategic evaluation, needs such to be conducted.	PSH	4 th Qtr
	2.4.3.3 Identify problems of operations, finance and management and develop strategies to mitigate these problems.	PSH	2 nd Qtr
Management of Department owned institutional housing	2.4.3.4 Renewal and Non-Renewal exercise, signing of new tenancy	F&CP	1 st , 2 nd 3 rd & 4 th Qtr
	2.4.3.5 Operation of Devon Lodge	F&CP	1 st , 2 nd 3 rd & 4 th Qtr
	2.4.3.6 Project-Partial completion of back fence, spoon drainage and laundry area construction. Furnishing of Devon Lodge and quarterly reports of Projects.	F&CP	1 st , 2 nd 3 rd & 4 th Qtr
	2.4.3.7 Review Draft copy of rules and regulation, submit to EMT for endorsement and distribution to all tenants of CGO	F&CP	1 st Qtr

Management of Government owned office buildings	2.4.3.8 Services Level Agreement to be development and signed between the State (DPM) and tenants of CGO.	F&CP	2 nd Qtr
	2.4.3.9 Operation and up-keep of CGO Building and under-study developers terms and condition of government owned building management in preparation of hand over /take over.	F&CP	Yearly
	2.4.3.10 Develop a guideline for the coordination, management and upkeep of all government office buildings and assets. To reduces costs on maintenance and preserve the economic life of the building for use by the government in the long term.	F&CP	4 th Qtr
	2.4.3.11 Development of policy and guidelines on security and fire safety. Coordinate and implement preventive security measures consistent with the current security trend, risks and other disastrous security threats.	F&CP	2 nd Qtr
Security management of government owned properties.	2.4.3.12 Assess and evaluate the effectiveness of the building and security programs and submit quarterly technical security reports	F&CP	Yearly
KRA 3.1 Public Sector Remuneration Policy and maintaining industrial harmony			
Strategy 3.1.1 Review and negotiate industrial agreements with the public sector unions for the 3 years period (2020-2022)			
PS Industrial Harmony	3.1.1.1 Receive Log of Claims from PS Unions	I&EC	2 nd -3 rd Qtr
	3.1.1.2 Negotiation begins	I&EC	2 nd -3 rd Qtr
	3.1.1.3 Signing of Agreements	I&EC	2 nd -3 rd Qtr
	3.1.1.4 Implementation of Agreements	I&EC	2 nd -3 rd Qtr
	3.1.1.5 In the event of dispute, register claim with Tribunal (PSC& AT)	I&EC	2 nd ,3 rd Qtr
	3.1.1.6 Tribunal makes decision	I&EC	2 nd -3 rd Qtr
	3.1.1.7 Implementation of Tribunal Decision	I&EC	2 nd -3 rd Qtr
	3.1.1.8 Starting of Negotiation	I&EC	2 nd -3 rd Qtr
Strategy 3.1.2 SRC/SCMC processes maintained			

SCMC Determination on Terms and Conditions of Statutory Authorities.	3.1.2.1 Assessment of SCMC submission	I&EC	1 st , 2 nd , 3 rd & 4 th Qtr,
	3.1.2.2 Prepare brief summary of the submission for Secretariat meetings	I&EC	1 st , 2 nd , 3 rd & 4 th Qtr,
	3.1.2.3 Prepare Secretariat resolutions for SCMC proper meetings	I&EC	1 st , 2 nd , 3 rd & 4 th Qtr,
	3.1.2.4 Co-ordinate Committee meetings	I&EC	1 st , 2 nd , 3 rd & 4 th Qtr
	3.1.2.5 Prepare decision letters & schedules	I&EC	1 st , 2 nd , 3 rd & 4 th Qtr
	3.1.2.6 Signed by Chairman & delivered to Statutory Authorities	I&EC	1 st , 2 nd , 3 rd & 4 th Qtr
Strategy 3.1.3 Review of PS Salary Grade and other allowances			
Implementation of NEC Directive as per the PS salary grade review recommendations.	3.1.3.1 Presentation of PS Salary Grade Review to EMT.	I&EC	1 st , 2 nd Qtr
	3.1.3.2 EMT Endorsement.	I&EC	2 nd Qtr
	3.1.3.3 NEC Submission.	I&EC	2 nd Qtr
Strategy 3.1.4 Improve the Job Evaluation (JE) Process			
Operatised JE Panel	3.1.4.1 Review composition of DPM JE Panel	I&EC	2 nd Qtr
	3.1.4.2 Inform PS of the JE process in place	I&EC	3 rd Qtr
	3.1.4.3 Assist agencies as and when required	I&EC	3 rd , 4 th Qtr
Strategy 3.1.5 Review of the SCMC Act 1988			
Amended SCMC Act 2021	3.1.5.1 Identify grey areas in the current SCMC process	I&EC	2 nd Qtr
	3.1.5.2 Formation of Review Committee	I&EC	2 nd Qtr

	3-1.5.3 Prepare brief & propose advise to Secretary	I&EC	2 nd Qtr
	3-1.5.4 Coordinate Review Committee	I&EC	3 rd Qtr
	3-1.5.5 Information workshops	I&EC	3 rd Qtr
	3-1.5.6 Presentation to EMT	I&EC	3 rd Qtr
	3-1.5.7 SCMC Awareness Roadshow.	I&EC	4 th Qtr
	Strategy 3.1.6 Administration of the Consultancy Contracts		
Execution of legally cleared Consultancy Contracts.	3.1.6.1 Assessment of consultancy contracts	I&EC	2 nd Qtr
	3.1.6.2 Brief & advise Chairman for engagement/extension of consultancy engagement contracts.	I&EC	2 nd Qtr
	3.1.6.3 Request State Solicitors legal clearance	I&EC	3 rd Qtr
	3.1.6.4 Receipt of copy of legally cleared Consultancy Contract from engaging agencies.	I&EC	3 rd Qtr
KRA 3.2 Improve Terms and Conditions of Public Service Employees			
Strategy 3.2.1 Hardship Allowances for Public Servants located at remote locations (where there is no roads and or airstrips)			
Implementation of Hardship Allowance	3.2.1.1 Liaise with concern agencies (PHA & Education Dept. etc.)	I&EC	2 nd , 3 rd Qtr
	3.2.1.2 Establish confirmed list of locations	I&EC	2 nd , 3 rd Qtr
	3.2.1.3 PS Minister declare confirmed list of locations	I&EC	2 nd , 3 rd Qtr
	3.2.1.4 Apply the hardship allowance	I&EC	2 nd , 3 rd Qtr
Strategy 3.2.2 Housing as a condition of employment for all public servants physically located at the districts.			
	3.2.2.1 Undertake research into terms and condition of employment.	I&EC	2 nd , 3 rd Qtr

House all Public Service	3.2.2.2 Carry out feasibility study and report to DPM	I&EC	2 nd , 3 rd Qtr
	3.2.2.3 Prepare NEC submission	I&EC	2 nd , 3 rd Qtr
Strategy 3.2.4 Performance Based Contract for Public Servants (SOC, STC, NCE).			
Management of PS Contracts (SOC, STC & NCE)	3.2.4.1 Complete audit of PS Contracts includes site visits (Provincial Administrations & Hospitals)	HRAS	Qtrly
	3.2.4.2 Awareness on business process (Regulations, CTA etc..)	HRAS	Qtrly
	3.2.4.3 Review of all terms and conditions of contracts in consultation with Industrial & Employment Condition (I&EC)	HRAS	Qtrly
	3.2.4.4 Ensure effective training & localisation programs are in place by agencies recruiting Non-Citizens	HRAS	Qtrly
	3.2.4.5 Maintain accurate data on all personnel contracts matters	HRAS	Qtrly
KRA 3.3 Statutory Duties as members of Boards and Committees.			
Strategy 3.3.1 Provide consistent strategic and policy advice on statutory responsibilities and other policy mandated committees.			
Positive feedback received from the Minister and all stakeholders.	3.3.1.1 Secretary appoints appropriate officers to officially represent DPM on necessary Boards and Committees.	Office of Secretary	1st Qtr
	3.3.1.2 These officers are to prepare briefs in preparation for the meetings including schedule of the meetings and copy submitted to the Secretary.	Office of Secretary	1st Qtr
	3.3.1.3 After every meetings attended a brief must be prepared and submitted to the Secretary by the officers.	Office of Secretary	immediate
KRA 4.1 Development and Management of aid funded programs for engagement of Technical Advisors			
Strategy 4.1.1 Implement Citizen and non-citizen Technical Advisors Regulation.			
	4.1.1.1 Effective implementation of CTA and NCTA regulations	HRAS	Qtrly

Administration of Citizen & Non-citizen Technical Advisors Regulations	4.1.1.2 Awareness to agencies' that the regulation applies to development partners or aid contractors.	HRAS	Qtrly
	4.1.1.3 Rollout of Regulations and Business Process on engagement of Technical Advisors to Executive Leadership	HRAS	Qtrly
	Strategy 4.1.2 Management of Non-Citizen Technical Advisors (NCTA) and Citizen Technical Advisors. (CTA)		
Management of NCTA & CTA database	4.1.2.1 Continue updates of the NCTA & CTA Data Base	HRAS	Qtrly
	4.1.2.2 Effective management and reporting of NCTA & CTA engagements	HRAS	Qtrly
	4.1.2.3 Collate reports from NCTA and CTA to present to Secretary DPM and Chief Secretary.	HRAS	Qtrly
KRA 5.1 Monitoring, Evaluation & Reporting on line agencies performances against HR strategies policy requirements.			
Strategy 5.1.1 Comprehensive audit programs in place to monitor GO compliance. (Business processes and systems control through HR CONNECT activities)			
Compliance audit	5.1.1.1 Conduct awareness and training for senior managers and HR Practitioners (HR BP rollout).	CB&D	3 rd , 4 th Qtr
	5.1.1.2 Conduct post assessments to identify the effectiveness of capacity enhancement following the workshop roll-outs of HRBP	CB&D	3 rd , 4 th Qtr
Strategy 5.1.2 Conduct HR Business Process Workshops and HR process audits.			
Certified HRBP training material for implementation	5.1.2.1 Finalize conversion of HRBP into a standard national qualification framework for the public service	CB&D	3 rd , 4 th Qtr
	5.1.2.2 Implement HR BP Units of Competency workbook to Public Servants in partnership with PILAG	CB&D	3 rd , 4 th Qtr
Strategy 5.1.3 Implementation of Audit findings.			
5.1.3.1 Conduct HR Business Process		CB&D	3 rd , 4 th Qtr

Strengthening institutional capacity	5.1.3.2 Provide Report	CB&D	3 rd , 4 th Qtr
KRA 5.2 Administrative control of whole Government HR & Payrolls Systems.			
Strategy 5.2.1 To effectively and efficiently administer organization structures.			
Manage whole Government Payroll systems	5.2.1.1 Entries of New Hires and Confirmation of Salary payments	HRAS MIS&S	2 nd , 3 rd & 4 th Qtr
	5.2.1.2 Organize Structure and ECT loading into GoPNG HR/Payroll System	HRAS MIS&S	2 nd , 3 rd & 4 th Qtr
	5.2.1.3 Provide Reports for Organization's Personnel Emoluments Expenditures	HRAS MIS&S	2 nd , 3 rd & 4 th Qtr
	5.2.1.4 Terminate, Suspend and Transfer Staffing from HR/Payroll System	HRAS MIS&S	1 st , 2 nd , 3 rd & 4 th Qtr
	5.2.1.5 Conduct Ascender User's Training for the Online Agencies (National Departments, Provincial Agencies, Institutions' and Authorities)	MIS&S	1 st , 2 nd , 3 rd & 4 th Qtr
	5.2.1.6 Establish Training Room and Procurement of Computers	MIS&S	1 st , 2 nd , 3 rd & 4 th Qtr
	5.2.1.7 Provide Multi-Media Training Kit and Manuals on the HR/Payroll System	MIS&S	1 st , 2 nd , 3 rd & 4 th Qtr
	5.2.1.8 Monitoring and Auditing of Ascender HR/Payroll system	MIS&S MC&R	1 st , 2 nd , 3 rd & 4 th Qtr
	5.2.1.9 Provide reporting system/tool for the whole of Government client reporting	HRAS	1 st , 2 nd , 3 rd & 4 th Qtr
	5.2.1.10 Provide Fortnightly Reports for PE and HR/Payroll Expenditures	HRAS	1 st , 2 nd , 3 rd & 4 th Qtr
	5.2.1.11 Proposed organisational structures received from agencies.	HRAS	1 st Qtr

Strategy 5.2.2 Management of Staffing and Establishment under Devolved Powers

Staffing & Establishment controlled	5.2.2.1 Conduct Quarterly S&E Review	HRAS	1 st , 2 nd , 3 rd & 4 th Qtr
	5.2.2.2 Assist agencies with annual PE Budget Estimates	HRAS	Qtrly
	5.2.2.3 Provide reports on Staffing & Establishment and PE Expenditure Trend	HRAS	Fornightly
	5.2.2.4 Participate in interdepartmental committee meetings (OSPEAC, PEFA, NEFC, Qtrly Budgets Reviews)	HRAS	1 st , 2 nd , 3 rd & 4 th Qtr
	5.2.2.5 Conduct orientation on S&E Business Process	HRAS	Qtrly
	5.2.2.6 Facilitate retirement & redeployment of unattached & redundant officers.	HRAS	Qtrly
Strategy 5.2.3 Regularly monitor, evaluate and report on budgetary performances			
Prudent Management of PE Budget	5.2.3.1 Conduct regular OSPEAC technical committee meetings	HRAS	Qtrly
	5.2.3.2 Disseminate resolutions to OSPEAC secretaries	HRAS	Qtrly
	5.2.3.3 Provide technical input to Budget Management Committee (BMC) on budgetary performance.	MIS&S HRAS	Qtrly
	5.2.3.4 Presentation of OSPEAC information paper to NEC	MIS&S HRAS	Qtrly
Strategy 5.2.4 Progressive reports on HR ConNECT Activities			
Regular reports on HR ConNECT activities	5.2.4.1 Monitor and maintenance of HR/Payroll System Controls – 1PPP-Position Occupancy Link – Upper Limit on “Unattached Officers”	MIS&S HRAS	Qtrly
	5.2.4.2 Data Cleansing (Systems Control)	MIS&S HRAS	Qtrly
	5.2.4.3 Establishment/Position Data Cleansing	MIS&S HRAS	Qtrly
	5.2.4.4 Management of Allowances Data Cleansing	MIS&S HRAS	Qtrly

	5.2.4.5 Contract Management and Administration on the Ascender Pay IHRP System	MIS&S HRAS	Qtrly
	5.2.4.6 Employee Leave Data Cleansing	MIS&S HRAS	Qtrly
Strategy 5.2.5 Ongoing consultation on payroll expenditures with Agencies			
PE Expenditure Control	5.2.5.1 Identification of Public Agencies spending beyond budgets	MIS&S HRAS	1 st , 2 nd , 3 rd & 4 th Qtr
	5.2.5.2 Regular consultation with agencies in respect of PE over-expenditure	MIS&S HRAS	1 st , 2 nd , 3 rd & 4 th Qtr
	5.2.5.3 Provide reports on the activities mentioned above.	MIS&S HRAS	1 st , 2 nd , 3 rd & 4 th Qtr
	Strategy 5.2.6 Implement compulsory NID for Public Servants		
Public Servants' file No: & NID linked	5.2.6.1 Develop ICT specification for NID & Ascender payroll IHRP system	MIS&S HRAS	3 rd & 4 th Qtr
KRA 5.3 MEAC/Performance Management System and Senior Executive Service			
Strategy 5.3.1 Facilitate the Merit Base Executive Search and Appointment process			
Facilitate Appointment & Management of Departmental Heads, Provincial Administrators & CEOs	5.3.1.1 Vacant agency head positions in the public sector are substantively filled through the merit-based recruitment and selection process. (KPI)	ES&A	1 st , 2 nd Qtr
	5.3.1.2 Proper Administration of Contracts of employment for NEC Appointees. (KPI)	ECA	1 st , 2 nd Qtr
	5.3.1.3 Facilitate terminations of agency heads according to the PS Regulations in consultation with affected Agencies.	ES&A	Quarterly
	5.3.1.4 Acting appointments are facilitated by the Minister for Public Service using the NEC delegated powers in a timely manner.	ES&A	Quarterly
	5.3.1.5 Make stakeholders aware of ERS systems, processes and procedures.	ERS Team	Quarterly
	5.3.1.6 Facilitate Orientation Programs for new appointees.	ECA	Quarterly

	5.3.1.7 Partner with Private HR Consulting Companies to share best practices on Executive Appointments	ES&A	Quarterly
	5.3.1.8 Review & Develop ERS Records Management System	ERS Team	Quarterly
	5.3.1.9 Review of Job Description	ES&A	Quarterly
	5.3.1.10 Identify skills gaps & develop capacity	ES&A	Quarterly
Strategy 5.3.2 MEAC makes merit based decisions on agency heads appointment, performance, suspensions and terminations.			
	Refer 5.3.1.2, 5.3.1.3, 5.3.1.4		
Strategy 5.3.3 Facilitate the establishment of Public Sector Boards.			
Appointment of fully functional Boards	5.3.3.1 Liaise with the portfolio Ministries to complete fit and proper persons checks of non ex-officio members of all Public Sector Boards to comply with the enabling legislations.	ERS team	2 nd , 3 rd Qtr
	5.3.3.2 Seek NEC Endorsement on all appointees	ERS Team	3 rd Qtr
	5.3.3.3 Regular Status Reports are provided to NEC	ERS Team	2 nd , 3 rd Qtr
Strategy 5.3.4 Coordinate the activities of the Independent Investigation Committee			
Facilitate Independent Investigation	5.3.4.1 Co-ordinate the establishment of the committee	L&IS	Quarterly
	5.3.4.2 Document all meeting proceedings	L&IS	Quarterly
	5.3.4.3 Provide recommendations on findings	L&IS	Quarterly
Strategy 5.3.5 Administer Agency Heads Terms and Conditions of employment & contract of employment			
Administer Terms & Conditions	5.3.5.1 Negotiate Senior Executives Medical Cover in consultation with Insurance Companies.	ECA	4 th Qtr
Strategy 5.3.6 Facilitate Orientation program for the Agency Heads and Members of Parliament (MP)			

Conduct onboarding sessions	5-3.6.1 Laise with agencies to conduct onboarding sessions for new appointees.	ERS Team	yearly
	5-3.6.2 Laise with National Parliament to conduct onboarding sessions for newly elected members of Parliament	ERS Team	yearly
Strategy 5-3.7 Develop ERS (Executive Resource Services) Handbook			
Published ERS Handbook	5-3.7.1 Conduct research online and survey	ERS Team	yearly
	5-3.7.2 Develop and publish handbooks	ERS Team	yearly
Strategy 5-3.8 Develop Regulation for the Senior Executive Management (EMS)			
Senior Executive Management Regulation	5-3.8.1 Draft regulations in consultation with legal team	PMS	3 rd Qtr
	5-3.8.2 First Legislative Council (FLC) to Certify	PMS	4 th Qtr
Strategy 5-3.9 Administer Web-Based performance management system to capture all KRAs and performance assessments			
PMS system Launch	5-3.9.1 Develop roll out plan of the PMS system for Agencies to enter KRAs on the Online system	EM EPM	1 st , 2 nd Qtr
	5-3.9.2 Conduct a Readiness Audit for all Stakeholders for rolling out PMS	EM EPM	1 st Qtr
	5-3.9.3 Conduct Regional Workshops on the system	EM EPM	1 st , 2 nd , 3 rd & 4 th Qtr
	5-3.9.4 Conduct roll out of PMS	EM EPM	3 rd Qtr
	5-3.9.5 Conduct regular Orientation Programs to address performance issues	EM EPM	1 st Qtr
	5-3.9.6 Annual performance commitments and Performance Assessment Reports are compiled and reported to NEC	EM EPM	1 st Qtr
	5-3.9.7 Meet Contractor/Consultant obligations	EM EPM	1 st Qtr

	5-3.9.8 Launch PMS	EM EPM	1 st Qtr
	5-3.9.9 Develop electronic database	EM EPM	2 nd , 3 rd Qtr
	5-3.9.10 Purchase equipment to assist PMS (mobile App,SQL)	EM EPM	2 nd , 3 rd Qtr
	5-3.9.11 Engage consultant service to meet specific PMS issues	EM EPM	3 rd , 4 th Qtr
	5-3.9.12 Conduct Monitoring & Evaluation	EM EPM	3 rd , 4 th Qtr
	5-3.9.13 Provide logistical & support service to PMS	EM EPM	3 rd , 4 th Qtr
Strategy 5-3.10 Run Training for all Agencies to manage the Web-Based performance management system			
Management of Web-Based performance management system	5-3.10.1 Develop policy & business processes for the Web-based PMS for all employees based on the contract categories.	EM EPM	3 rd , 4 th Qtr
	5-3.10.2 Conduct training for agencies	EM SPD	
	5-3.10.3 Manage performance on an annual basis utilising the PMS system	EM EPM	3 rd , 4 th Qtr
	5-3.10.4 Provide regular reports to MEAC on performance of agency heads against agreed KRAs.	EM EPM	3 rd , 4 th Qtr
Strategy 5-3.11 Develop a Web-Based Performance Management System for Senior Executive Managers (XMS) category A-C contracts.			
Online management of Senior Executive Managers' contracts	5-3.11.1 Contract negotiated and signed with contractor to develop/modify online stand alone PMS to cater for officers under category A,B,C	SPD EPM	2 nd , 3 rd Qtr
	5-3.11.2 Develop PMS Manual	SPD EPM	2 nd , 3 rd Qtr
	5-3.11.3 Stand alone PMS piloted in selected Agencies/Provinces/Districts	SPD EPM	2 nd , 3 rd Qtr
	5-3.11.4 Rollout Stand alone PMS to agencies	SPD EPM	2 nd , 3 rd Qtr

KRA 6.1 Research and Development of new innovative PS HR Policies, Guidelines, Systems and Processes			
Strategy 6.1.1 Review existing or design and develop new innovative HR policies and Guidelines.			
All outstanding draft Policies (<i>GDP Policy; Induction Learners Guide; HIV/AIDS</i>) finalised and endorsed by EMT	6.1.1.1 Edit and finalise revised GDP Policy for EMT endorsement.	SPD	1 st Qtr
	6.1.1.2 Consult PILAG for transfer and delivery of PS GDP program to PILAG.	SPD	2 nd Qtr
	6.1.1.3 Finalise Revised Induction Learners Guide for endorsement.	SPD	2 nd Qtr
	6.1.1.4 Finalise PS HIV & AIDS Policy for EMT Endorsement.	SPD	2 nd Qtr
	6.1.1.5 Prepare and secure budget funding for Policy roll outs.	SPD	2 nd Qtr
Strategy 6.1.2 Facilitate new and revised PS GO, HR policies and guidelines awareness and rollouts.			
Facilitate new revised PS GO awareness and roll-out	6.1.2.1 Finalise Revised GO – 5 th Edition editorial, print and submit to Acting Secretary with a cover Brief.	SPD	1 st , 2 nd Qtr
	6.1.2.2 Have a GO Review Reflection Session - Review Team to compile Notes and revise budget for GO printing, launching and roll out for EMT information and funding support.	SPD	1 st , 2 nd Qtr
	6.1.2.3 Inclusion of new/amended GO Policy Provisions (<i>Medical Insurance...</i>)	SPD	1 st , 2 nd Qtr
	6.1.2.4 Endorsement by Vetting Committee and a/Secretary.	SPD	1 st , 2 nd Qtr
	6.1.2.5 Secure funding to Print 100 GO copies	SPD	1 st , 2 nd Qtr
	6.1.2.6 Launching of new GO – 5 th Edition	SPD	1 st , 2 nd Qtr
	6.1.2.7 Conduct GO – 5 th Edition awareness and roll out, PS wide.	SPD	1 st , 2 nd Qtr
	6.1.2.8 Develop a standard GO Review process guideline.	SPD	1 st , 2 nd Qtr
	6.1.2.9 Monitor and evaluate GO Issues Matrix for supplementary GOs.	SPD	yearly
Strategy 6.1.3 Provide ongoing strategic policy advice and workforce planning			

Human Resources Dev. Strategic Plan (HRDSP) Awareness	6.1.3.1 Review C.N.A Policy and Toolkit	SPD	2 nd , 3 rd Qtr
	6.1.3.2 HRDSP 2020-2040	SPD	2 nd , 3 rd Qtr
	6.1.3.4 Provide advise on HR Policy Guidelines and Interventions	SPD	2 nd , 3 rd Qtr
	KRA 6.2 Public Servants Retirement and Exit Plan		
Strategy 6.2.1 Develop Policy on the Exit Strategy of Public Servants			
Public Servants Retirement and Exit Policy	6.2.1.1 Revisit and review current Draft PS Exit Policy	SPD	4 th Qtr
	6.2.1.2 Facilitate consultations with key stakeholders for views and feedback.	SPD	4 th Qtr
	6.2.1.3 Finalise and circulate Draft Exit Policy to EMT for comments/feedback.	SPD	4 th Qtr
	6.2.1.4 Prepare NEC submission for clearance.	SPD	4 th Qtr
Strategy 6.2.2 Review the existing Policy on Retirement			
	6.2.2.1 same as above.	SPD	2 nd , 3 rd Qtr
Strategy 6.2.3 Develop Policy on Public Servants Entry and Career Path			
PS HRDSP endorsed	6.2.3.1 Develop a concept paper on HRDSP activities	SPD	2 nd , 3 rd Qtr
KRA 7.1 Public Service Reform for enhanced and smart service delivery			
Strategy 7.1.2 Functional Expenditure Reviews of Priority Agencies			
Strategy 7.1.3 Undertake legislative and administrative reforms to improve efficiency and productivity in the public service.			
Implement Legislative & Administrative Reforms	7.1.3.1 Assist NDoH through regulations and clearance processes (State Solicitors, NEC, FLC , Gazette))	L&AR	2 nd , 3 rd Qtr
	7.1.3.2 Assist NDoH to launch the regulations	L&AR	2 nd , 3 rd Qtr
	7.1.3.3 Participate in country-wide awareness workshops in partnership with NDoH.	L&AR	2 nd , 3 rd Qtr

	7.1.3.4 Carry out awareness within DPM	L&AR	2 nd , 3 rd Qtr
Strategy 7.1.4 Administration of NEC Decisions and implement PS Reform agenda			
Implement NEC Decisions	7.1.4.1 Interpret and Implement NEC Decisions	L&AR	2 nd , 3 rd Qtr
	7.1.4.2. Provide half yearly information paper to NEC	L&AR	2 nd , 3 rd Qtr
	7.1.4.3 NEC submissions on specific reform agenda.	L&AR	2 nd , 3 rd Qtr
	7.1.4.4 Facilitate NEC directives	L&AR	2 nd , 3 rd Qtr
KRA 7.2 Public Servants Entrant and Development			
Strategy 7.2.1 New Public Service entry to be at the District level ONLY			
Endorsed Policy on PS Career Path	7.2.1.1 Develop concept note on Public Servants Career Path (PSCP)	L&AR	2 nd , 3 rd Qtr
	7.2.1.2 Obtain EMT approval on the concept note on (PSCP)	L&AR	2 nd , 3 rd Qtr
	7.2.1.3 Develop policy on PS Career Path	L&AR	2 nd , 3 rd Qtr
	7.2.1.4 Obtain approval from NEC	L&AR	2 nd , 3 rd Qtr
	7.2.1.5 Develop program for the policy	L&AR	2 nd , 3 rd Qtr
Strategy 7.2.2 All Public Service entrant must have a 1st degree in their technical field.			
All Public Servants must have a first degree	7.2.2.1 Develop concept note on Public Servants Career Path (PSCP)	L&AR	2 nd , 3 rd Qtr
	7.2.2.2 Obtain EMT approval on the concept note on (PSCP)	L&AR	2 nd , 3 rd Qtr
	7.2.2.3 Develop policy on PS Career Path	L&AR	2 nd , 3 rd Qtr
	7.2.2.4 Obtain approval from NEC	L&AR	2 nd , 3 rd Qtr
	7.2.2.5 Develop program for the policy	L&AR	2 nd , 3 rd Qtr
Strategy 7.2.6 Public Servants who go through the Graduate Diploma and Masters program must be bound to serve in the public service for a period of time.			

Policy on Public Servants bonding	7.2.6.1 Develop concept note on bonding Public Servants after training	L&AR	2 nd , 3 rd Qtr
	7.2.6.2 Obtain approval of the concept note from EMT	L&AR	2 nd , 3 rd Qtr
	7.2.6.3 Develop Policy on bonding of Public Servants	L&AR	2 nd , 3 rd Qtr
	7.2.6.4 Obtain NEC approval	L&AR	2 nd , 3 rd Qtr
	7.2.6.5 Develop program for the policy	L&AR	2 nd , 3 rd Qtr
Strategy 7.2.7 Institute Regulation to uphold the Public Service Code of Ethics and Conduct.			
Institutionalized disciplinary process	7.2.7.1 Develop concept note on Institutionalization of disciplinary process	L&AR	2 nd , 3 rd Qtr
	7.2.7.2 Obtain approval of the concept note from EMT	L&AR	2 nd , 3 rd Qtr
	7.2.7.3 Develop Policy on Public Servants discipline	L&AR	2 nd , 3 rd Qtr
	7.2.7.4 Obtain NEC approval	L&AR	2 nd , 3 rd Qtr
	7.2.7.5 Develop program for the policy	L&AR	2 nd , 3 rd Qtr
Strategy 7.2.8 Necessary provisions in the General Orders be made.			
Update GO as and when a policy is endorsed	7.2.8.1 Obtain copies of all policy approval by NEC	L&AR	2 nd , 3 rd Qtr
	7.2.8.2 Obtain approval from EMT to have these policies integrated into the GO	L&AR	2 nd , 3 rd Qtr
	7.2.8.3 Refer to Strategic Policy Dev. Division for integration into the GO	L&AR	2 nd , 3 rd Qtr
KRA 7.3 Work in partnership on Delegated Service Delivery Function			
Strategy 7.3.1 Establish greater understanding amongst all state agencies on the Functional Assignment at the 3 levels of government.			
Establish understanding of functional assignment	7.3.1.1 Write a paper on Functional Assignment and its relevance to the determination of the Organisational Structures	L&AR	2 nd , 3 rd Qtr
	7.3.1.2 Present in at the PLLSMA meeting	L&AR	2 nd , 3 rd Qtr

at the 3 levels of government	7-3.1.3 Get PLLSMA agreements for review of the Functional Assignment Act review	L&AR	2 nd , 3 rd Qtr
Strategy 7-3.2 Facilitate Designing of Structural Establishment in line with Delegated Service Delivery roles.			
KRA 8.1 Public Sector Employment and whole of government role through CACC			
Strategy 8.1.1 Provide professional advice to CACC on all matters connected with public sector employment and workforce management.			
CACC is informed of Public Sector Human Resources Management (HRM)	8.1.1.1 Provide regular reports to CACC on Public Sector manpower	Deputies	monthly
	8.1.1.2 Provide regular reports to CACC on public sector wages bill	Deputies	monthly
KRA 8.2 Awareness and Information on Reforms and changes in Public Service			
Strategy 8.2.1 Provide Advice Awareness and Information on Reforms and changes in all Public Service Agencies			
Disseminate Reforms information	8.2.1.1 Conduct Reforms information/awareness sessions in PS agencies	L&AR	annually
Strategy 8.2.2 Synchronization of KRA intergration into Agency Corporate Planning			
KRA 8.3 Investigation and Legal Advice			
Strategy 8.3.1 Provision of Legal Advice and Investigation on all HR matters			
Investigation and Legal Advice	8.3.1.1 Provision of legal advice and Investigation on all HR matters	L&I	yearly
	8.3.1.2 Provide legal advice and opinion to the office of the PS Minister and Secretary on legal matters concerning executive appointments, terms and conditions of employment suspensions, terminations and investigations.	L&I	yearly

	8.3.1.3 Provide instructions to office of the Solicitor General	L&I	yearly
	8.3.1.4 Draft Affidavits on behalf of PS Minister and Secretary DPM,	L&I	yearly
Strategy 8.3.2 Provide Legal Advice and Opinion to the office of the PS Minister and Secretary on legal matters concerning executive appointments, terms and conditions of employment, suspensions, terminations and investigations.			
Provision of Legal Advice	8.3.2.1 Provide legal advice to Minister & Secretary on Ex. Services	L&I	yearly
Strategy 8.3.3 Provide instructions to office of the Solicitor General (SG)			
Consultation with SG office	8.3.3.1 Improve working partnership with Solicitor General's Office	L&I	yearly
Strategy 8.3.4 Draft Affidavits on behalf of PS Minister and Secretary DPM.			
Compile Affidavits	8.3.4.1 Write Affidavits for PS Minister & Secretary DPM	L&I	yearly
KRA 9.1 PNG Ethics and Values-Based Executive Leadership and Management Capability Framework			
Strategy 9.1.1 Implementation of MOU on Leadership and Governance precinct.			
MOU Implementation	9.1.1.1 Support UPNG & PILAG as Key Stakeholder	CB&D	yearly
Strategy 9.1.2 Provisions for public service workforce projections			
PS workforce planning	9.1.2.1 Obtain training plans from each agency	CB&D	yearly
	9.1.2.2 Plan training and advise agencies' HR managers		
Strategy 9.1.3 Improve coordination of donor funded scholarship			
Utilise developing partners Scholarships	9.1.3.1 Collaborate/network with developing partners through PNG DFAT	CB&D	yearly
Strategy 9.1.4 Jointly coordinating and delivering education and leadership programs with developing partners to promote and build capacity on leadership, governance and policies to enhance service delivery			

Partnership in capacity building programs	9.1.4.1 Partner with developing partners to deliver capacity building programs.	CB&D	yearly
Strategy 9.1.5 Provision for integration of the leadership framework into the National Public Service General Orders and HR Business process.			
GO and BP to incl. Leadership framework	9.1.5.1 Factor the Leadership framework in PS General Order & Business Process	CB&D	yearly
Strategy 9.1.6 APSC & CIT in collaboration with PILAG to develop Education and Leadership program that would be run by PILAG			
Facilitate APSC & CIT programs for PILAG	9.1.6.1 Co-ordinate programs on behalf of PILAG	CB&D	yearly
Strategy 9.1.7 Collaborate with Developing Partners to develop a Talent Development Strategy/Framework.			
	Refer 9.1.6	CB&D	yearly
Strategy 9.1.8 Evaluate and Report on the Workplace projects undertaken by participants of Emerging Leadership Programs			
Evaluate & Report	9.1.8.1 Obtain w/place project reports from participants of emerging leadership programs 9.1.8.2 Evaluate and submit reports to management	CB&D	yearly
Strategy 9.1.9 Develop Women in Leadership role in public Service.			
PS WIL	9.1.9.1 Develop framework 9.1.9.2 Establish joint technical working group to implement framework	CB&D	yearly
Strategy 9.1.10 Capacity Needs Analysis			
KRA 9.2 GESI (Gender Equity & Social Inclusive) Policy			
Strategy 9.2.1 GESI principles are integrated into business processes and systems allowing GESI to become part of everyday business in the public sector agencies.			
	9.2.1.1 GESI Rollout – PIPS completed for (Morobe, West Sepik, Western Highlands, Manus, Oro, West New Britain)	GESI (WoG)	2 nd , 3 rd 4 th Qtr

Implement GESI Policy in whole of Government	9.2.1.2 GESI Rollout to Provinces; East Sepik, Eastern Highlands, New Ireland, Enga, Southern Highlands, Hela, Simbu, Jiwaka, Milne Bay, Madang, Western, Gulf, East New Britain, ABG, Central including a minimum of 10 NCD based agencies per Quarter	GESI (WoG)	2 nd , 3 rd 4 th Qtr
	9.2.1.3 GESI capacity building (seven priority areas as per the policy) for GESI Managers.	GESI (WoG)	2 nd , 3 rd 4 th Qtr
	Strategy 9.2.2 Establish a network of Male public servants who are sensitized and trained to advocate for woman human rights and gender equity in their personal, professional and community lives.		
Establish Male Advocacy Network	9.2.2.1 Training/expansion of the Male Advocacy Network	GESI (WoG)	2 nd , 3 rd 4 th Qtr
	9.2.2.2 Establish Regional, National and Provincial Male Advocacy Networks	GESI (WoG)	2 nd , 3 rd 4 th Qtr
	9.2.2.3 Coordinate Bi-monthly meetings	GESI (WoG)	2 nd , 3 rd 4 th Qtr
	9.2.2.4 Plan and Coordinate Advocacy programs	GESI (WoG)	2 nd , 3 rd 4 th Qtr
	9.2.2.5 Information Communication Strategy	GESI (WoG)	2 nd , 3 rd 4 th Qtr
Strategy 9.2.3 Ensure that all agencies of Government implement the GESI Policy to achieve its goal of composition of 30% of women in leadership and decision making roles.			
Increased women participation in leadership decision making role to 30%	9.2.3.1 Develop a mentoring and coaching program	GESI (WoG)	2 nd , 3 rd 4 th Qtr
	9.2.3.2 DPM model for PSWIL	GESI (WoG)	2 nd , 3 rd 4 th Qtr
	9.2.3.3 Coordinate Bi-monthly meetings	GESI (WoG)	2 nd , 3 rd 4 th Qtr
	9.2.3.4 Establish and/or strengthen PSWIL relations within the National, Provincial and District levels	GESI (WoG)	2 nd , 3 rd 4 th Qtr
	9.2.3.5 Capacity Needs Analysis conducted to identify capacity gaps for women public servants in 30 selected provincial and national agencies.	GESI (WoG)	2 nd , 3 rd 4 th Qtr

	9.2.3.6 Establish WIL Profile for 30 selected provincial and national agencies	GESI (WoG)	2 nd , 3 rd 4 th Qtr
Strategy 9.2.4 Establish and support a GESI HELP DESK in all government agencies.			
Establish GESI Help Desk	9.2.4.1 Establish GESI helpdesk in all government agencies.	GESI (WoG)	2 nd , 3 rd 4 th Qtr
	9.2.4.2 Establish referral pathways and case management system	GESI (WoG)	2 nd , 3 rd 4 th Qtr
	9.2.4.3 Training for GESI Help Desk Managers.	GESI (WoG)	2 nd , 3 rd 4 th Qtr
	9.2.4.4 Develop appropriate templates to be used for complaints registry and data collection	GESI (WoG)	2 nd , 3 rd 4 th Qtr
	9.2.4.5 Help Desk information communication material distributed to GESI managers	GESI (WoG)	2 nd , 3 rd 4 th Qtr
Strategy 9.2.5 Review GESI Policy and develop other supporting materials for mainstreaming across the Public Service.			
Review GESI Policy & Disseminate information	9.2.5.1 GESI Policy Review.	GESI (WoG)	2 nd , 3 rd 4 th Qtr
	9.2.5.2 Develop GESI managers hand book and mainstreaming templates.	GESI (WoG)	2 nd , 3 rd 4 th Qtr
	9.2.5.3 Develop communication and information materials/ mediums.	GESI (WoG)	2 nd , 3 rd 4 th Qtr
Strategy 9.2.6 Coordination, implementation, monitoring and evaluation of GESI mainstreaming in the public service.			
Monitoring and reporting GESI WOG	9.2.6.1 GESI Data collection and analysis	GESI (WoG)	2 nd , 3 rd 4 th Qtr
	9.2.6.2 Develop Agency specific M&E framework for national and provincial agencies	GESI (WoG)	2 nd , 3 rd 4 th Qtr
	9.2.6.3 Collate and prepare annual GESI (WOG) reports	GESI (WoG)	2 nd , 3 rd 4 th Qtr
KRA 9.3 District Enabling Environment			
Strategy 9.3.1 Coordinate with DP&LLGA to submit a joint submission for District Enabling Environment for Public Servants Housing and District Office			

LLG & District Housing Program Developed for selected LLG & District.	9-3.1.1 Liaise and consult central agencies of DP&LLGA, PM & NEC, DNP&M, State Solicitors, CSTB, NCD Building Board, PNG Power and with technical agencies of DoW and DLPP	PSH	2 nd Qtr
	9-3.1.2 Program preparation including special or stand-alone agency requirements.	PSH	2 nd Qtr
	9-3.1.3 Secure high level guidance, and support in principle from agencies through consultation, regarding the general direction of the program	PSH	2 nd Qtr
	9-3.1.4 Finalize the Plan, submit it for EMT consideration and approval. Then submit for consideration and official endorsement by NEC.	PSH	2 nd Qtr
Develop Communication Strategy	9-3.1.5 Develop a communication strategy for industry and media information, taking into account commercial issues in confidence contained within the Plan	PSH	2 nd Qtr
	9-3.1.6 Identify a cross section of proposed selected Districts taking into account Government priorities, location, logistics, size, and degree of difficulty in finalizing a Plan	PSH	2 nd Qtr
Planning of LLG & District Housing	9-3.1.7 Determine Status of Land. When there is any dispute for the portion of land, the team is subjected to resolve the land dispute settlement with the appropriate authorities.	PSH	4 th Qtr
	9-3.1.8 Conduct research on every individual project site and collect data of all aspects of the site including the human population, climatic data, soil type, topography, economic activities, etc. which will be significant to the determination of the type of houses of the particular district.	PSH	4 th Qtr
KRA 9.4 Staff redistribution in the National Public Service			
Strategy 9.4.1 Discussion on MTDP III priorities with National Agencies, Agriculture, Fisheries, Forestry, SME and Tourism on Extension officers requirements at the District level.			

Implement MTDP III	9.4.1.1 Initiate discussion with MTDP III priority Agencies regarding technical/extension officers to be at the Districts.	SPD	3 rd -4 th Qtr
Strategy 9.4.2 Coordinate Establishment and approval of District Structures			
		HRAS SPD	
KRA 10.1 DPM support and coordination to the ABG public service			
Strategy 10.1.1 Public Service Structures developed & implemented to support ABG operation			
ABG Public Service Key government HRM policies, guidelines and processes are developed and implemented to support ABG Operations	10.1.1.1 Development of Industrial Relations & Dispute Settlement Framework	L&AR I&EC	3 rd -4 th Qtr
	10.1.1.2 Development of Technical Advisors' Regulations and Contract	L&AR	3 rd -4 th Qtr
	10.1.1.3 Update and Set up of Personnel Records System	L&AR MCA&R	3 rd -4 th Qtr
	10.1.1.4 Development of ABG Office Allocation & Housing Policy	L&AR PSH	3 rd -4 th Qtr
	10.1.1.5 Monitoring & Evaluation of ABG Public Service Policies.	L&AR MCA&R	3 rd -4 th Qtr
	10.1.1.6 Development of ABG Business Processes	L&AR HRAS	3 rd -4 th Qtr
	10.1.1.7 Development of ABG Strategic Workforce Plan.	L&AR SPD	3 rd -4 th Qtr
	10.1.1.8 Migration of Teachers, Police and Correctional Services Payroll.	L&AR MIS&S	3 rd -4 th Qtr
	10.1.1.9 Electorate Rollout of the Ascender Pay Integrated HR & Payroll System to North, Central & South Bougainville.	L&AR MIS&S	3 rd -4 th Qtr
	10.1.1.10 Bougainville Restoration Hardship Allowance	L&AR I&EC	3 rd -4 th Qtr
	10.1.1.11 Development of Industrial Relations & Dispute Settlement Framework	L&AR I&EC	3 rd -4 th Qtr
	10.1.1.12 Development of Technical Advisors' Regulations and Contract	L&AR	3 rd -4 th Qtr

	10.1.1.13 Update and Set up of Personnel Records System	I&EC L&AR MCA&R	3 rd -4 th Qtr
Strategy 10.1.2 Public Service Skills, Knowledge and Leadership are developed and maintained			
Capacity and Capability skills are developed for the Bougainville Public Service	10.1.2.1 Special Work Assignments to ABG for DPM/Finance Officers for Alesco Training	L&AR DoF	3 rd -4 th Qtr
	10.1.2.2 Work Attachment Program with DPM	L&AR HRAS	3 rd -4 th Qtr
	10.1.2.3 Technical Assistance Capacity Building Programs & Capacity Needs Analysis	L&AR HRAS	3 rd -4 th Qtr
Strategy 10.1.3 Drawdown of powers and functions to the Autonomous Bougainville Public Service			
National Public Service Agency Powers and functions are implemented in the Bougainville Public Service.	10.1.3.1 Attendance to mandatory meetings including Joint Technical Working Group, Joint Technical Team, Joint Supervisory Board Meetings.	L&AR Ex. Services	3 rd -4 th Qtr
	10.1.3.2 Assist in Audit of Powers drawdown specifically on personnel matters.	L&AR MCA&R	3 rd -4 th Qtr
	10.1.3.3 Provide Advisory roles in personnel matters in all technical meetings.	L&AR HRAS	3 rd -4 th Qtr
KRA 10.2 DPM Support on Provincial Autonomy			
Strategy 10.2.1 In collaboration with DPLGA work on the Gradative Process of Decentralization for the Provincial Autonomy			
Establish Technical Working Group (DPM/DPLGA) for Gradative for Provincial Autonomy	10.2.1.1 Liaise with DPLGA to establish a technical working group on the concept of Gradative process for provincial autonomy	L&AR	3 rd -4 th Qtr
	10.2.1.2 DPLGA & DPM technical working group to develop concept paper on Provincial Autonomy Gradative	L&AR	3 rd -4 th Qtr
	10.2.1.3 Develop Policy on Gradative for Provincial Autonomy	L&AR	3 rd -4 th Qtr

	10.2.1.4 Obtain EMT endorsement on the policy paper	L&AR	3 rd -4 th Qtr
	10.2.1.5 Submit policy paper on Gradative of Provincial Autonomy to NEC for approval	L&AR	3 rd -4 th Qtr
	10.2.1.6 Develop program for the policy on process of Gradative for Provincial Autonomy	L&AR	3 rd -4 th Qtr
Strategy 10.2.3 To review the instrument of delegation of HR powers and functions to the provinces (re-District functionality)			
KRA 10.3 DPM support to District Development Authority			
Strategy 10.3.1 Development of the DDA HR Regulation for service delivery at the District and LLG level.			
Strategy 10.3.4 Delegation of HR powers and functions to District Administrators			



DEPARTMENT OF PERSONNEL MANAGEMENT

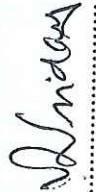
Certificate of Endorsement

I, Taies Sansan, Acting Secretary of the Department of Personnel Management and the Chairperson of the Department's Executive Management Team, hereby endorse the 2019 Management Action Plan for use as the implementation tool for the projects and activities targeted to be accomplished this year. The MAP is subjected to change from time to time on the recommendations of the Executive Management Team (EMT).

Dated this 3rd July 2019.


.....

TAIES SANSAN
A/Secretary


.....

AGNES FRIDAY, MPS
Deputy Secretary
CAMR&CA


.....

WILLIAM HAPIPAI
A/Deputy Secretary
Policy & Reform


.....

VELE RAVUGAMINI
A/Deputy Secretary
Executive Resource Services

List of Acronyms

ABG	-	Autonomous Bougainville Government
AMR	-	Annual Manangement Report
APSC	-	Australian Public Service Commission
BEC	-	Budget Executing Committee
BMC	-	Budget Management Committee
BHC	-	Brain Hart Consultants
BP	-	Business Process
CACC	-	Central Agency Coordinating Committee
CA & R-		Corporate Affairs & Research Division
CBD	-	Central Business District
CEO	-	Chief Executive Officer
CGO	-	Central Government Office
CNA	-	Capacity Needs Analysis
CP	-	Corporate Plan
CPM&E	-	Corporate Planning Monitoring & Evaluation
CSTB	-	Central Supply Tender Board
DDA	-	District Development Authority
DPM	-	Department of Personnel Management

DPLGA	-	Department of Provincial & Local Level Government Affairs
DLPP	-	Department of Lands & Physical Planning
DNP&M	-	Department of National Planning & Monitoring
DSP	-	Development Strategic Plan
DoW	-	Department of Works
ELD	-	Executive Leadership Development
EMT	-	Executive Management Team
ERS	-	Executive Services Resourcing
ESD	-	Executive Services Division
EO	-	Executive Officer
EM	-	Executive Management
ECT	-	Establishment Comparison Table
EPM	-	Executive Performance Management
ES&A	-	Executive Search & Appointment
F&CP	-	Finance & Corporate Planning
GESI	-	Gender Equity & Social Inclusion
GHOS	-	Government Housing Ownership Scheme
GO	-	General Order
PP & JE	-	Pay Policy & Job Evaluation Branch
HRA	-	Human Resource Administration
HRAS	-	Human Resource Advisory Services Division
HRBP	-	Human Resource Business Process

HR	-	Human Resource
IA	-	Internal Audit
IR	-	Industrial Relation
I&EC	-	Industrial & Employment Condition
ICT	-	Information and Communication Technology
IHRPS	-	Integrated HR Payroll System
IFMS	-	Integreted Financial Management System
KRA	-	Key Result Areas
LCF	-	Leadership Capability Framework
L & A	-	Legislative & Administration
NEC	-	National Executive Council
NID	-	National Identity
NCD	-	National Capital District
NZ AID	-	New Zealand AID
MCA & R	-	Monitoring Compliance, Assessment & Reporting
MEAC	-	Ministerial Executive Appointment Committee
MOA	-	Memorandum of Agreement
MOU	-	Memorandum of Understanding
MTDP111	-	Medium Term Development Plan 3
MIS & S	-	Management Information System & Support
Mgr	-	Manager
OGAPSH	-	Office of Government Accommodation and Public Service Housing

PI	-	Performance Indicators	
PM	-	Performance Management	
PMS	-	Performance Management system	
PM&NEC	-	Prime Minister & National Election Council	
PILAG	-	Pacific Institute of Leadership & Governance	
PSGSRR	-	Public Service Government Salaries & Remuneration Review	
PSC	-	Public Service Commission	
PSC & SD	-	Public Sector Capability & Skills Development Division	
PSIH	-	Public Service Institutional Housing	
PSMA	-	Public Service Management Act	
PSWIL	-	Public Service Women In Leadership	
PP&JE	-	Pay Policy & Job Evaluation	
S&E	-	Staff & Establishment	
SCMC	-	Salary and Condition, Monitoring Committee	
SRC	-	Salary Remuneration Committee	
SPD	-	Strategic Policy Development	
SHRM	-	Strategic Human Resource Management	
TA	-	Technical Advisors	
UPNG	-	University of Papua New Guinea	
WPR & SD	-	Workforce Policy Research & Skills Development	
WoG	-	Whole of Government	



DEPARTMENT OF PERSONNEL MANAGEMENT

2019 MAP