



DEPARTMENT OF PERSONNEL MANAGEMENT

CORPORATE PLAN 2019 – 2022



“RISE UP, STEP UP, SPEAK UP”

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MINISTER'S FORWARD



It is with pleasure that I present to you the Department of Personnel Management's Medium Term Corporate Plan (MTCP) 2019 – 2022. As the Minister for Public Service and a former public servant, it has always been my desire to look beyond the usual - the General Orders & Corporate Responsibilities, or conventional ways of thinking and planning - to revitalize the public service. Upon taking up my portfolio after the 2017 national general elections, I decided to address the same national interests and objectives that the National Government had held for many years, but with limited headway. At one level, I decided to drive the implementation of laws, rules and regulations as designed and applied. The public would have taken note of certain changes that I took, including changes of executive personnel, under this resolve. At another level, I decided to introduce new thinking and strategies through policy directives.

At the outset, the introduction of the PNG Vision 2050 in 2010 reorganized presentations and wordings of policies and planning at all levels of government. At the same time, there were requirements to (re) define structural functions so that services could be delivered in the most economical manner and, accordingly, financial commitments were made against these functions.

Taking that cue, some policy areas specific to the DPM were given through the Alotau Accords I (2012 -2017) and II (2018 - 2022). The notable one during the last parliamentary term was the adoption of the new Public Service Management Act 2014¹. With valuable experiences from the last parliamentary term, the O'Neill-Abel government decided to take more bold and decisive steps in the current term that laid down the platform the Alotau Accord II. Some policy prescriptions continued from previous initiatives, especially those linked to the macro policies of the government. The Medium-Term Development Plan III (MTDP III) was designed within the context of the National Strategy for Responsible Sustainable Development (NSRSD), also known as StaRS, a ten-year plan that covers the 2012-2022 period. Thus, the MTDP III builds on what was planned and done under the MTDP I and II plans. The StaRS fundamental purpose was to shore up opportunities for nationals to participate in the national economy. The intention was to get people of PNG to participate in and benefit from investment in the 'Blue' (sea resources) and 'Green' (agriculture) economies, while at the same time reducing the country's reliance on the 'Brown' (mining/natural gas) economy. With the O'Neill-led Government's firm policy commitments, there is reason to raise hope that policy and planning matters would be dealt with more concretely compared to 20 – 30 years ago. It is DPM's responsibility to work in close collaboration with all Agencies of Government to capitalize on these strong policy initiatives and play its role in implementing them, thus moving the country forward.

The Department of Personnel Management has evolved since its establishment in 1986. Without any ingrained public administration culture to protect public servants, or enforce a sense of undivided obligation to the delivery of public services - as is the case in countries with mature administration practices - PNG's public bureaucracy has been co-opted by the many social groups in the country. The government machinery, including the public servants – while performing mandatory duties – have also been compromised by extra-curricular interests. In the process, the public service has been politicized and weakened, which in turn has affected its expected outcome. It is DPM's responsibility to take corrective measures in this regard.

¹The Public Service (Management) Act was originally adopted in 1986, and subsequently reviewed in 1995. The 2014 review was only the second time the law was reviewed.

Rebuilding districts as a forward-base for service delivery has been discussed for many years, but without concrete steps taken. The adoption of the District Development Authority (DDA) Act 2014 has been the strongest indication yet of Prime Minister O'Neill's determination to deal directly with districts.

For effective service delivery, it is critical that the enabling environment at this level is built up so that the National Government carries out its long-term desire to have 70 percent of public servants relocated to districts to carry out implementation responsibilities².

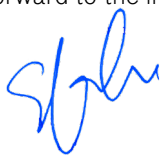
There are other innovative ideas that the O'Neill-Abel government is considering in its endeavor to build up a vibrant public bureaucracy. Plans are presently afoot to introduce health insurance for the public servants. The introduction of a pension scheme well as an exit strategy for public servants are being considered too. These are services that were considered improbable for years. It is imperative that public servants must have them. I would like to see the public bureaucracy modernized and advanced in line with what other countries have done for their public servants to improve the welfare and suit the demands of the 21st century. Some of these ideas are captured in the Corporate Plan for consideration and action.

Thus, the Corporate Plan is a well-thought-out guide for the short-term to achieve bigger long term objectives. The first major departure from previous DPM's corporate plans is it is tied to the five-year parliamentary term. This corporate plan will be used for three and a half years (2019 – 2022), while ensuing plans will be for five years starting in 2022³. Secondly, the MTCP 2019 – 2022 is intimately connected with the macro level policies of the National Government. This Corporate Plan directly reflects the thinking of the government of the day. If this connection can continue without setbacks, *ad hoc* planning can be minimized, and budgetary allocations guaranteed.

Finally, accountability has been a perennial problem in the public service in terms of submission to authority. A system has now been instituted, using Key Result Areas (KRAs) as reflected in the **Statutory Instrument 2014**, where all public servants under contract must prove their worth to the respective Secretaries or CEO of Departments and government agencies – including the Provincial Administrators and District Administrators. Sections 23/2 and 22/2 of the Statutory Instruments 7 & 9 respectively bring into focus the performance accountability process, that would ensure that the KRAs are achieved as planned for and signed in the contract document. It is my hope that this system is standardized during the duration of this Parliament.

When we reorganize our house in this manner, we would be able to make drastic changes to ensure that the Department of Personnel Management is aptly functional and the public servants prudently managed. The Department can apply the same management principles when directing each agency of government in the development of their corporate plans through stringent management of the Performance Management System (PMS).

I look forward to the implementation of the Medium-Term Corporate Plan 2019 – 2022.



HON. ELIAS KAPAVORE MP
Minister for Public Service

² The general thinking involves the retention of 10 percent of public servants at the national level to deal with policy matters while 20 percent will be in provinces to take on coordination responsibilities.

³ Papua New Guinea has been fortunate to have relative stability in the National Parliament since Sir Michael Somare's reign prime minister (2002 – 2011) and Peter O'Neill's (2012 – present), apart from an eleven months hiatus from August 2011 to mid-2012, when a political impasse took place.

SECRETARY'S INTRODUCTION



It is my privilege and honor to join Hon. Elias Kapavore MP, our Minister for Public Service, in endorsing this Medium-Term Corporate Plan 2019 – 2022 (MTCP 2019 – 2022) for the Department of Personnel Management (DPM). I genuinely believe that we now have an opportunity to build up the Department and address some of its persistent issues that have posed challenges for many years. It is important that we jointly determine the direction we are heading and carefully choose the steps we need to take to reach our desired destination.

DPM is one of the key and pivotal departments of the National Government, and an integral member of the Central Agency Coordinating Committee (CACC). It is obligatory on our part that we remain alert and willing to adjust to new government thinking and policy initiatives. There have been repeated calls over the years for public administration to improve on efficiency and effectiveness, bureaucracy to be cost-effective and the public adequately served. To meet such demands and expectations, DPM must be smart and strategic in its thinking. It should take proactive and decisive steps on the way forward. It is my firm belief that the MTCP 2019 – 2022 will be one key document to give DPM strategic guidance starting today.

Successive governments over the years have been talking about the public bureaucracy's huge cost to the state, whilst its work output remains negligible. The total number of public servants currently stands at 117,000 at all levels of government and across different public organizations. The size of the public bureaucracy is indeed a concern. However, its seriousness pales compared to fraudulent ways that have allowed, for instance, ghost names onto payrolls or individuals recruited through nepotism. Such practices demand a change of the mindset. The people, particularly leaders and public servants, must not undermine existing laws to flout the system.

The O'Neill-Abel Government has called time and asked government departments and agencies (including provincial and local-level governments) to assist in strengthening systems and processes of government through pronouncements such as the Alotau Accord II and articulated policy designs such as the Medium Term Development Plan III. It is time to make amendments and improvement on respective work ethics so that the service delivery process is improved for the sake of the public. Accordingly, it would be ideal and practical for all government authorities to use corporate plans for planning purposes. The planning template introduced through this Corporate Plan would be an ideal start for all government departments and agencies. The corporate plans should be tied to parliamentary terms so that the incumbent government's policy directives are inculcated and addressed in full. This step would also address a lingering problem that has curtailed many government initiatives, and that is the tendency for government departments and agencies to work in silos. It is imperative and binding on all government authorities to work in tandem.

The accountability of public servants' performances has been an enduring concern for elected leaders as well as citizens. DPM has stepped up to address this issue within the area of public administration through the establishment of the Performance Management System (PMS) and its Key Result Areas (KRA). The Heads of Government Organizations normally are answerable to Ministers, and they would have been given KRAs as part of their respective contractual assignments.

SECRETARY'S INTRODUCTION

Continued

The Head of the Organization is then expected to execute the KRAs through his or her departmental staff through assigned responsibilities normally within predetermined annual work plans or Management Action Plans (MAP) with milestones and time frames. This arrangement resembles an in-build reporting and accountability system. The critical change made is the inculcation of the Secretary's KRA into the Corporate Plan of the Department. The whole Department would now be involved in the implementation of the KRAs through the MAPs each year. If implemented well, it would ensure that there is limited space for unengaged individuals, and at the same time minimize occurrences of other unsavory issues in public administration.

Finally, the O'Neill-Abel Government is seriously taking steps to empower districts principally for service delivery reasons. This would signal a sizeable shift in the number of public servants from the national level to provinces and districts. Steps are afoot to ensure that enabling environments are created at the sub-national levels to accommodate the outward movement of public servants. DPM has commenced preparations for this significant step, and it is planned to be done between 2020 and 2040. It is important that government departments, agencies, Provincial and District Administration take heed of this early signals so that those concerned could start their own preparations.

In all, the DPM's Medium Term Corporate Plan 2019 – 2022 represents the type of forward thinking and planning that the current government has embarked on. It is my hope that mandated leaders, public servants and stakeholders in general internalize these new ideas. It is time to think outside the box.

I encourage all our stakeholders and Staff to work together to implement this Corporate Plan 2019 - 2022.

Thank you and God bless Papua New Guinea.



MS. TAIES SANSAN
Acting Secretary

PART I

INTRODUCTION AND PLANNING CONTEXT

VISION & MISSION

VISION

To have an efficient, ethical and value - oriented Public Servants who can provide Public Service to the people of Papua New Guinea.



Hon. Minister Elias Kapavore, a/Secretary Taies Sansan and Senior Executive Managers

MISSION

For Papua New Guinea to have a cadre of qualified Public Servants who will enter the Public Service at the District level and enhance the provision of service to the people.

DPM shall endeavor to Empower the Civil Servants to attain high degree of effectiveness at all levels of government and working collaboratively with the Provinces and Districts to create enabling environments at respective districts to situate the required human resources.

PART I

INTRODUCTION AND PLANNING CONTEXT

CORE VALUES & GUIDING PRINCIPLES

As Public Servants, we have respectively sworn an oath to uphold the following noble values applied through the Public Service Code of Conduct.

VALUES

HONESTY

Behaviour that is consistent with Christian principles, social norms, family expectations and policies and procedures of contemporary organizations.

INTEGRITY

Steadfast adherence to moral and ethical principles in private and public life in a manner that attracts respect, trust and sense of dependability.

ACCOUNTABILITY

Taking ownership of one's own actions and accepting responsibility for the actions of individuals, groups and organizations in one's purview and ensuring records especially in relation to incentives and rewards are current and transparent.

RESPECT

An intrinsic human trait that promotes a positive relationship with individuals, community and organizations; and emphasize a positive regard for the rule of law and the environment.

WISDOM

A Capacity for deeper level of understanding of issues involving discernment, intuition, experience and maturity and the ability to inspire and encourage actions to overcome challenges for the achievement of all people.

RESPONSIBILITY

Accepting stewardship for people and country; being guided conscience; actively making choices for the greater good; considering the implications of decisions and dealing with their consequences and developing capacity in others.

While serving as Public Servants, and within the Department responsible for the whole civil service, we must first apply these values with severity within our organization before asking others to follow. We must instill the Servitude Norm through these Values & Guiding Principles in the new cadre of Public Servants that will be entering the civil service.

PART I

INTRODUCTION AND PLANNING CONTEXT

DEPARTMENT'S LEGAL MANDATE AND CORE FUNCTIONS

LEGAL MANDATE

The Department of Personnel Management is established under the Public Service Management Act 2014 and is legally responsible for administering these Acts;

1. Public Service Management Act 2014 and its various regulations
2. Salaries and Conditions Monitoring Committee Act 1988
3. Public Employment (Non-Citizens) Act 1978
4. Pacific Institute of Leadership & Governance Act 2017
5. Regulatory Statutory Authorities Act 2004

CORE FUNCTIONS

The core functions of the Department of Personnel Management are:

1. to be the principle Advisor to the National Executive Council and the Minister on all matters concerning employment in the National Public Service and all Public Bodies; and,
2. to Administer the provision of the Public Service Management Act in order to enable the Government to determine:
 - (i) the structures and organizations of the National Public Service;
 - (ii) the employment of persons in the National Public Service;
 - (iii) the terms and conditions of appointment to and the employment in the National Public Service; and,
 - (iv) the employment of persons in the Provincial Administrations of the National Public service under the Organic Law on Provincial and Local Level Governments;
3. to administer the *Salaries and Conditions Monitoring Committee Act* 1988 in the determination and application of Government Pay Policy in all the Public Bodies;
4. to administer the *Public Employment (Non-Citizens) Act* 1978 in the employment of non-citizens in the prescribed public bodies;
5. to formulate regulations, General Orders and Circular Instructions for the implementation of the PSMA and other laws governing employment in the National Public Service and government employment policies;
6. to undertake regular audits of human resources and related payroll matters across all departments and to report to the National Executive Council on departmental heads performance;
7. to advice departmental heads and heads of public bodies as required by law, on all matters concerning employment of public employees in accordance with government policy;
8. to formulate and coordinate implementation of systems and procedures for the effective management and performances of the National Public Service, taking into consideration the equitable and socially inclusive principles and values;

PART I

INTRODUCTION AND PLANNING CONTEXT

DEPARTMENT'S LEGAL MANDATE AND CORE FUNCTIONS Continued

CORE FUNCTIONS

9. to manage and coordinate government relations with all public sector industrial organizations as advocate and negotiator;
10. to formulate and coordinate organizational and governance reviews of the National Public Service as an essential step to facilitate administrative reforms for greater efficiency of service delivery; and,
11. to cooperate with the departmental head of the Department of Prime Minister and National Executive Council.



PART I

INTRODUCTION AND PLANNING CONTEXT

OUR VALUED STAKEHOLDERS

- ▶ Governor General of Papua New Guinea
- ▶ The National Parliament of Papua New Guinea
- ▶ National Executive Council
- ▶ Minister for Public Service
- ▶ Ministerial Executive Appointments Committee
- ▶ Public Service Commission
- ▶ Salaries and Conditions Monitoring Committee
- ▶ Chief Secretary of the Department of Prime Minister and National Executive Council
- ▶ Central Agencies Coordinating Committee
- ▶ National Departmental Heads
- ▶ Heads of Statutory Bodies
- ▶ Heads of Public Bodies
- ▶ Heads of Public Sector Industrial Organisations
- ▶ PLLSMA
- ▶ Provincial Administrators
- ▶ District Administrators
- ▶ Development Partners.



Minister for Public Service Hon. Elias Kapavore, MP and Australian High Commissioner to PNG His Excellency Bruce Davis at the official opening of the new PILAG building - Tuesday, 1st May 2018.

PART I

INTRODUCTION AND PLANNING CONTEXT

CORPORATE PLAN POLICY STATEMENT

The Department of Personnel Management is mandated by Law, specifically through the Public Service Management Act 2014, and by policy specifications, to attend to the Human Capital (Human Resources) requirements of the Civil Service and - too more importantly - the HR requirements of the country. The Department is obligated to deliver on the National Government's Macro Policies envisaged in the Vision 2050 and the Development Strategic Plan (DSP) 2010 - 2030. It will ensure that the bureaucratic leadership that is assigned to drive the implementation of the macro policies of government is effective and efficient. Furthermore, the leadership is expected to be honest, innovative, proactive and inspiring. It must have effective communication strategies and skills that would ensure that it meaningfully engages with the political leadership. This is particularly important to have so that an understanding and commitment is present that would advance a systemic and cohesive approach in the implementation of the macro policies. All of these activities will be facilitated through the Performance Management System for Departmental Heads through 'Regulation Number 7 of 2014'.

The DPM's Corporate Plan 2019 – 2022 takes its cue from key policy initiatives of the O'Neill-Abel Government. These are initiatives that are broadly contained under the Medium Term Development Plan III and the Alotau Accord II. The latter in particular was designed to continue from where the Alotau Accord I left off. The major policy outlook however was carried forward in the Medium Term Development Plan III, which takes its cues from the PNG Vision 2050, Strategic Development Plan 2010 –2030 and the National Strategy for Responsible Sustainable Development, or StaRS.

The intention to focus development activities on the Agriculture, Fisheries, Forestry and Tourism sectors is strategic as well as logical in many ways. Papua New Guinea is yet to see its full economic growth potential through these sectors. Environmental concerns can be managed in sustainable ways compared to activities from the extractive industries. Also, activities in these four sectors can be harnessed so that perennial problems, such as unemployment and adverse living standards, can be addressed. There would be genuine opportunities for people to be economically empowered. Furthermore, one of the Government's long-term goals - which is to move the economic base from primary to secondary infrastructure – can gradually be realized with small steps being taken through the four sectors.

For DPM in particular, the Alotau Accord II identified five specific areas that are to be addressed under the current parliamentary term, or within the duration of the Corporate Plan 2019 – 2022: (a) continue to review and right size the public service; (b) reduce the associated high cost structures such as office rentals and payroll overruns; (c) review the District Development Authority Act with a view to strengthen the role of designated town managers; (d) continue to implement the Bougainville Peace Agreement by giving people ownership to run their own issues; and (e) Bougainville Referendum outcome.

PART I

INTRODUCTION AND PLANNING CONTEXT

CORPORATE PLAN POLICY STATEMENT Continued

The StaRS cover the first 10 years of the DSP's 20-year period, and is designed to focus on the Blue (sea) and Green (agriculture, forestry and tourism) economies. It can be described as a three-pronged strategy. It is needed to:

- ▶ reduce PNG's reliance on the Brown economy (extractive industries);
- ▶ facilitate the engagement of more nationals in the Blue-Green economic sectors (a response to foreigners' heavy involvement in the Brown economy); and,
- ▶ protect the environment, promote a sustainable use of resources as well as save resources for future generations.



Hon. Minister Elias Kapavore MP with the two Consultants

The Medium Term Development Plan 2 (MTDP II) was a 2-year plan that outlined the priorities and actions of the National Government's five-year outlook from 2013-2017. It was intended to translate the macro policy strategies defined under StaRS into the development plan. It particularly introduced the necessary indicators and targets that were required to facilitate the enabling environment that was needed to grow the economy. Particularly, it tried to put in place certain strategic assets that were needed to shore up equitable and sustainable growth for the greater good of the majority of Papua New Guineans.

Building on the MTDP II, the MTDP III is also integral or indispensable to the realization of the higher macro policies of Government. Its five-year duration is critical as a 'stepping stone' in terms of its existence as a mini-plan within the StaRS long term policy objectives, and in particular within the Government's overall thinking of reducing reliance on non-renewable resources (i.e. brown economy) and immersing in the renewable sectors (i.e. blue/green economy).

PART I

INTRODUCTION AND PLANNING CONTEXT

GOVERNMENT OUTLOOK AND PLANNING CONTEXT

The Department of Personnel Managements Corporate Plan is guided and/or driven by a number of Governments Plans and Policy directives. The Macro Plans of the government are the Medium Term Development Plan II & III (MTDP III) and the policy directive in the Alotau Accord I and II.

The initial thinking of the O'Neill-Abel Government was expressed in Alotau Accord II. Intricately woven into the second Accord were ideas that were to be part of what has become the **Medium Term Development Plan 3 (MTDP III)**. The MTDP III has been developed within the context of the StaRS, and especially the strategic assets. The assets were used as a guide to craft the development agenda entitled "Securing the Future through Inclusive Sustainable Economic Growth". Priority focus of the program was strategic investment in specified sectors to grow the economy and consequently create wealth. The MTDP III also identified and structured the following five (5) focus areas as interventions for the planned period; (a) increased production of goods for export; (b) reduction in the importation of goods and services with import substitution parity; (c) increase in the revenue generation in augmentation of the tax base wherein a greater number of the population had to be brought into the taxing regime; (d) greater number of the population to participate in wealth creation; and (e) to get the State Service Institutions to improve their service delivery to facilitate wealth redistribution by engagement of a wider population in the economic development.

There are some comparative advantages that PNG can and must use in conjunction with the national strategic assets to facilitate greater participation of the population in the country's economic development aspiration. Among them are the following:

- ▶ people still own 97% of PNG's total land area;
- ▶ greater number of people within the working age category (60 - 70% of the population);
- ▶ greater number of people are, and can be, agricultural primary producers;
- ▶ large forested areas;
- ▶ the three-mile protected coastal sea line;
- ▶ large number of the population are involved in the non-formal sector; and,
- ▶ large number of the population do not use the formal banking system.

Papua New Guinea must capitalize on these comparative advantages to improve its productivity through the upgraded quality and quantity of its output to complement the present developmental efforts. The country can increase its volume in crop (or produce) productivity through an enlarged mobilization in the use of the 97 percent of the un-alienated land. Production can also be increased through the engagement of small holder growers and better organization so that they be made more competitive and efficient. Respective producers should own the whole value chain of the industry and be organized and guided by the **Collective Marketing** strategy⁴.

The country should utilize some of these comparative advantages to venture into new economic initiatives or spheres. For instance, innovative steps can be taken in fish and prawn farming utilizing the three-mile protected coastline, or sustainable logging using the work-about sawmill, and mechanized rice farming utilizing the large track of agricultural land⁵.

⁴ The Collective Market strategy can allow producers to own the value chains from growing to the sale of the final products and eliminating the middle man in the process. It is reasoned that the middle man benefits unfairly from the production chain. The Collective Marketing Strategy is one of several steps that are designed to address this situation.

⁵ Governments MTDP III is now looking at assisting Papua New Guineans to utilize these comparative advantages to create wealth by and for Papua New Guineans.

PART I

INTRODUCTION AND PLANNING CONTEXT

GOVERNMENT OUTLOOK AND PLANNING CONTEXT

Continued

ORIENTATING STATE INSTITUTIONS

The fifth intervention strategy of MTDP III calls for all state service institutions to reorient and reorganize their respective institutions towards the articulation of four intervention strategies contained in the MTDP III. The strategies are to be reflected in their policies, development strategies and programs. The immediate state service institutions –the Department of Agriculture, National Fisheries Authority, National Forest Authority, Department of Trade Commerce & Industry, and the Office of Tourism - be directly involved in the implementation of the development strategies. The Department of Personnel Management can take a lead here to ensure that these institutions' Functional Expenditures Reviews (FERs) are done to ensure they focus on their core responsibilities and/or functions. DPM can also make sure that the four intervention strategies under the MTDP III are articulated into their institutional policies, strategies and development programs. Only then can the institutional structural reorganization submissions be entertained by the Department and thus upholds the principle of **Function Drive Structures**. This is the whole function of Public Sector Reform that the Department is responsible for in carrying out the right-sizing of the public service and reducing the associated high cost structures, which should work towards achieving the macro policy of government as articulated in the medium-term plan (MTDP III).

In the meantime, the **Alotau Accord II** is quite specific on its instructions to the Public Service. Five (5) points of relevance to the Corporate Plan are to:

- ▶ continue to review and right size the public service;
- ▶ reduce the associated high cost structures such as office rentals and payroll overruns;
- ▶ review the District Development Authority Act with a view to strengthen the role of designated town managers;
- ▶ continue to implement the Bougainville Peace Agreement by giving people ownership to run their own issues; and,
- ▶ Bougainville Referendum outcome.

The drawdown of powers to the Autonomous Bougainville Government, as part of the autonomy arrangement, as well as the referendum that is to be held before the end of 2020, are both time bound. It is imperative therefore that the PNG Government and the DPM do what it can to fulfill the requirements from the side. As for the other areas, the rolling review and right sizing exercises entail a lot more factors and have taken time until now, and might still do so for a further extended period. Regardless, they must be concluded at some point.

The ongoing critical driver of the DPM's next four corporate plans is the **Human Resources Development Strategic Plan 2020 - 2040 (HRDSP 2020-2040)**⁶. The HRDSP has taken on board the directions and requirements of the V2050, DSP2010-2030 and NSRSD. It has also garnered insights from various review reports on Public Service performances from previous years. These long-term strategies will be articulated in each of the corporate plan (4 in all) over the years. It is envisaged that after the Medium-Term Corporate Plan 2019 – 2022, all subsequent corporate plans will coincide with each five-year parliamentary term. They will serve as rolling plans, taking on board incumbent governments' respective policy directions, while maintaining its cooperate responsibilities as identified in the HRD strategies.

⁶The HRDSP is the long-term strategic plan that is being designed at present to cover the 2020 – 2040 period.

PART I

INTRODUCTION AND PLANNING CONTEXT

GOVERNMENT OUTLOOK AND PLANNING CONTEXT

Continued

The **HRDSP 2020-2040** had listed several long-term human resources strategies that the DPM would take charge of over the next 20 years. The HRDSP envisages that the Department's regulatory functions need greater attention. Most of the systems, processes and procedures are in place, but a management structure must be put in place with the functional responsibility to administer it. This is to ensure that there is follow up and report on the performance of each of the Wings, Divisions, Sections, Units, as well as individuals, on the achievements of the Corporate Plan strategies.

It has been established from the review and implementation reports that certain critical issues continually impede the smooth implementation of government's plans, hinder the performance of the public service, and affect how public servants perform their duties. It is important in this regard that public servants are settled into structured workplaces, coordinated and regulated so that they perform impeccably and with satisfaction. The HRDSP has identified the following drivers to accelerate the development process:

1. Greater number of the public service workforce will be (re)located at the District level to facilitate service delivery, the 70%, 20% & 10% redistribution ratio had to be applied.
2. Improve terms and conditions of the public service workforce at the district & LLG level.
3. The enabling environment at the district must be prioritised before redistribution can be effected.
4. Capacity and capability of officers at the district level must be considerably improved to take on added and required responsibilities.
5. Accountability structures, procedures and processes will have to be instituted for and at the district level to assist the officers' performances.
6. A properly structured *Career Path* must be instituted for those who wish to be Public Servants.

These critical changes are necessary to reinvigorate the public servants to drive the changes envisaged in the Alotau Accord II, MTDP III and the HRDSP over the next medium term. The **NEXT GENERATION OF NATION BUILDERS** in the civil service must be properly attired, nurtured and coached to take on the responsibility of building this nation of ours.

PART II: CORPORATE OBJECTIVES AND KEY RESULT AREAS

A. CORPORATE OBJECTIVES

1. To provide to NEC, the Minister and Chief Secretary in a timely manner high quality advise on all matters concerning employment in both the National Public Service and the Public Bodies.
2. To effectively Administer the provisions of the *Public Service Management Act* 2014.
3. To effectively administer *Salaries & Conditions Monitoring Committee Act* 1988 and the *Public Employment (Non-Citizens) Act* 1978 and Perform Statutory Duties as members of Boards and Committees.
4. To formulate and maintain a process of reviews of Regulations, General Orders and Circular Instructions to give effect to PSMA and Government Employment Policies and be the Government advocate and negotiator with all Public Sector Industrial Organizations.
5. To undertake regular Human Resource Audit with related payroll matters and Administer the Performance Management System on Departmental Heads & Performance Base Contract administration.
6. To Research, Develop and Coordinate implementation of Systems, Processes and Procedures for effective management and performance of the National Public Service in the delivery of services.
7. To formulate and coordinate organizational and governance reviews of the National Public Service to facilitate Reforms for greater efficiency of service delivery.
8. To advice Departmental Heads and Heads of Public Bodies as required by Law, on all matters concerning employment of public employees.
9. To ensure that there are competent, effective, efficient and reliable Public Servants at all level of Governments and Administrations in Monitoring and Improving Public Service Performance.
10. To support and facilitate implementation of Government policy directions across all Public Sector in collaboration with Department of Prime Minister & NEC.

PART II: CORPORATE OBJECTIVES AND KEY RESULT AREAS

B. LINKING CORPORATE OBJECTIVES TO KEY RESULT AREAS (KRA)

KEY RESULT AREAS (KRA)		MTDP III	ALOTAU ACCORD II	HRDSP 2020-2040
OBJECTIVE 1				
1.1	Submit Annual Report on KRA implementation to Minister and Chief Secretary	KRA 6.1	70	✓
1.2	Ministerial/NEC strategies and Policy directions	KRA 5	70	✓
1.3	Submit Annual State of the Service Report	KRA 6.1	70	✓
OBJECTIVE 2				
2.1	Establishment of Regional offices for DPM	KRA 5	70	✓
2.2	Providing Internal Strategic support in Planning & management, HR Management, Accounts & Budgets, office administration, GESI mainstreaming in DPM	KRA 6.1	70	✓
2.3	ICT Infrastructure and Management of IT Systems and Services	KRA 5	70	✓
2.4	Management of public service housing (Home Ownership) and institutional housing.	KRA 5	70	✓
OBJECTIVE 3				
3.1	Public Sector Remuneration Policy and maintain Industrial Harmony	KRA 5	70	✓
3.2	Improve Terms and Conditions of Public Service Employees	KRA 5	70	✓
3.3	Statutory Duties as member of Boards and committees	KRA 6.1	70	✓
OBJECTIVE 4				
4.1	Development and Management of aid funded programs for engagement of Technical Advisors	KRA 5	70	✓
4.2	Review of Regulations	KRA 5.1	70	✓
OBJECTIVE 5				
5.1	Monitoring, Evaluating & Reporting on line agencies performances against HR strategies policy requirements	KRA 6.1	70	✓
5.2	Administrative control of whole of government payrolls	KRA 6.1	70	✓
5.3	MEAC/ Performance Management System and Senior Executive Service	KRA 5.1	70	✓

PART II: CORPORATE OBJECTIVES AND KEY RESULT AREAS

B. LINKING CORPORATE OBJECTIVES TO KEY RESULT AREAS (KRA) Continued

	KEY RESULT AREAS (KRA)	MTDP III	ALOTAU ACCORD II	HRDSP 2020-2040
	OBJECTIVE 6			
6.1	Research and Development of new innovative PS HR Policies, Guidelines, Systems and Processes	KRA 5.1	70	√
6.2	Public Servants Retirement and Exit Plan.			√
	OBJECTIVE 7			
7.1	Public Service Reform for enhanced and smart service delivery	KRA 5.2	70	√
7.2	Public Servants Entrant and Development	KRA 5.1	70	√
7.3	Work in partnership on Delegated Service Delivery Function	KRA 5.2	70	√
	OBJECTIVE 8			
8.1	Public Sector Employment and whole of government role through CACC	KRA 6.1	70	√
8.2	Awareness and Information on Reforms and changes in Public Service.	KRA 5	70	√
8.3	Timely Investigation and Legal Advice	KRA 6.1	70	√
	OBJECTIVE 9			
9.1	PNG Ethics and Values-Based Executive Leadership and Management Capability Framework	KRA 6.1	70	√
9.2	GESI Policy	KRA 6.1	70	√
9.3	District Enabling Environment	KRA 5.2	70	√
9.4	Staff redistribution in the National Public Service	KRA 5.1	70	√
	OBJECTIVE 10			
10.1	DPM support and coordination to the ABG public service	KRA 5	70	√
10.2	DPM support on Provincial Autonomy	KRA 5	70	√
10.3	DPM support to District Development Authority	KRA 5	70	√

PART II: CORPORATE OBJECTIVES AND KEY RESULT AREAS

C. KRA'S & STRATEGIES

Corporate Objective 1. To provide to NEC, the Minister and Chief Secretary in a timely manner high quality advice on all matters concerning employment in both the National Public Service and the Public Bodies.

KEY RESULT AREAS	STRATEGIES	DIVISION	TIME LINE
1.1 Submit Annual Report on KRA implementation to Minister and Chief Secretary	1.1.1 Provide Mid-year Report of KRA implementation to EMT.	F & CP	Yearly
	1.1.2 Compile a Yearly Report for Minister and Chief Secretary.	MCA & R/ F&CP	Yearly
1.2 Ministerial/NEC strategies and Policy directions	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.	SPD	Yearly
1.3 Submit Annual State of the Service Report	1.3.1 Provide Mid-year Report to Deputy Secretary HRA & CA.	MCA & R	Yearly
	1.3.2 Compile Yearly State of the Service Report.	MCA & R	Yearly

Corporate Objective 2. To effectively Administer the provisions of the *Public Service Management Act 2014*.

KEY RESULT AREAS	STRATEGIES	DIVISION	TIME LINE
2.1 Establishment of Regional offices for DPM	2.1.1 Departmental restructure to create positions that would be located at the Regional Office.	L & AR	Year 1
	2.1.2 Joint submission between the Departments of Personnel Management, Finance, DPLGA and DNP&M for establishment of one regional office and accommodation for the 3 departmental staff.	L & AR	Year 1
	2.1.3 Tender and construction of facilities.	L & AR	Year 2
	2.1.4 Budgetary appropriations for staff and operational cost.	L & AR/ SHRM	Year 3
	2.1.5 Appointment and movement of officers to locations.	L & AR/ SHRM	Year 3
2.2 Providing Internal Strategic support in Planning & management, HR Management, Accounts & Budgets, office administration, Building & Properties, GESI mainstreaming in DPM.	2.2.1 EMT meeting are held and minutes are properly vetted and implemented.	F & CP	Yearly
	2.2.2 Review and facilitate Corporate Plan.	F & CP	End of Year 4
	2.2.3 Review and Facilitate Management Action Plan (MAP) and Annual Management Reports (AMR).	F & CP	End of each year
	2.2.4 Promote/maintain good governance.	F & CP	Yearly
	2.2.5 Monitoring and Reporting of Corporate Plan and MAP implementation.	F & CP	Yearly
	2.2.6 Staffing establishment and payroll records are maintain within budgetary fiscal year.	Strategic HRM	Yearly

PART II: CORPORATE OBJECTIVES AND KEY RESULT AREAS

C. KRA'S & STRATEGIES Continued

Corporate Objective 2. To effectively Administer the provisions of the Public Service Management Act.			
KEY RESULT AREAS	STRATEGIES	DIVISION	TIME LINE
2.2 Providing Internal Strategic support in Planning & management, HR Management, Accounts & Budgets, office administration, Building & Properties, GESI mainstreaming in DPM.	2.2.7 Monitor & Report on Implementation of the DPM HR Strategic Plan.	SPD	Year 2 & 4
	2.2.8 Internal HR Strategies are promoted.	SHRM	
	2.2.9 Accounting procedures and internal controls in place and budgets maintain.	F & CP	Yearly
	2.2.10 Establish and operate the Internal Audit Committee.	F & CP	Yearly
	2.2.11 GESI sensitization and training.	SHRM (GESI)	Yearly
	2.2.12 GESI mainstreaming and MAN.	SHRM (GESI)	Yearly
	2.2.13 Administrative Services.	F & CP (Admin)	Yearly
	2.2.14 Internal Record & Asset Management (IFMS).	F & CP	Yearly
	2.2.15 Administration of Building and Properties (Devon Lodge)	F & CP (B&P)	Yearly
2.3 ICT Infrastructure and Management of IT Systems and Services	2.3.1 Ensure infrastructure and Technology are in place to enable good Public Service wide communication.	MIS	Year 1
	2.3.2 Develop Business Systems and Applications	MIS	Yearly
	2.3.3 Strengthen Business Systems and Application	MIS	Yearly
	2.3.4 ICT Business Maintain.	MIS	Yearly
	2.3.5 Manage ICT Security.	MIS	Yearly
	2.3.6 Development of Mobile Application for Online PMS.	MIS	Year 1 - 2
	2.3.7 Internal ICT Audit Report.	MIS	Yearly
2.4 Management of public service housing (Home Ownership) and institutional housing	2.4.1 Facilitate Public Service Home Ownership scheme.	PSIH	Year 1
	2.4.2 Formulations and Development of PS Housing Policies, guidelines and Handbook.	PSIH	Year 1
	2.4.3 Facilitate engagement of best practice standards of facilities management on institutional housing and government owned buildings.	PSIH	Yearly

PART II: CORPORATE OBJECTIVES AND KEY RESULT AREAS

C. KRA'S & STRATEGIES Continued

Corporate Objective 3. To effectively administer *Salaries & Conditions Monitoring Committee Act 1988* and the *Public (Non Citizens) Employment Act 1978* and Perform Statutory Duties as members of Boards and Committees.

KEY RESULT AREAS	STRATEGIES	DIVISION	TIME LINE
3.1 Public Sector Remuneration Policy and maintain Industrial Harmony.	3.1.1 Review and negotiate Industrial Agreements with the Public Sector Unions for 3 years period. (2020 - 2022)	I & EC	Year 1
	3.1.2 SRC/SCMC process maintained.	I & EC	Yearly
	3.1.3 Review of PS Salary Grade and other allowances.	I & EC	Year 1
	3.1.4 Improve the Job Evaluation Process.	I & EC	Year 1
	3.1.5 Review of the SCMC Act 1988.	I & EC	Year 2
	3.1.6 Administration of the Consultancy Contracts.	I & EC	Yearly
3.2 Improve Terms and Conditions of Public Service Employees.	3.2.1 Hardship allowances for Public Servants located at remote locations. (where there is no roads and airstrips)	I & EC	Year 1 - 3
	3.2.2 Housing as a condition of employment for all public servants physically located at the Districts.	I & EC	Year 1 - 4
	3.2.3 Medical Insurance for Public Servants.	Office of Secretary & I & EC	Year 2
	3.2.4 Performance Base Contract for Public Servants.	I & EC	Year 1 - 2
3.3 Statutory Duties as member of Boards and committees.	3.3.1 Provide consistent strategic and policy advice on statutory responsibilities and other policy mandated committees.	Secretary/ DPM Delegate	Yearly

Objective 4. To formulate and maintain a process of reviews of Regulations, General Orders and Circular Instructions to give effect to PSMA and Government Employment Policies and be the Government advocate and negotiator with all Public Sector Industrial Organizations.

KEY RESULT AREAS	STRATEGIES	DIVISION	TIME LINE
4.1 Development and Management of aid funded programs for engagement of Technical Advisors.	4.1.1 Implement Citizen and Non Citizen Technical Advisors Regulation.	HRAS	Yearly
	4.1.2 Management of Non Citizen Technical Advisors (NCTA) and Citizen technical advisors. (CTA)	HRAS	Yearly
4.2 Review of Regulations.	4.2.1 Review Existing Legislations 7, 8, 9 & 10.	L & AR	Year 3
	4.2.2 Develop Guidelines.	L & AR	Year 4

PART II: CORPORATE OBJECTIVES AND KEY RESULT AREAS

C. KRA'S & STRATEGIES Continued

Objective 5. To undertake regular Human Resource Audit with related payroll matters and Administer the Performance Management System on Departmental Heads & Performance Base Contract administration.			
KEY RESULT AREAS	STRATEGIES	DIVISION	TIME LINE
5.1 Monitoring, Evaluating & Reporting on line agencies performances against HR strategies policy requirements	5.1.1 Comprehensive audit programs in place to monitor GO compliance. (Business processes and systems control through HR CONNECT activities).	HRAS	Yearly
	5.1.2 Conduct HR Business process workshops and HR process audits.	CB & D	Yearly
	5.1.3 Implementation of Audit findings.	HRAS	Yearly
5.2 Administrative control of whole of government HR & Payrolls.	5.2.1 To effectively and efficiently administer organization structures.	HRAS	Yearly
	5.2.2 Management of staffing and establishment under devolved powers.	HRAS	Yearly
	5.2.3 Regularly monitor, evaluate and report on budgetary performances.	HRAS/MIS	Yearly
	5.2.4 Progressive reports on HR CONNECT activities.	HRAS/MIS	Yearly
	5.2.5 Ongoing consultation on payroll expenditures with Agencies.	HRAS/MIS	Yearly
	5.2.6 Implement compulsory NID for Public Servants.	HRAS & MIS	Year 1 & 2
	5.2.7 Connect KRAs to ASCENDER.	HRAS & MIS	Year 1
5.3 MEAC/ Performance Management System and Senior Executive Service.	5.3.1 Facilitate the merit base Executive Search process.	Exe. Search & Appointment	Yearly
	5.3.2 MEAC makes merit based decisions on agency heads appointment, performance, suspensions and terminations.	MEAC/PMS	Yearly
	5.3.3 Facilitate the establishment of Public Sector Boards.	MEAC & PMS	Yearly
	5.3.4 Coordinate the activities of the Independent Investigation Committee.	MEAC & PMS	Yearly
	5.3.5 Administer Agency Heads Terms and Conditions of employment & Contract of employment.	MEAC	Yearly
	5.3.6 Facilitate Orientation program for the Agency Heads and MP.	MEAC & PMS	Yearly
	5.3.7 Develop ERS Handbook.	MEAC	Year 1
	5.3.8 Develop Regulation for the Senior Executive Management (XMS).	PMS	Year 1
	5.3.9 Administer Web-Based performance management system to capture all KRAs and performance assessments.	PMS	Year 1
	5.3.10 Run Training for all Agencies to manage the Web-Based performance management system.	PMS	Year 1 - 2
	5.3.11 Develop a Web Base Performance Management System for Senior Executive Managers (XMS) category A - C contract.	PMS	Year 1

PART II: CORPORATE OBJECTIVES AND KEY RESULT AREAS

C. KRA'S & STRATEGIES Continued

Objective 6. To Research, Develop and Coordinate implementation of Systems, Processes and Procedures for effective management and performance of the National Public Service in the delivery of services.			
KEY RESULT AREAS	STRATEGIES	DIVISION	TIME LINE
6.1 Research and Development of new innovative PS HR Policies, Guidelines, Systems and Processes.	6.1.1 Review existing or design and develop new innovative HR policies and Guidelines.	SPD	Year 1
	6.1.2 Facilitate new and revised PS GO, HR policies, plan and guidelines awareness and rollouts.	SPD	Year 1 - 2
	6.1.3 Provide ongoing strategic policy advice and workforce planning.	SPD	Yearly
6.2 Public Servants Retirement and Exit Plan.	6.2.1 Develop Policy on the Exit Strategy of Public Servants.	SPD	Year 1
	6.2.2 Review the existing Policy on Retirement.	SPD	Year 1
	6.2.3 Develop Policy on Public Servants Entry and Career Path.	SPD	Year 1
Objective 7. To formulate and coordinate organizational and governance reviews of the National Public Service to facilitate Reforms for greater efficiency of service delivery.			
KEY RESULT AREAS	STRATEGIES	DIVISION	TIME LINE
7.1 Public Service Reform for enhanced and smart service delivery.	7.1.1 Review of the roles and functions of the Public Service Commission.	L & AR	Pending
	7.1.2 Functional Expenditure Reviews of Priority Agencies.	L & AR	Year 1 - 3
	7.1.3 Undertake legislative and administrative reforms to improve efficiency and productivity in the public service.	L & AR	As Directed
	7.1.4 Administration of NEC decisions and implement PS Reform agenda.	L & AR	Year 1 - 2
	7.1.5 Streamlining and Realignment of Agencies.	L & AR	Year 2 - 3
7.2 Public Servants Entrant and Development.	7.2.1 New Public Service entry to be at the District level ONLY.	L & AR	Year 1
	7.2.2 All Public Service entrant must have a 1st degree in their technical field.	L & AR	Year 1
	7.2.3 All Public Servants must have a Post Graduate Diploma in Public Administration from PILAG.	L & AR	Year 2
	7.2.4 All Public Servants intending to hold any Management Position must have a Post Graduate Diploma in Policy Articulation in Planning & Management.	L & AR	Year 3 - 4

PART II: CORPORATE OBJECTIVES AND KEY RESULT AREAS

C. KRA'S & STRATEGIES Continued

Objective 7. To formulate and coordinate organizational and governance reviews of the National Public Service to facilitate Reforms for greater efficiency of service delivery.			
KEY RESULT AREAS	STRATEGIES	DIVISION	TIME LINE
7.2 Public Servants Entrant and Development	7.2.5 Public Servants intending to hold any senior Management Positions (as determined by the GO) must have appropriate Masters Degree.	L & AR	Year 1 - 2
	7.2.6 Public Servants who go through the Graduate Diploma and Masters program must be bonded to serve in the public service for a period of time.	L & AR	Year 1
	7.2.7 Institute Regulation to up hold the Public Service Code of Ethics and Conduct.	L & AR	Year 1
	7.2.8 Necessary provisions in the General Orders be made.	L & AR	Year 1
7.3 Work in partnership on Delegated Service Delivery Function	7.3.1 Establish greater understanding amongst all state agencies on the Functional Assignment at the 3 levels of government.	L & AR	Year 1
	7.3.2 Facilitate Designing of Structural Establishment in line with Delegated Service Delivery roles.	L & AR	Year 1 - 2
	7.3.3 Assist in the Advertisement and appointment of officers to positions.	L & AR	Year 2 - 3
Objective 8. To advice Departmental Heads and Heads of Public Bodies as required by Law, on all matters concerning employment of public employees.			
KEY RESULT AREAS	STRATEGIES	DIVISION	TIME LINE
8.1 Public Sector Employment and whole of government role through CACC	8.1.1 Provide professional advice to CACC on all matters connected with public sector employment and workforce management.	Secretary	Yearly
8.2 Awareness and Information on Reforms and changes in Public Service.	8.2.1 Provide Advice, Awareness and Information on Reforms and changes in Public Service to all Agencies.	L & AR	Yearly
	8.2.2 Synchronization of KRA integration into Agency Corporate Planning.	L & AR/ SPD	Year 1

PART II: CORPORATE OBJECTIVES AND KEY RESULT AREAS

C. KRA'S & STRATEGIES Continued

Objective 8. To advise Departmental Heads and Heads of Public Bodies as required by Law, on all matters concerning employment of public employees.			
KEY RESULT AREAS	STRATEGIES	DIVISION	TIME LINE
8.3 Investigation and Legal Advice	8.3.1 Provision of Legal Advice and Investigation on all HR matters.	L & IS	Ongoing
	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.	L & IS	Ongoing
	8.3.3 Provide instructions to Office of the Solicitor General.	L & IS	Ongoing
	8.3.4 Draft Affidavits on behalf of PS Minister and Secretary DPM.	L & IS	Ongoing
Objective 9. To ensure that there are competent, effective, efficient and reliable Public Servants at all level of Governments and Administrations in Monitoring and Improving Public Service Performance.			
KEY RESULT AREAS	STRATEGIES	DIVISION	TIME LINE
9.1 PNG Ethics and Values-Based Executive Leadership and Management Capability Framework	9.1.1 Implementation of MOU on Leadership and Governance precinct.	CB & D	Year 1
	9.1.2 Provisions for public service workforce projections.	SPD	Year 2
	9.1.3 Improve coordination of donor funded scholarship.	CB & D	Yearly
	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.	CB & D	Yearly
	9.1.5 Provision for integration of the Leadership framework into the National Public Service General Orders and HR Business process.	CB & D	Yearly
	9.1.6 University of Queensland in collaboration with PILAG to develop the Education and Leadership program that would be run by PILAG.	CB & D	Year 1
	9.1.7 Collaborate with Developing Partners such as APSC, UQ and PILAG to develop a Talent Development Strategy/Framework.	CB & D	Year 2
	9.1.8 Evaluate and Report on the Workplace projects undertaken by participants of Emerging Leadership Programs.	CB & D	Year 2
	9.1.9 Develop Women in Leaderships role in Public Service.	CB & D	Year 2
	9.1.10 Capacity Needs Analysis.	CB & D	Year 1

PART II: CORPORATE OBJECTIVES AND KEY RESULT AREAS

C. KRA'S & STRATEGIES Continued

Objective 9. To ensure that there are competent, effective, efficient and reliable Public Servants at all level of Governments and Administrations in Monitoring and Improving Public Service Performance.

KEY RESULT AREAS	STRATEGIES	DIVISION	TIME LINE
9.2 GESI Policy Whole of Government (WOG) Coordination.	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.	GESI (WOG)	Year 1-4
	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.	GESI (WOG)	Year 1-4
	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.	GESI (WOG)	Year 1-4
	9.2.4 Establish and support on GESI HELP DESK in all agencies of government.	GESI (WOG)	Yearly
	9.2.5 Review of the GESI Policy and develop other supporting materials for mainstreaming across the Public Service.	GESI (WOG)	Year 1
	9.2.6 Coordination, implementation, monitoring and evaluation of GESI mainstreaming in the public service.	GESI (WOG)	Yearly
9.3 District Enabling Environment	9.3.1 Coordinate with DPLGA and DLPP to submit a joint submission for District Enabling Environment for Public Servants Housing and District Office.	PSIH	Year 1
	9.3.2 Liaise with DPLGA to facilitate CSTB awarding of contract and construction.	PSIH	Year 2 - 3
9.4 Staff redistribution in the National Public Service	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.	SPD	Year 1
	9.4.2 Coordinate Establishment and approval of District Structures.	HRAS/ SPD	Year 1
	9.4.3 Liaise with Agencies to Advertise and appoint officers.	HRAS/ SPD	Year 2 - 3
Objective 10. To support and facilitate implementation of Government policy directions across all Public Sector in collaboration with Department of Prime Minister & NEC.			
KEY RESULT AREAS	STRATEGIES	DIVISION	TIME LINE
10.1 DPM support and coordination to the ABG public service	10.1.1 Public Service Structures Developed & Implemented to support ABG Operation.	ABG	Year 1
	10.1.2 Public Service Skills, Knowledge and Leadership are developed and maintained.	PAC	Year 1
	10.1.3 Drawdown of powers and functions to the Autonomous Bougainville Public Service.	ABG Support	Year 1

PART II: CORPORATE OBJECTIVES AND KEY RESULT AREAS

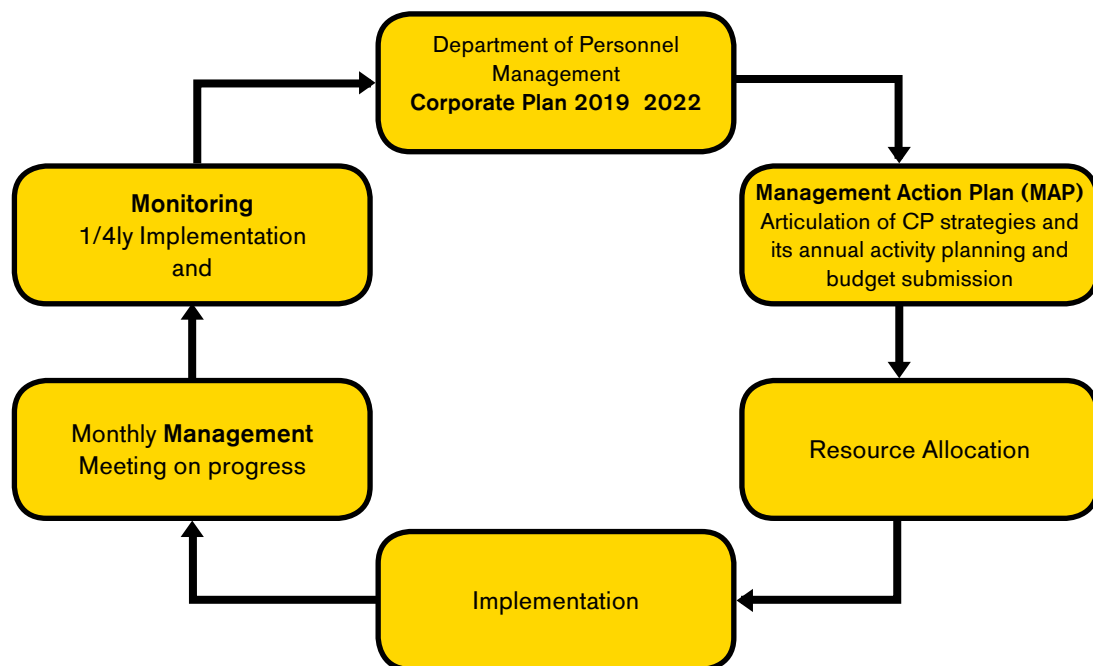
C. KRA'S & STRATEGIES Continued

Objective 10. To support and facilitate implementation of Government policy directions across all Public Sector in collaboration with Department of Prime Minister & NEC.

KEY RESULT AREAS	STRATEGIES	DIVISION	TIME LINE
10.2 DPM support on Provincial Autonomy	10.2.1 In collaboration with DPLGA work on the Gradative Process of Decentralization for the Provincial Autonomy.	PAC	Year 1
	10.2.2 In collaboration with the Provincial Government Develop Districts as Service Centers.	PAC	Year 1 & 2
	10.2.3 To review the instrument of delegation of HR powers and functions to the provinces (re District functionality).	PAC	Year 1
	10.2.4 Implementation of National Service Delivery Framework.	PAC	Year 2
	10.2.5 Consultation with Key Stakeholders and Provinces on the partway of performance base power sharing.	PAC	Year 2 - 3
10.3 DPM support to District Development Authority	10.3.1 Development of the DDA HR Regulation for service delivery at the District and LLG level.	PAC	Year 1
	10.3.2 Liaise with the Districts on Development and approval of District structures.	PAC	Year 2
	10.3.3 Coordinate with Districts to Advertise positions and make appointments.	PAC	Year 3
	10.3.4 Delegation of HR powers and functions to District Administrators.	PAC	Year 1

PART III: MONITORING AND EVALUATION FRAMEWORKS

A. PLANNING, MANAGEMENT & MONITORING FRAMEWORK

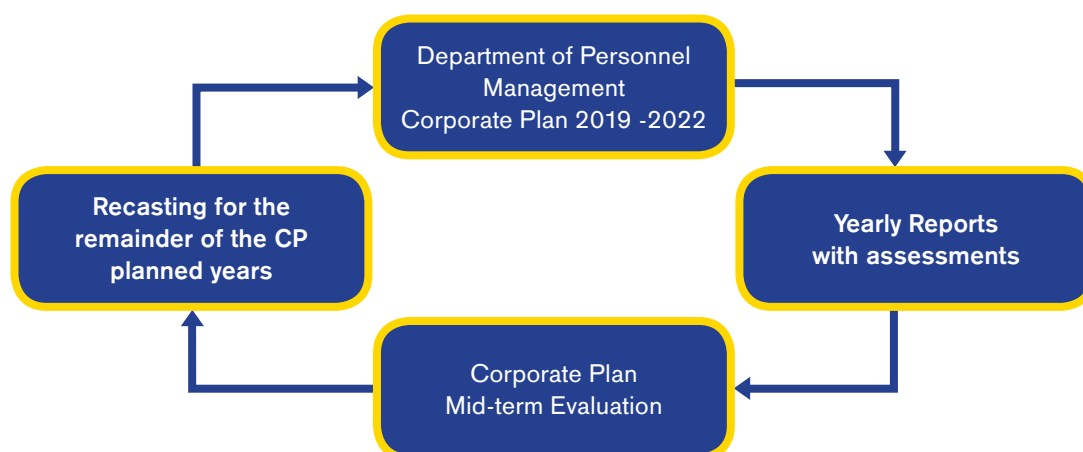


The above framework identifies each of the processes involved in the management of the Corporate Plan implementation. The corporate plan will be a four-year Medium Term Plan that would articulate the Medium Term Plan (MTDP III), the Long Term Human Resource Development Strategic Plan strategies of the Department, as well as taking into account the current Government's policy directives. In the present case, we have the Alotau Accord II. The Management Action Plan (MAP) would identify, from the corporate plan, strategies that are earmarked for the year and develop appropriate activities for each of the strategies. An estimated budget figures are then made for each of the activities which are then assigned to individual officers to manage in implementation and reporting.

The corporate responsibility of the organization is to insist on Divisions and Branches to have monthly management meetings and quarterly budget reviews to provide report on each of the activities and help progress implementation of the corporate plan. Implementation issues identified during the reviews can and should be addressed quarterly as they move forward with implementation.

PART III: MONITORING AND EVALUATION FRAMEWORKS

B. REPORTING & EVALUATION FRAMEWORK

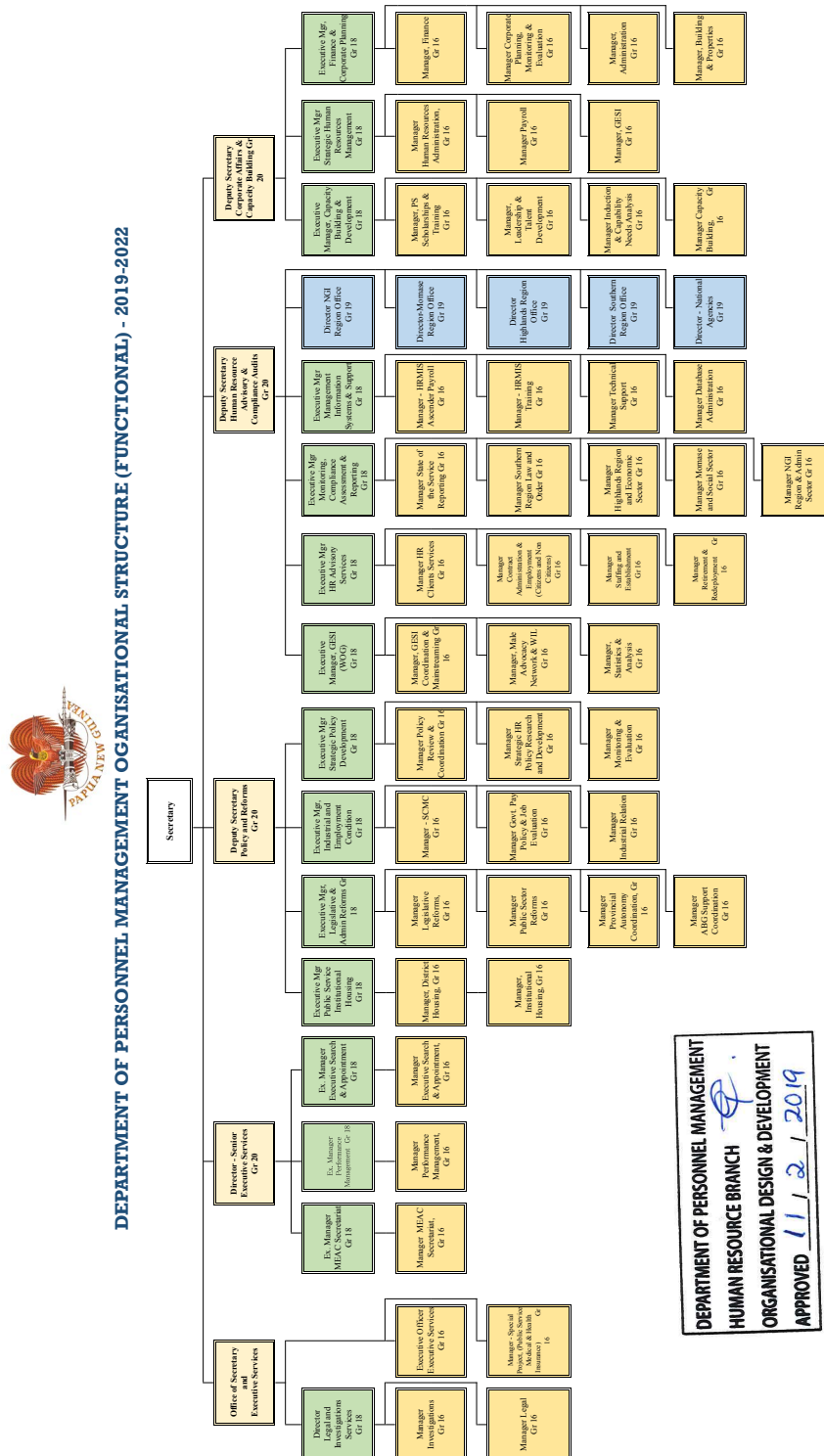


The production of a yearly report on the implementation of the corporate plan is both a statutory - Sec. 23/2 of Statutory Instrument # 7 of 2014 and management - Sec. 32 of PSMA 2014 & KRA 1.1 requirements and must be complied with. The report would be used to make certain that the preparation of the next MAP takes into account issues that have affected the implementation of the preceding MAP. As a statutory requirement, a report on the performance of the Department will have to be prepared and submitted to Portfolio Minister, Chief Secretary and the Parliament. The yearly report will also be used by the Minister and MEAC to maintain an active ongoing assessment on the Secretary's performance.

The mid-term corporate plan evaluation is compulsory and has to be done in order to ascertain whether the implementation of the corporate plan is on target. If there are any changes to be made, then the recasting of the second part of the corporate plan can then be done.

PART IV APPENDIX

I. FUNCTIONAL STRUCTURE



PART IV APPENDIX

II. MID-YEAR EXECUTIVE MANAGEMENT TEAM (EMT) REPORTING TEMPLATE

CORPORATE PLAN

Mid-year Reporting Template

Summary Report for each Branch

Branch: (enter the name of the Branch, Office or Unit)

Corporate Objectives: (enter the corporate plan objectives of the KRAs)

Key Result Areas: (enter the KRA's that the Branch is responsible for)

Activities as per MAP: Implementation and budget expenditure Reports
abstracts from 1st & 2nd quarter budget review report

Summary of 1/2 yearly Implementation and Issues of concerns

Planning officers will sit in as observers in the 1/4ly budget review meetings of all the branch, office and units to take note of the progress in the implementation of the KRA's. The planning officers will provide a mid-year report to the Executive Management Team on the implementation of the KRAs as articulated in the Management Action Plan (MAP) for appropriate noting and decisions where necessary.

III. ANNUAL REPORTING TEMPLATE

CORPORATE PLAN

Annual Report Template

Division: (enter the name of your division)

Corporate Objectives: (enter the Objectives of the CP you are implementing)

Key Result Areas (KRA) (enter the KRA that you are reporting on)

Strategies: (list the strategies that you have worked on in the year)

Annual Activities: Progress and Achievements

Report Against KPI/Strategies:

Summary Report with Recommendations:

The Executive Manager of the Division is expected to complete this template and provide this report to the Policy and Reforms Wing for the compilation of the annual report to Minister and Chief Secretary.

PART IV APPENDIX

IV. CORPORATE PLAN MID-TERM REVIEW TEMPLATE

CORPORATE PLAN

Mid-term Review Template

Wing: (enter the name of the Wing)

Corporate Objectives: (Enter the Corporate Plan Objectives that the Wing is responsible for)

Key Result Areas: (Enter the KRAs the Wing is responsible for)
(note: Corporate Objectives and KRA must correlate)

Summary of Reports and Recommendations from yearly reports:

Report on actions taken on Recommendations:

Critical Management Decisions and the way forward:

Summary:

As the Department continues to synchronize the appointments of Departmental Heads with the parliamentary terms where departmental heads will be appointed by incoming governments with contract terms of 4 years then the KRAs of Departmental Heads will be articulated into the Departments Corporate Plan. The Mid-term Review of the Corporate Plan is a must to ensure that the Departmental Heads level of performance as measured by the results of the KRA achievements will determine whether the government maintains his or her contract for the full term.

PART V ACRONYMS & ABBREVIATIONS

ACRONYMS & ABBREVIATIONS

ABG	-	Autonomous Bougainville Government
AMR	-	Annual Management Report
APSC	-	Australia Public Service Commission
ASCENDER	-	Name of a payroll system
B & P	-	Building & Properties
CA & CE	-	Corporate Affairs & Capacity Enhancement
CACC	-	Central Agency Coordinating Committee
CB & D	-	Capacity Building & Development
CNA	-	Capacity Needs Analysis
CSTB	-	Central Supply and Tenders Board
CTA	-	Citizen Technical Advisor
DNP & M	-	Department of National Planning & Monitoring
DPLGA	-	Department of Provincial & Local Government affairs
DLPP	-	Department of Lands & Physical Planning
DPM	-	Department of Personnel Management
DPM & NEC	-	Department of Prime Minister & National Executive Council
DSP	-	Development Strategic Plan
EMT	-	Executive Management Team
F & CP	-	Finance & Corporate Planning
FER	-	Functional Expenditure Review
GESI	-	Gender Equity & Social Inclusion
HR	-	Human Resource
HRA & CA	-	Human Resource Advisory and Compliance Audit
HRD	-	Human Resource Development
HRDSP	-	Human Resource Development Strategic Plan 2020 - 2040
IFMS	-	Integrated Financial Management System
I & EC	-	Industrial & Employment Condition
ICT	-	Information & Communication Technology
IT	-	Information Technology
KRA	-	Key Result Areas
L & IS	-	Legal & Investigation Services
LLG	-	Local Level Governments
M & PMS	-	MEAC & Performance Management System
MAN	-	Male Advocate Network
MAP	-	Management Action Plan
MCA & R	-	Monitoring Compliance Assessment and Reporting
MEAC	-	Ministerial Executive Appointments Committee
MIS	-	Management Information System
MOU	-	Memorandum of Understanding
MTDP	-	Medium Term Development Plan

PART V ACRONYMS & ABBREVIATIONS

ACRONYMS & ABBREVIATIONS

NA	-	National Agency
NCTA	-	Non-Citizen Technical Advisor
NEC	-	National Executive Council
NSRSD	-	National Strategy for Responsible Sustainable Development
OD & D	-	Organizational Design & Development
PAC	-	Provincial Autonomy Coordination
PLLSMA	-	Provincial & Local Level Services Monitoring Authority
PMS	-	Performance Management System
PNG	-	Papua New Guinea
PS	-	Public Service
PSIH	-	Public Service Institutional Housing
PHSR	-	Public Service Human Resource
PSMA	-	Public Service Management Act
R & R	-	Retirement & Redeployment
SCMC	-	Salaries and Condition Monitoring Committee
SPD	-	Strategic Policy Development
SRC	-	Salaries Remuneration Committee
STaRS	-	Strategy for Responsible Sustainable Development
UQ	-	University of Queensland
V2050	-	Vision 2050
WOG	-	Whole of Government

PART VI REFERENCES

REFERENCES

1. Alotau Accord I & II
2. Development Strategic Plan 2010 - 2030
3. DPLGA Corporate Plan 2018 - 2022
4. DPM & NEC Corporate Plan 2018 - 2022
5. DPM Annual Management Report 2016 & 2017
6. DPM Circular Instruction # 23 of 2016 - PMS
7. DPM Corporate Plan 2011 - 2015 & 2016 - 2018
8. DPM Management Action Plan 2016, 2017 & 2018
9. Functional Expenditure Review of DPM - 2000
10. Human Resource Development Strategic Plan 2020 - 2040
11. Medium Term Development Plan I, II & III
12. National Strategy for Responsible Sustainable Development
13. Papua New Guinea Vision 2050
14. Public Service Management Act 2014
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