



TEACHING SERVICE COMMISSION

CORPORATE PLAN

2023-2027



“Achieving a quality teaching service workforce delivering quality teaching and education for all”



Teaching Service Commission
CORPORATE PLAN
2023-2027



Issued free by the Teaching Service Commission.

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Special thanks to all the officers who assisted in drafting the Teaching Service Corporate Plan. Your contributions were invaluable and helped to ensure that the plan was comprehensive, well thought out, and effectively implemented.

We would also like to acknowledge the support of the management, who provided guidance and resources throughout the process. Their leadership and vision were instrumental in shaping the final plan.

Your expertise and dedication were evident throughout the process, and we are grateful for the time and effort you put into this project. Your insights and suggestions were instrumental in shaping the final plan, and we are confident that it will serve as a valuable tool for our organization.

Once again, thank you for your hard work and dedication. We look forward to working with you again in the future.



ABBREVIATIONS

DHERST	Department of Higher education Research Science and Technology
DoE	Department of Education
DSIP	District Services Improvement Plan
ESDP	Education Sector Development Plan
GESI	Gender Equity and Social Inclusion
ILO	International Labor Organization
MOU	Memorandum of Understanding
MTDG	Medium Term Development Plan
MTDP	Medium-Term Development Plan
PIE	Partnership In Education
PNG	Papua New Guinea
PSIP	Provincial Services Improvement Plan
SIP	Services Improvement Plan
SLIP	School Learning Improvement Plan
TIMS	Teacher Information Management System
TSC	Teaching Service Commission
TSCDC	Teaching Service Commission Disciplinary Committee
TSDP	Teaching Service Development Plan
UNESCO	United Nations Education Science Cultural Commission




MINISTER'S MESSAGE

It is indeed a great pleasure to present the 2023 to 2027 Teaching Service Commission (TSC) Plan. The Teaching Service Commission was established under Section 2 of the Teaching Service Act. Among many of its functions, TSC acts as the employer of teachers on behalf of the state. The Commission works closely in partnership with the Department of Education and other partners in providing teachers to schools throughout Papua New Guinea.

I am pleased with the improvements that are taking place with the Teaching Service Commission. Clear indications of these are the implementation of the Teaching Service Salary Fixation Agreements made between the Teaching Service Commission and the Papua New Guinea Teachers' Association. In addition, the Review of the Teaching Service Act, the review of the Disciplinary and Appointment Policy and Procedure Manual restructuring of schools consistent with the Education Plan Structural Reforms, the establishment of the Teaching Service Regional and Provincial Offices and anticipated funding and implementation of the Teaching Service Commission structure which are all indications of TSC maturity and advancement.

I am optimistic the directional statements and strategies contained in this plan if implemented properly shall create a dynamic, highly committed, satisfied, and happy Teaching Service workforce that is required to develop the human resources for the country. The Commission must now take an active role in ensuring that this plan is implemented for the betterment of teachers' terms of employment conditions and welfare and deliver the best possible education for our children.

I take this opportunity to thank the Chairman of the Teaching Service Commission, the Commissioners, and officers for their vision and dedication in producing and implementing this plan.



.....
Hon. LUCAS DAWA DEKENA, MP
Minister for Education



MESSAGE FROM THE CHAIRMAN TEACHING SERVICE COMMISSION

This plan outlines the Teaching Service Commission's vision, mission, goals, strategies, and outcomes for 2023 to 2027. It aligns with the PNG Vision 2050, National Strategic Plan 2030, National Education Plan 2020-2029, and Education Sector Plan 2023-2027. It is based on the principle of 'integral human development' from the National Constitution and the PNG Vision 2050 Pillar one on Human Capital Development, Gender, Youth, and People Empowerment.

For the Teaching Service Commission, this means 'to serve and create a PNG Teaching Service that is dynamic, knowledgeable, self-reliant, honest, responsible and responsive to the changing needs of PNG and that has autonomy in setting directions and managing teachers as a service.

This plan is a shared responsibility that challenges us to ensure its successful implementation to achieve the Government's overarching goal of integral human development through education and teaching services.

Teachers are essential for the effective implementation of Universal Basic Education (UBE) and post-UBE school education and training. Therefore, this plan should be given priority attention and a portion of the development funds should be allocated to provide a suitable working environment for quality teaching and learning in all our schools across Papua New Guinea.

The Commission has been working to revise all Handbooks, review the Act and update school structures in accordance with structural changes in the National Education System while extending its presence in provinces and districts.



SAMSON WANGIHOMIE
CHAIRMAN



Executive Summary

This will be the first ever corporate plan the TSC has ever produce since its existence since 1973 and faced a lot of challenges in its plan to leave no teacher behind in an attempt to contribute to quality education for all in Papua New Guinea.

Hence, this TSC Development Plan (2023-2027), is developed and aligned with PNG Vision 2050, the National Strategic Plan 2010-2030, MTDP IV 2023-2027, the Education Sector Development Plan, Teaching Service Development Plan, and Education Plan 2020 to 2029 to implement the Government's development policies and achieve the United Nations Millennium Development Goals for Papua New Guinea. The other major thrust on this Plan is to provide a roadmap to implement the Twelve (12) Recommendations of the Parliamentary Referral Committee on Education, which required overall improvement of services delivered to the teachers.

The Corporate Plan of the Teaching Service Commission (TSC) outlines specific Key Priority Areas with output indicators for each year. The plan is designed to help the TSC effectively carry out its functions. It also takes into account the twelve recommendations of the Parliamentary Referral Committee on Education, some of which are addressed in a piecemeal approach over the plan period.

The plan acknowledges the important roles of the Department of Higher Education Research Science and Technology and the National Department of Education in collaborating with the Teaching Service Commission on some functions and responsibilities. The TSC intends to reclaim the shared functions related to teaching and teachers under the Teaching Service Act review, and to delegate those functions and powers to the provinces through a well-designed decentralization process. This would enhance service delivery for the teachers. The TSC is also restructuring and expanding to districts to further improve service delivery and align with the government's call to distribute agency personnel in the ratio of national, provincial and district of 1:2:7 or 10:20:70.

01

Vision, Mission, Goal

To be an organization with vibrant and efficient national and provincial structures, systems, policies, processes and highly qualified human resources that will guide and, deliver effective services for teachers throughout the country.

1.1 Mission Statement

To deliver effective, timely services and support for the teachers by ensuring fair terms and conditions of service, proper incentives, welfare, personal and professional development.

1.2 Corporate Goals

TSC to have efficient structures at all levels, policies, processes, and systems delivering effective, timely services for the teachers who will deliver quality teaching to achieve the country's human development targets as contained in Vision 2050.

1.3 Main Thrust of the Corporate Plan

The TSC's Corporate Plan 2023 – 2027 would provide a clear roadmap for TSC to deliver its' component of outcomes contained in;

- The Vision 2050
- The MTDP IV & MTDG
- National Education Plan 2020 to 2029
- Education Sector Development Plan 2023 to 2027
- Teaching Service Development Plan 2023-2027
- Twelve (12) recommendations of the Parliamentary Referral Committee on Education.

1.4 Objectives

This corporate plan is based upon seven (7) major objectives that are considered critical for the effective and efficient management of teachers' terms and conditions of service of employment and welfare within the Teaching Service. The seven objectives are;

- Smart and bright entrants to teachers' colleges
- Teacher training institutions of international standards as set by DHERST
- Attractive employment terms and conditions for the teaching service
- Strengthen in-service capacity building
- Sustaining good teachers and school leaders
- Service delivery implementation, and
- Quality teacher assessment and reporting

1.5 Strategies

The plan is also underpinned by the country’s Public Service Ethics and Value-Based Leadership Capability Framework that are “common to tradition (clan), Christian (Church) and modern organizational beliefs and practices.”

- Honesty** Behavior that is consistent with Christian principles, social norms, family expectations, and policies and procedures of the Teaching Service Commission.
- Integrity** Steadfast adherence to moral and ethical principles in private and public life, in a manner that attracts respect, trust, and a 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 emphasizes a positive regard for the rule of law and the environment
- Wisdom** A capacity for deeper level understanding of issues involving discernment, intuition, experience, and maturity; and the ability to inspire and encourage action to overcome challenges for the advancement and of all people.
- Responsibility** Accepting stewardship for people and country; being guided by conscience; actively making choices for the greater good; considering the implications of decisions and dealing with their consequences and developing capacity in others

The officers from the top management down to the teachers are expected to confine to the above values including the General Orders. Conforming to these set of values will enable standard expectations in all dealings that will make the plan workable for the Commission and partners.



02

Our Mandate

Functions of the Teaching Service Commission

In addition to the above goals and principles, Section 9 of the Teaching Service Act 1988, sets out the functions of the Commission.

Subject to the Teaching Service Act the functions of the Commission are -

- a) To exercise a critical oversight of all matters relating to the terms and conditions of service and welfare of members of the teaching service, and
- b) To ensure that decisions of other authorities do not infringe or abrogate the rights of the conditions of service of members and if infringed or abrogate to correct the situation,
- c) To act as agent of the State. ..under the TSC Act as an employer and,
- d) Subject to any Ministerial directions to determine after consulting with SCMC the salaries and allowances and other terms and conditions of appointment and service of members
- e) To determine appeals as provided by the Teaching Service Act
- f) After consulting with Department Head to determine granting of free place studies both in country and out of country, study leave and in-service training,
- g) To advise education authorities on standard allowances paid by education agencies in various circumstances and to recommend standards of accommodation for teachers and standard rentals, and
- h) To advice NEB on personnel aspects for transfer of and in-service training arrangements for members of the teaching service,
- i) To collate and publish, or arrange for collation and publication of information in relation to terms and conditions of appointment and service of members of the teaching service, and
- j) Any other functions that are necessary or convenient for carrying out, or that are ancillary to, the functions as set out above.

The above values, goals, values and Act give strength, confidence and determination to Teaching Service Commission in implementing this development plan and activities contain therein.



03 Governance Overview Framework and Organisation Structure

3.1 Planning Framework

The Teaching Service Corporate Plan is aligned with the Education Sector Development Plan 2023-2027 incorporating the capital investment. The Commission strongly believes will further advance its capacity to provide better services to the 70,000 teachers. The diagram below shows the alignment to the overarching government plans.

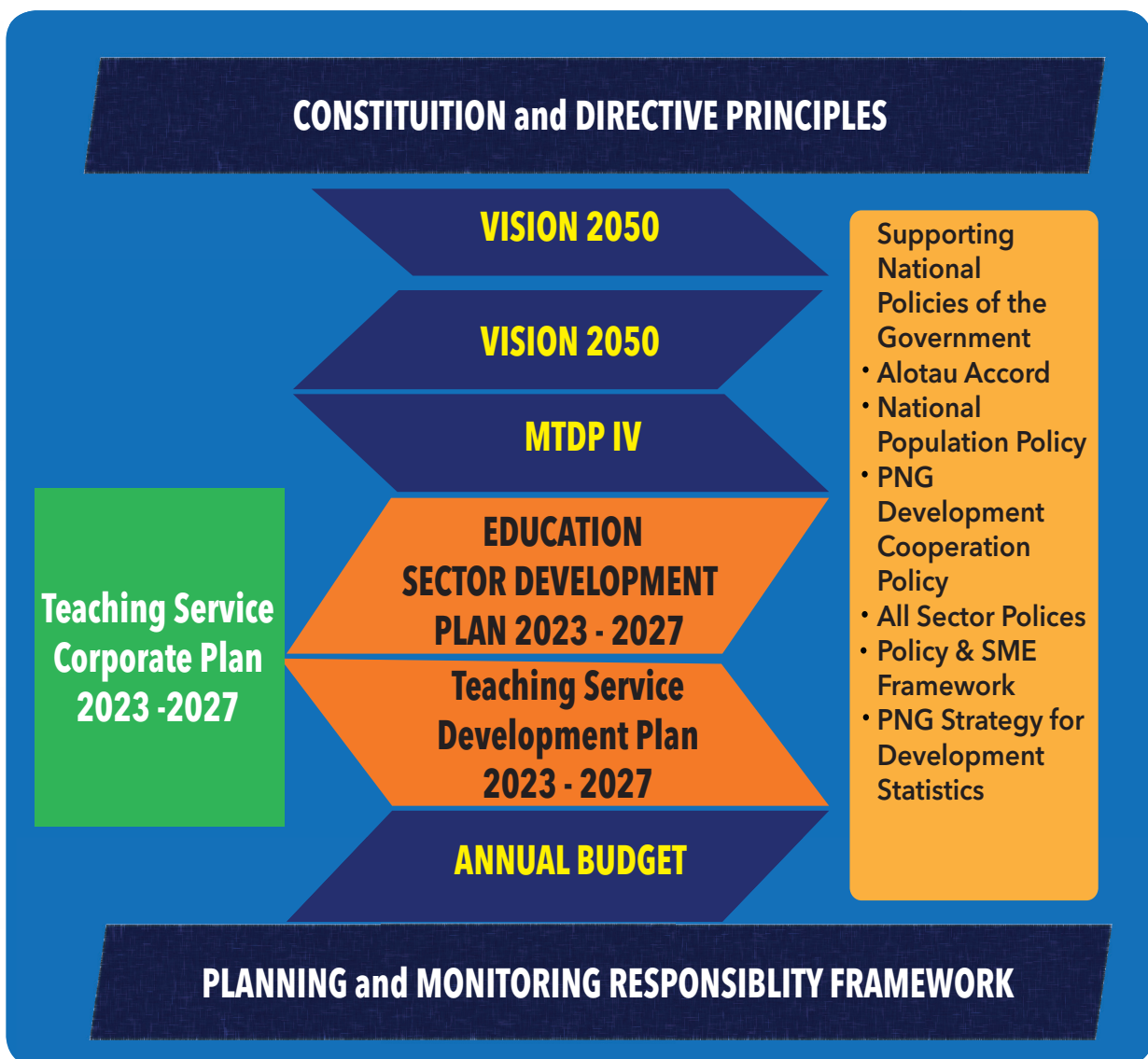


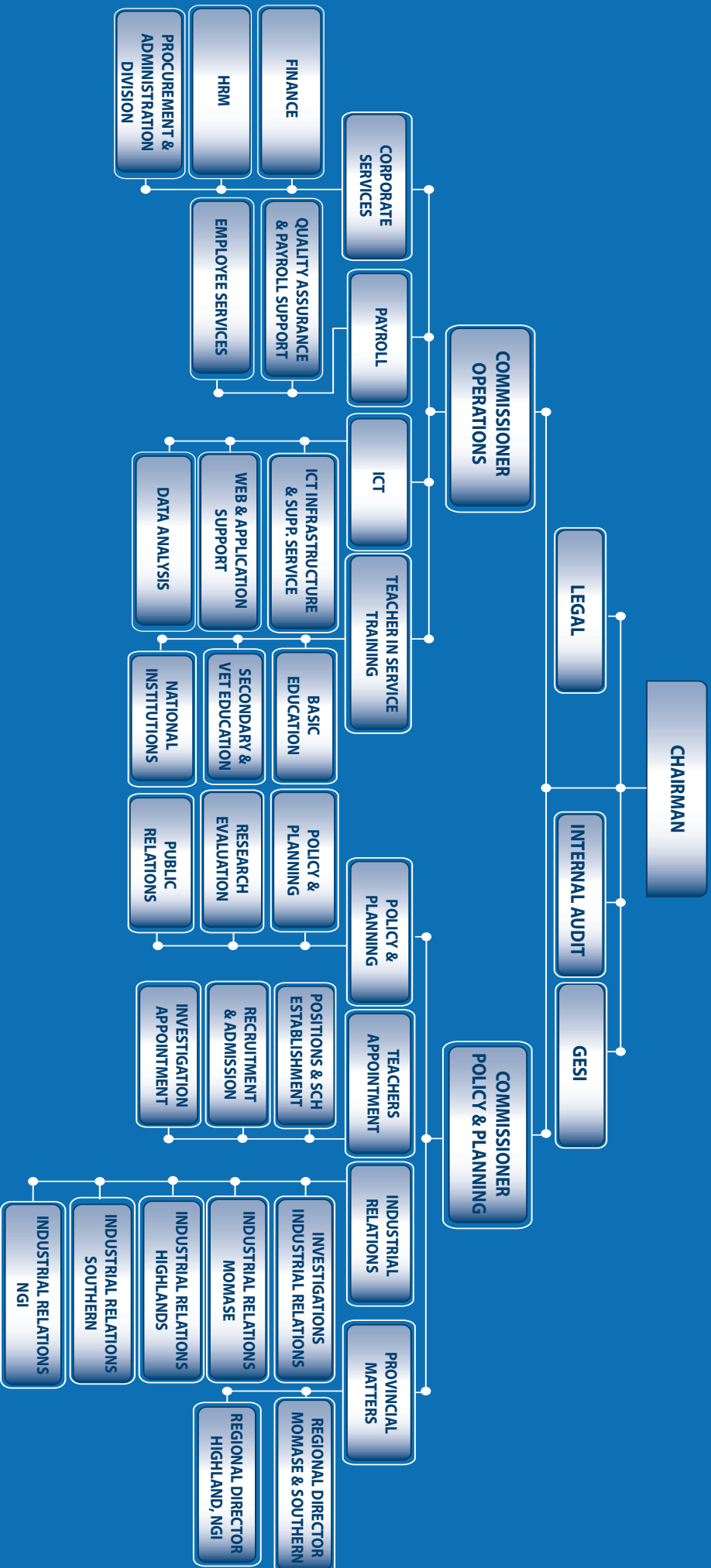
Figure 1: Planning framework

3.2 Corporate Governance

The Teaching Service Commission Corporate governance is the system of rules, practices, and processes by the Commission directed and controlled. It essentially involves balancing the interests of the teachers, the government stakeholders, senior management, executives, customers, suppliers, financiers and the country at large. Since corporate governance provides the framework for attaining the Commission's objectives, it encompasses every sphere of management, from action plans and internal controls to performance measurement and corporate disclosure.



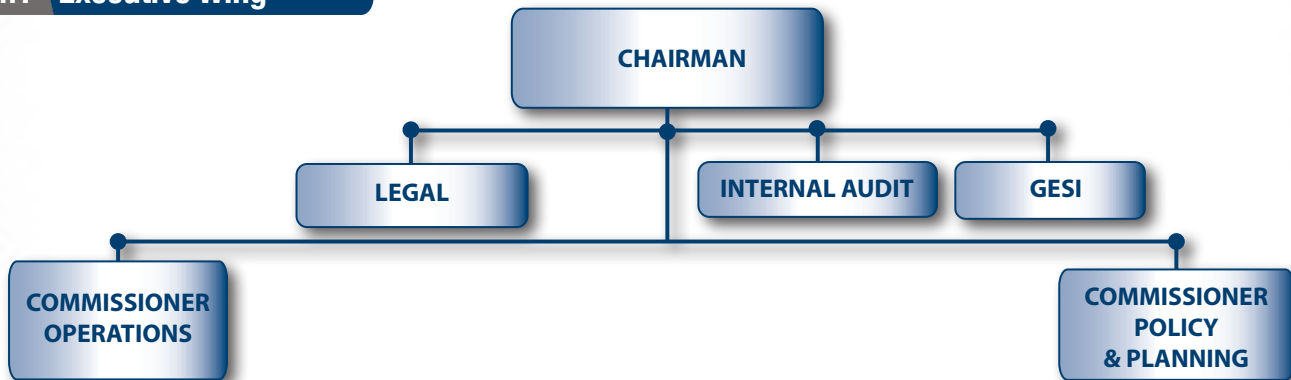
3.3 Organisation Structure



APPENDIX B provides is a list of various committee responsible for different roles and responsibilities of the Commission.

04 Corporate Plan

4.1 Executive Wing



4.1.1 Legal Branch

The Unit is comprised of a Principal Legal advisor, 2 Senior Legal Officers, a Para-legal officer and an Investigation officer. It reports directly to the Chairman of the Commission and Commissioners on legal matters.

Core functions: The Unit is responsible for all legal matters affecting the Commission and provides legal representation, legislative interpretation, investigate complaints and oversee the administration of teacher discipline and appeals.

Key Accountable Officer: PRINCIPAL LEGAL ADVISOR
Key Priority 2023-2027

No	Key Priority	Description	Timeframe	Output Indicator
1	Teaching Service Act review	Review TS Act and draft legislative amendments & NEC Submission	2023 -2025	Teaching Service Act (Revised)
2	Teacher General Order	Draft Teacher General Order Teaching Service (Auxiliary Members) Act	2024	Teachers General Order (New)
3	Provincial Education Board Disciplinary Committee (PEBDC)	Establish proper functioning PEBDC in provinces	2024	Provinces have a Provincial Education Board Disciplinary
4	Provincial TSC Powers	Revoke relevant TSC (devolved) powers and functions in provinces	2023-2025	All delegated powers return to TSC
5	MOU With Stakeholders	Sign MOU with DHERST/colleges for teacher up skill & upgrade Sign MOU with Provincial Governments for Provincial TSC Staff Housing, Office space & vehicle	2023-2024	No. of teacher upgraded & up skilled TSC Provincial Office, house & vehicles
6	Teaching Council	Revive Teaching Council	2023-2024	Teaching Council Meetings
7	Teacher Registration & Admission Authority	Amend section 22 TS Act & create an Authority. Draft registration and admission policy	2024-2025	Fully established TR&A Authority. Authority register & admit teachers
8	Appeals Committees	Administer Teacher Discipline Appeals Committee Assist Teacher Appointment Appeals Committee	2023-2027	Settled teacher discipline appeals
9	TSCDC	Investigate complaints & take action	2023-2027	Number of TSCDC meetings



4.1.2 Internal Audit Branch

The Internal Audit Branch is directly accountable to the Chairman, and a Principal Internal Auditor will manage it. The branch will be responsible for conducting audits at all levels, from the national level down to the district level.

Key Accountable Officer: Principal Internal Auditor

Core Functions: The internal audit function is an independent, objective assurance and consulting activity designed to add value and improve the Commission’s operations. It helps the Commission accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

Key Priority 2023-2027:

No	Key Priority	Description	Timeframe	Output Indicator
1	Governance Policies	Promote credibility	2023-2024	Monitoring and reporting tools developed
2	Assessment tools and methods	Develop assessment tools to gauge use of TSC properties and resources.	2024	Assessment tools and methods endorsed and implemented.
3	Risk Management Tools	Develop a risk management tool to help TSC achieve strategic, operational, financial and compliance objectives	2024	Risk Managements tools and assessment methods endorsed and implemented
4	Minimum Standards	Develop minimum standards for internal controls in national and sub-national officers	2024	Develop monitoring and reporting tools assessing compliance with , regulations, and internal policies

4.1.3 Gender Equity and Social Inclusion

Key Accountable Officer: Manager GESI

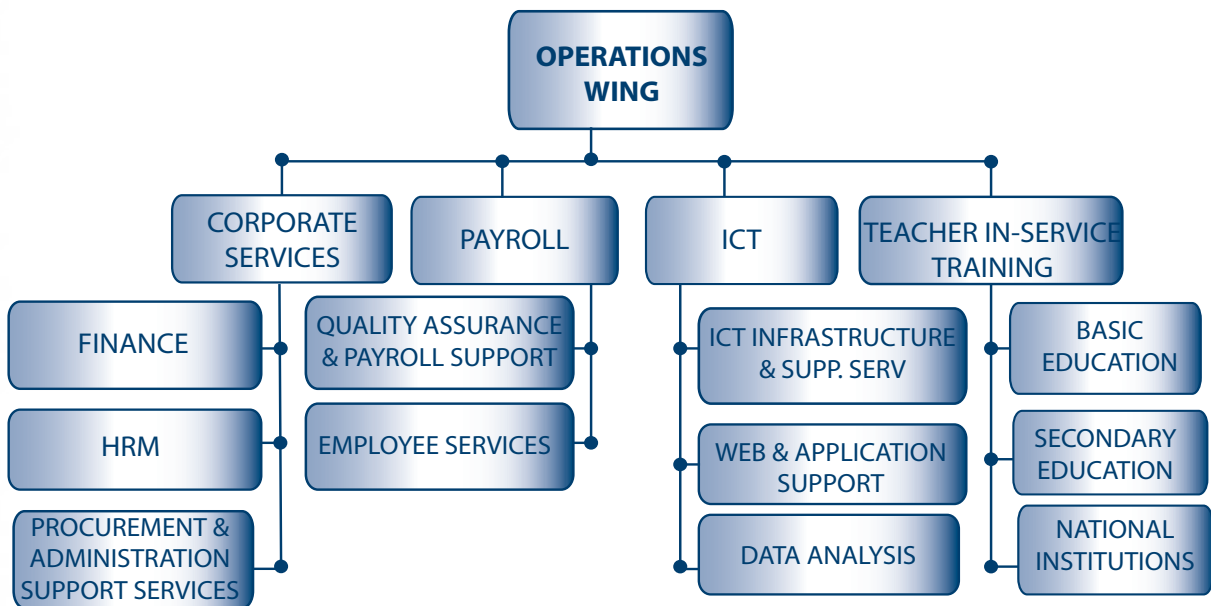
Core Functions: This unit is responsible for implementing the GESI Policy within the Teaching Service Commission (TSC), and is tasked in ensuring that there is fair and inclusive practices in the public service, and that these practices are maintained. The GESI policy is based on the principles of gender equity, social inclusion and human development. The unit is responsible for ensuring that all TSC employees have equal opportunities for social, economic, and political development, regardless of their race, tribe, place of origin, political opinion, color, creed, religion, or sex. It also ensures that the policies and plans of TSC are inclusive of all genders.

Key Priority 2023-2027:

No	Key Priority	Description	Timeframe	Output Indicator
1	TSC GESI Policy	Develop a TSC GESI policy for employees of the Commission including teachers aligned to the national GESI Policy.	2025	TSC GESI Policy developed and implemented.
2	TSC GESI Policy awareness	Awareness conducted on TSC GESI Policy	2025-2026	Awareness conducted in all provinces on TSC GESI policy
3	GESI Training and Awareness	Provide awareness programs that promote inclusion of women and marginalized groups.	2025-2027	GESI training conducted in national and sub-national levels
4	Managing GESI complaints and reporting	Provide closure and sound advice	2025-2027	Database on the number and category of complaints as well as research data



4.2 OPERATIONS WING

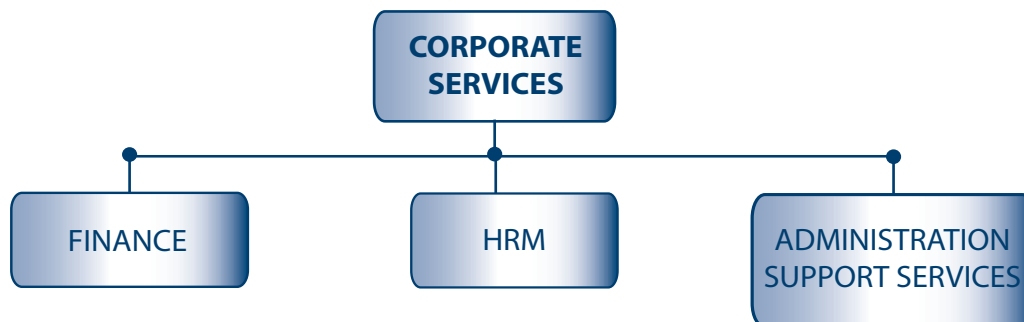


Key Accountable Officer: Commissioner Operations

Core Functions: The Operations Wing is responsible for Corporate Services, Payroll, ICT, and Teacher In-Services. The Commissioner Operations of Teaching Service Commission is responsible for controlling the operations of the Teaching Service Commission in advising provincial authorities on TSC matters, and deals with difficult teacher’s cases. Additionally, the Commissioner Operations oversees the financial operations of the Commission, ICT services, Payroll services, and related duties, including teacher in-service activities. It’s important to note that the roles of the Commissioner Operations are not limited to these, but these are some of the key responsibilities.



4.2.1 Corporate Services Division



The Corporate Services Division is one of the four (4) divisions under the Operations wing. The Division has three (3) branches: (1) Finance, (2) Human Resource Management and (3) Procurement and Administration Support Services.

The Director Corporate Services is responsible for managing and implementing customer service policies, ensuring that all staff strictly adheres to reach the highest customer satisfaction, providing strategic planning, operational support, and research, and advice to senior management on administrative matters such as staff management, financial planning, and facilities management.

They also allocate priorities and resources within Corporate Services, contribute to organizational decision-making, planning, and continual improvement, and oversee the financial operations of the Commission, ICT services, Payroll services, and related duties, including teacher in-service activities. Additionally, the Director Corporate Services is responsible for devising and using fruitful procurement and sourcing strategies, discovering profitable suppliers and initiating procurement partnerships, negotiating with external vendors to secure advantageous terms, approving the ordering of necessary goods and services, finalizing purchase details of orders and deliveries, examining and testing existing contracts, tracking and reporting key functional metrics to reduce expenses and improve effectiveness, collaborating with key persons to ensure clarity of the specifications and expectations of the company, foreseeing alterations in the comparative negotiating ability of suppliers and clients, expecting unfavorable events through analysis of data and preparing control strategies, performing risk management for supply contracts and agreements, controlling spend, and building a culture of long-term saving on procurement costs.



4.2.2 FINANCE

Key Accountable Officer: MANAGER FINANCE

Core Function: The Finance Branch is to provide strategic leadership, oversee processes of the two units in the Branch, providing efficiency, transparent accountable, and assist the Commission through the Executive in preparation, management, implementation and monitoring of the commission’s budget.

Key Priority 2023-2027:

No	Key Priority	Description	Timeframe	Output Indicator
1	Annual	Formulate and prepare Teachers and TSC budget Estimate based on policies of the commission	2023-2027	Teachers Personnel Emoluments and Commission budget adequately funded and resourced
2	Financial Training Plan and capacity Development	Negotiate and design capacity development programs (short & long term) to be delivered at the head office and in the 22 provinces and districts	2023-2027	Financial Training Plan developed and implemented and staff trained
3	TSC-Separate Line Budget	Prepare and submit budget bid to Treasury and Finance Department to establish a budget code for the agency.	2023	Teaching Service Commission has control over its Budget and finances
4	Development & Project Budgets	Write PIDs and PFDs for TSC Development Project Investment (PIP) budget	2023-2027	Operational Budgets will include Development Budgets expenditures
5	Project Management	Manage TSC Provincial Housing Infrastructure Project		Project construct TSC Houses HQ and Offices in and Provinces
6	Quarterly Reviews	Conduct quarterly Budget Review on the agency’s expenditure	2023-2027	Quarterly Budget Review reports are compiled and submitted to Treasury

4.2.3 HUMAN RESOURCE MANAGEMENT

Key Accountable Officer: MANAGER HUMAN RESOURCES MANAGEMENT

Core Functions: The Human Resource (HR) Division is responsible for managing and overseeing employee policies and procedures. The division maintain a positive work environment, and ensuring legal compliance. It is responsible for finding, recruiting, screening, and training job applicants, handling employee compensation, benefits, and terminations, and performing human resource management functions such as reviewing resumes, keeping track of employee information, and ensuring the commission complies with labor laws and employment standards. The primary functions of the Human Resource department include HR planning, talent recruitment selection, performance management, employee relations, training and development, compensation and benefits administration, and more.



Key Priority 2023-2027:

No	Key Priority	Description	Timeframe	Output Indicator
1	Training Plan	Negotiate and design capacity development programs (short & long term) to be delivered at the head office and in the 22 provinces and districts	2023-2027	Training Plan developed and implemented
2	Training Policy	Training policy for both teachers and TSC officers that should guide training plans	2024	Training Plan developed and implemented.
3	Staffing and Recruitment	Manage the recruitment and hiring of new officers per the proposed structure.	2024-2027	All TSC positions are filled with suitable officers
4	TSC General Orders	TSC General Orders are set of policies and procedures that govern the terms and Conditions of employment of teachers in the country.	2024-2025	TSC General Order is endorsed and implemented
5	Management and Enforcement of General Orders and TSC General Orders	Enforcement and compliance of the Public Service Management Act and General Orders ensuring Human Resource branch policies, work plans, procedures and programs are aligned	2023-2027	General Orders are adhered
6	Public Service Induction of new TSC Officer	Induction of new TSC Officers	2024-2027	All officers are inducted and confirmed as permanent public servants
7	Regular Staff Appraisal	Regular monitoring and appraisal of officers	2023-2027	Staff Performance Appraisal are completed and data analyzed for further action.

4.2.4 PROCUREMENT AND ADMINISTRATION SUPPORT SERVICE BRANCH

Key Accountable Officer: MANAGER PROCUREMENT AND ADMINISTRATION SUPPORT SERVICES

Core Functions: Provide responsive, effective, quality expert procurement services and business advice to the Commission while achieving best value for money in the timely delivery of goods, services and works and ensuring competitive, fair and transparent process in accordance with established regulations, rules and procedures of GoPNG. Ensure asset management & inventory control as well as effective procurement records management for the Commission.

Key Priority 2023-2027:

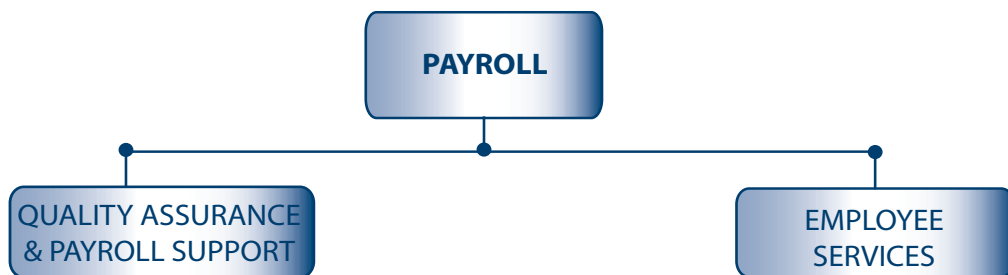
No	Key Priority	Description	Timeframe	Output Indicator
1	Procurement Plans	Centralize procurement Process for the Procurement of goods services and works consistent with the procurement manual.	2024	Completed procurement plans.



Teaching Service Commission Corporate Plan 2023-2027

2	Full access to procurement module of IFMS.	All procurement of goods, works and services are processed through IFMS by Nominated AROs. Nominated staff to complete IFMS training and given IFMS access	2024-2027	Training completed by AROs and has access to IFMS. Awareness conducted for staff.
3	Major procurement	Implement centralize procurement for major tenders consistent with the Annual Procurement Plan (APP).	2024-2027	Completed APP. Numbers of major procurement completed
4	Asset Management and Disposal	Establish Asset management procedures and ensure proper record keeping, allocated asset numbers and properly disposed in line legal requirements	2024-2025	Establishment of Equipment committee Assets register developed. Asset management and disposal procedures/policy developed.
5	Administrative support services	Provide administration support in areas fleet management, registry services.	2024-2027	Fleet management policy and procedures.

4.2.5 PAYROLL DIVISION



Key Accountable Officer: DIRECTOR - PAYROLL

Core Division Function: Provide leadership and strategic direction within the Quality Assurance & Payroll support; and Employee Services Branches and coordinate the activities in the Division to ensure effective and efficient delivery of Salary Payroll Functions meet the needs of TSC Staff and Teachers in the workforce.

Key Priority 2023-2027:

No	Key Priority	Description	Timeframe	Output Indicator
1	Transfer ALESCO functions	Transfer of functions from DoE to TSC	2023-2025	Teachers' ALESCO functions transferred from DoE to TSC
2	Teacher and TSC staff information update	Update all teachers and TSC Staff Payroll information	2023 - 2027	Teacher and TSC Staff Payroll information updated
3	Employee Time Tracking	Develop a system to track teachers' absenteeism	2023-2025	Tracking system developed



4	New Schools and positions registration	Registration of new Schools and positions	2023-2027	Established registered schools and positions are updated
5	Training of TSC Provincial Advisors and Payroll Officers to access Payroll in provinces	Conduct training on the revised Payroll processes and procedures	2023 – 2027	Provincial Officers access and view Payroll information
6	Capacity Building	Conduct training on the revised Payroll processes and procedures	2023 -2027	Effective processing of entitlements.
7	Quality Assurance checks	Confirm and verify calculations on entitlements and allowances for payments	2023-2027	Timely processing of teachers entitlements and allowances

4.2.6 QUALITY ASSURANCE AND PAYROLL SUPPORT BRANCH

Key Accountable Officer: MANAGER QUALITY ASSURANCE AND PAYROLL SUPPORT

Core Division Function: The Quality Assurance Branch is responsible for ensuring that the quality of the products and services provided by the Teaching Service Commission of Papua New Guinea meets the required standards. The Quality Assurance Manager is responsible for establishing and maintaining a quality management system and procedures. They work closely with various divisions and branches within the TSC to ensure standards are established and awareness. They plan and conduct internal quality audits, identify potential sources of errors, and suggest ways to eliminate these errors. The branch is also responsible for Payrolls services and ensure teachers are admitted to the teaching service through set employments terms and conditions.

Key Priority 2023-2027:

No	Key Priority	Description	Timeframe	Output Indicator
1	Ascender Payroll System	Install Ascender Payroll System	2024 - 2025	Ascender Payroll System is installed and used for teachers and employees of the TSC
2	Ascender Payroll System training	Training of officers	2024 - 2025	Training of TSC officers on Ascender Payroll System
3	Maintenance of Ascender Payroll System	Maintenance of the application and data input.	2024 - 2027	Maintenance of the application and data.
4	Transfer Payroll functions	Transfer of functions from DoE to TSC	2024	Teachers' ALESCO functions transferred from DoE to TSC
5	Employee Time Tracking	Develop a system to track teachers' absenteeism	2024	Tracking system developed
6	Teacher Personnel Emoluments Budget	Annual production of Teacher Personnel Emolument Budget	2024	Teacher Personnel Emolument Budget completed on time.
7	Quarterly reports	Quarterly reports on roles and responsibilities	2024 - 2023	



Key Accountable Officer: MANAGER EMPLOYEE SERVICES

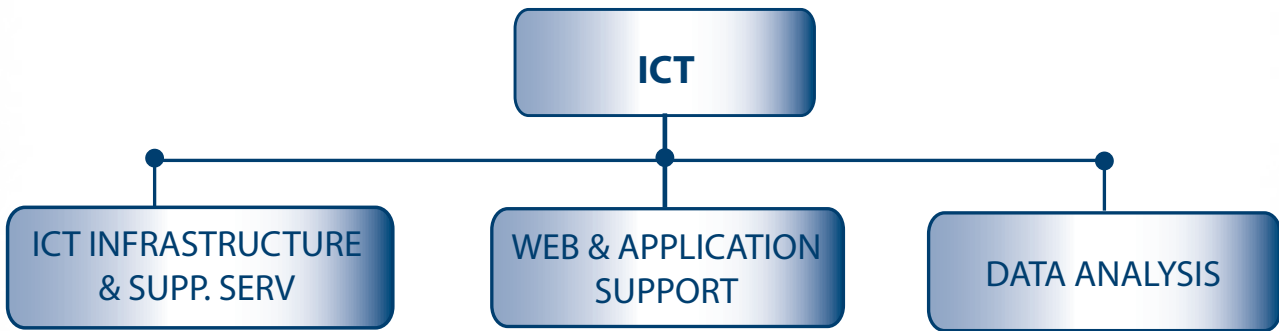
Core Division Function: The Employees Services Branch is responsible for managing and implementing the Ascender Payroll System rules, policies, work plan, and procedures to meet the needs of the teachers. They oversee the entry of HR and payroll information into the Ascender Payroll system and ensure that it is audited before funds are credited to the teacher’s account. They provide advice to teachers and administrative staff in the provinces on matters relating to employee and payroll function of changes in legislation, policies, rules, and regulations covering employee and payroll related services function. Additionally, they provide leadership and quality assurance checks to ensure accurate calculations of allowances and entitlement payments are done in a timely manner. They ensure all internal training to build staff capacity to effectively implement Payroll Division policies, plans, and programs in accordance with relevant Payroll laws, rules, and procedures. Finally, they oversee strategic direction for collaborative work to review Payroll policies and plans between Payroll Division and Policy and Planning Division.

Key Priority 2023-2027:

No	Key Priority	Description	Timeframe	Output Indicator
1	Payroll Functions created	Transfer of functions from DoE to TSC	2024	Teachers’ ALESCO functions transferred from DoE to TSC
2	Ascender Payroll System	Ascender Payroll System is established	2024	Ascender Payroll System is installed and used
3	Teacher Human Resource Data	Teachers human resource data is updated	2024-2025	Teacher Payroll information updated
4	Ascender Payroll Internal Training	Training on the use of the Ascender Payroll System	2025	Officers are able to use and Maintained the payroll system.
5	Employee Time Tracking	Develop a system to track teachers’ absenteeism	2024	Tracking system developed



4.2.7 Information Communication Technology Division



The Information Communication and Technology Division is one of the four (4) within the Operations Wing. The division has three (3) branches and it includes (1) ICT Infrastructure and Support Services and (2) Web & Application Support (3), Data Analysis.

Key Accountable Officer: DIRECTOR-ICT

Core Division Function: The Information and Communications Technology (ICT) Division is responsible for developing, managing, and maintaining an organization’s technology-related assets, policies, procedures, and systems. The specific functions of an ICT Division can vary depending on the organization, but some common functions include:

Setting frameworks and standards: Developing and enforcing frameworks and standards for the development of software applications and ICT infrastructure.

End-user training and support: Providing training and support to end-users of the organization’s software applications. Project management: Planning, coordinating, monitoring, and evaluating software development and infrastructure projects. Electronic security: Ensuring the electronic security of sensitive and critical systems. Infrastructure support: Providing infrastructure-related support to other divisions of the organization.

4.2.8 ICT INFRASTRUCTURE AND SUPPORT SERVICES

Key Accountable Officer: MANAGER INFRASTRUCTURE AND SUPPORT SERVICES

Core Functions: Ensure ICT activities are in line with ICT policies and plans; and ICT laws and regulations to provide effective and efficient ICT services that reaches maximum targets annually to support Teaching Service Commission’s national, provincial and district systems. Ensure that the operations of ICT Infrastructure are well maintained Organize all funded projects; their coordination and implementation ICT activities and ensure the details of these projects are executed correctly.



Key Priority 2023-2027:

No	Key Priority	Description	Timeframe	Output Indicator
1	Communication systems	Telephones, internet services for ease of communication between TSC Offices in at the national and sub- national levels. These include Facilities or physical plants that provide space for networking hardware, servers, and data centers.	2023-2027	All TSC offices are equipped with communications systems
2	Workstations and peripherals	Basic office ICT equipment are provided for in all workstations	2023-2027	Officers are equipped with laptops and computers that are effective and updated.
3	ICT Policy	Work with Policy Branch for the development of TSC ICT Policy	2023-2027	ICT Policy is endorsed
4	ICT inventory	Inventory of all Commission's ICT hardware	2023-2027	Inventory is updated.

4.2.9 WEB AND APPLICATIONS SUPPORT

Key Accountable Officer: MANAGER WEB AND APPPLICATION SUPPORT

Core Functions: The functions of the manager is to supervise WEB & Application Support Branch Staff and its activities to ensure delivery of quality ICT services is reached to support Teaching Service Commission's national, provincial and district established systems. Reporting to the manger WEB and Application Support are officers responsible for Internet Services, Web Application Services, and Software and Application Support officers.

Key Priority 2023-2027:

No	Key Priority	Description	Timeframe	Output Indicator
1	Server established	TSC server is established.	2024-2025	Server is established for use by TSC.
2	Website is developed	Liaise with ICD and relevant stakeholders to develop a website for the Commission	2024-2025	Website is developed and accessed by teachers, officers and public
3	Digitalization of TSC Forms	Convert all TSC forms that can be accessed online by teachers	2024-2027	TSC forms are accessed and submitted online
4	Applications	Applications are developed	2024-2027	Applications developed and used by stakeholders
5	WEB Content management	Creating, updating and maintaining website content .This includes writing and editing copy, creating graphics and multimedia content	2024-2027	Website is functioning and updated
6	Performance monitoring	Analyzing website traffic, user behavior, and engagement metrics, as well as conducting regular tests to ensure that website is functioning optimally.	2023-2027	Website is functioning effectively all year round.

4.2.10 DATA ANALYSIS

Key Accountable Officer: MANAGER DATA ANALYSIS

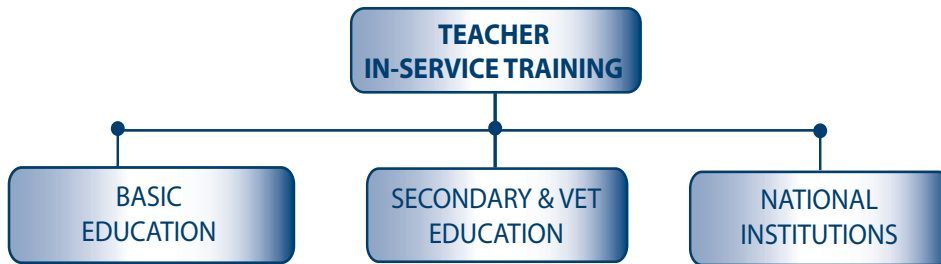
Core Functions: Ensure that Data Analysis Branch Staff and its activities deliver quality ICT services to support Teaching Service Commission’s national, provincial, and district established systems by supervising them.

Key Priority 2023-2027:

No	Key Priority	Description	Timeframe	Output Indicator
1	TIMS	Teacher information and management system is updated	2024-2027	Data of all registered teachers are updated and kept in the bio data
2	Teacher Information	Creation of bio data for all new teachers admitted to teaching force	2024-2027	New teachers’ bio data is entered into TIMS and updated.
3	Teaching Positions Audit	Audit of all teaching positions to ensure the positions are occupied	2024-2027	Audit of all teaching positions and reports provided half-yearly.
4	Data Analysis	Analyze and provide data for the development of policies and plans such as Papua New Guinea education Transformation 2075.	2024-2027	Data analysis on teachers is updated half-yearly.
5	Data Business processing	A data validation process and storage is developed from the districts to the national level.	2024	Data validation and business process is endorsed for use. Officers at all levels of governance kept data that are consistent to each other.
6	Monthly Returns	Develop a system for monthly returns data collection and storage.	2024	Monthly returns data are collected and updated to inform decision making.



4.2.11 TEACHER IN-SERVICE TRAINING DIVISION



The Teacher In-Service Training Division is one of the four divisions in the Operations wing. It is responsible for the Teacher In-Service programs.

Key Accountable Officer: Executive Director Teacher In-service Training

Core Division Function: develop training plans for the development of teacher in-services for teacher upgrading and up-skilling and ongoing education and training to teachers who are already employee, ensure all teachers in the Teaching Service are qualified to teach at the levels, positions and sectors employed.

Key Priority 2023-2027:

No	Key Priority	Description	Timeframe	Output Indicator
1.	Teacher Up-Skilling and Upgrading Project	Oversee the teacher up-skilling and upgrading project in collaboration with teacher training agencies and DHERST	2023-2023	A number of teachers up-graded their teaching qualifications
2.	MOUs and Partnership	DHERST and teacher training institutions for teacher in-services and training of teachers to meet the demands of the 1-6-6 school structure	2023-2024	Numbers of MOUs are signed with Teacher’s Colleges.
3.	Teacher Needs Analysis	Study to determine the number of teachers needed per sector in the NES.	2024	Teacher needs analysis report is completed and recommendations passed on to relevant agencies.
4.	Teacher Qualification Up-grade Plan	Teacher qualification upgrade plan to be developed with the provinces and MOUs signed with the provinces for SIPs assistance.	2023-2027	Number of MOUs signed with provinces for teacher up-grade support

4.2.12 BASIC EDUCATION

Key Accountable Officer: ADVISOR BASIC EDUCATION

Core Functions: The Basic Education Section oversees the review, development, and implementation of the approved legislation, policy, and plans; conducts research, monitors evaluate and reports on the implementations of plans and programs that provide for a sound and harmonious implementation of Teacher In-service Training and Development. It is responsible for the overall development, coordination, management, and analysis of Teacher In-service Training and Development policies concerning all sectors in the entire teaching services.



Key Priority 2023-2027:

No	Key Priority	Description	Timeframe	Output Indicator
1	Teacher Up- Skilling and Upgrading Project	Oversee the teacher up-skilling and upgrading project in collaboration with teacher training agencies and DHERST	2023-2024	A number of teachers up-graded their teaching qualifications
2	MOUs and Partnership	Partnering with DHERST and teacher training institutions for teacher in-services and training of teachers to meet the demands of the 1-6-6 school structure	2023-2024	Numbers of MOUs are signed with teacher training institutions.
3	Teacher Needs Analysis	Study to determine the number of teachers needed per sector in the NES.	2024	Teacher needs analysis report is completed and recommendations passed on to relevant agencies.
4	Teacher Qualification Up- grade Plan	Teacher qualification upgrade plan to be developed with the provinces and MOUs signed with the provinces for SIPs assistance.	2023-2025	Number of MOUs signed with provinces for teacher up-grade support
5	Papua New Guinea Education Transformation Vision 2050-2075	Contribute advice and information on the sector regarding teacher training needs, supply and demand and teacher related issues to the PNGETV	2024-2025	Basic sector teacher needs and plans is captured in the PNGETV-2057

4.2.10 SECONDARY AND VET

Key Accountable Officer: ADVISOR SECONDARY AND VET

Core Functions: The Advisor Secondary and VET Section oversees the review, development, and implementation of the approved legislation, policy, and plans; conducts research, monitors evaluate, and reports on the implementations of plans and programs that provide for a sound and harmonious implementation of Teacher In-service Training and Development. It is responsible for the overall development, coordination, management, and analysis of Teacher In-service Training and Development policies concerning the Secondary and VET Sectors.

Key Priority 2023-2027:

No	Key Priority	Description	Timeframe	Output Indicator
1	Teacher Up- Skilling and Upgrading Project	Oversee the teacher up-skilling and upgrading project in collaboration with teacher training agencies and DHERST	2023 - 2024	A number of teachers up-graded their teaching qualifications
2	MOUs and Partnership	Partnering with DHERST and teacher training institutions for teacher in- services and training of teachers to meet the demands of the 1-6-6 school structure	2023 - 2024	Numbers of MOUs are signed with teacher training institutions
3	Teacher Needs Analysis	Study to determine the number of teachers needed per sector in the NES.	2024	Teacher needs analysis report is completed and recommendations passed on to relevant agencies.
4	Teacher Qualification Up- grade Plan	Teacher qualification upgrade plan to be developed with the provinces and MOUs signed with the provinces for SIPs assistance.	2023 - 2025	Number of MOUs signed with provinces for teacher up-grade support
5	Papua New Guinea Education Transformation Vision 2050-2075	Contribute advice and information on the sector regarding teacher training needs, supply and demand and teacher related issues to the PNGETV	2024 - 2025	Secondary sector teacher is captured in the PNGETV-2057

4.2.11 NATIONAL INSTITUTIONS

Key Accountable Officer: ADVISOR NATIONAL INSTITUTIONS

Core Functions: The Advisor National Institutional Section oversees the review, development, and implementation of the approved legislation, policy, and plans; conducts research, monitors evaluates, and reports on the implementations of plans and programs that provide for a sound and harmonious implementation of Teacher In-service Training and Development. It is responsible for the overall development, coordination, management, and analysis of Teacher In-service Training and Development policies concerning the National Institutions.

Key Priority 2023-2027:

No	Key Priority	Description	Timeframe	Output Indicator
1	Teacher Up-Skilling and Upgrading Project	Oversee the teacher up-skilling and upgrading project in collaboration with teacher training agencies and DHERST	2023-2024	A number of teachers up-graded their teaching qualifications
2	MOUs and Partnership	Partnering with DHERST and teacher training institutions for teacher in-services and training of teachers to meet the demands of the 1-6-6 school structure	2023-2024	Numbers of MOUs are signed with teacher training institutions.
3	Teacher Needs Analysis	Study to determine the number of teachers needed per sector in the NES.	2024	Teacher needs analysis report is completed and recommendations passed on to relevant agencies.
4	Teacher Qualification Up- grade Plan	Teacher qualification upgrade plan to be developed with the provinces and MOUs signed with the provinces for SIPs assistance.	2023-2025	Number of MOUs signed with provinces for teacher up-grade support
5	Papua New Guinea Education Transformation Vision 2050-2075	Contribute advice and information on the sector regarding teacher training needs, supply and demand and teacher related issues to the PNGETV	2024-2025	NSOE, FODE sectors teacher is captured in the PNGETV-2057

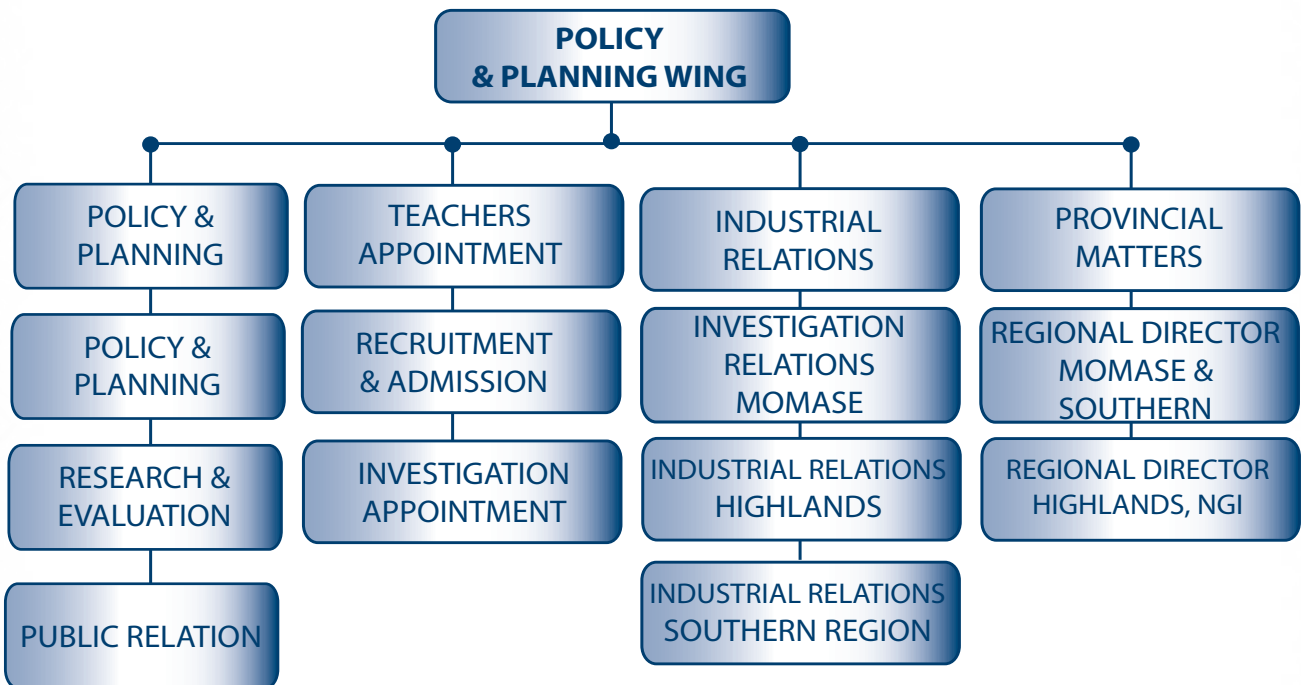




4.3 POLICY AND PLANNING WING

The wing is responsible for a range of functions from policy review and development, planning, media and communication and research and evaluation of the Commission. The Wing is responsible for **Policy review and development**: Reviewing and developing policies that align with the goals of the organization. The Wing is responsible Developing plans to achieve the goals of the organization. It is responsible for managing the organization’s communication channels and ensuring that the public is informed about the organization’s activities. It is responsible also for conducting research and evaluating the effectiveness of the organization’s programs and policies.

The Policy and Planning Wing has four (4) Divisions: (1) Policy and Planning, (2) Teachers Appointment, (3) Industrial Relations and (4) Provincial Matters.



4.3.1 POLICY AND PLANNING DIVISION





4.3.2 POLICY AND PLANNING

The Policy and Planning Division oversees the review, development, and implementation of the approved legislation, policy, and plans; conduct research, monitor and evaluate and reports on the implementations of plans and programs that provides for a sound and harmonious management of the Teaching Service Commission. It is responsible for the overall development, coordination, management and analysis of policies concerning the entire teaching services.

Key Accountable Officer: Advisor Policy and Planning

Core Division Function: Develop and review policies including policy advice to the Commission and Minister. The division is also responsible to the development and monitoring of the strategic plans and provides awareness and advocacy of policies and plans of the Commission.

Key Priority 2023-2027

No	Key Priority	Description	Timeframe	Output Indicator
1.	TSC Strategic Plan	Develop a 10year strategic plan for the Commission	2024	A TSC SP is endorsed
2.	Policy Development and Review	Develop new policies aligned with new directives and initiatives and review and update policies to meet contemporary systems and laws	2023 - 2027	Number of policies reviewed and developed including: Teaching Service General Orders, Determinations and circulars
3.	Teaching Council	Activate the Council	2023-2024	Number of meetings conducted, and minutes provided
4.	Management of executive meetings	Support management meeting	2023 - 2027	Regular M&E reports to Commission and ESDP Committees
5.	Monitoring and Evaluation	Monitoring and evaluation of TSDP and provide reports to M&E committees of the ESDP	2023 - 2027	Report on awareness done
6.	Design campaigns to promote the Commissions agenda.	Awareness and advocacy on TSC's roles and responsibilities, initiatives including the roles of the teachers through public events	2023 - 2024	Awareness and Advocacy of teaching profession and roles of TSC conducted
7.	Project Steering Committee	Steering Committees and their terms of reference for overseeing the development projects of the Commission	2023 - 2027	Project Committees are established with compliance to terms of references
8.	Stakeholder management	Design and participate in events to generate positive exposure and cultivate relationships for the commission.	2024-2025	Teachers Summit concept is developed with terms of conferences and events held
9	Teacher Awards Policy	Policy develops to recognize teachers who contributed immensely to the teaching and learning of students. Criteria of selection will be developed Award teachers with incentives to empower and motivate teachers. Designing, and planning executing the event for publicity.	2023-2024	Teacher Awards Policy developed and implemented
10	Teacher Qualifications Upgrade Policy	Policy to guide teacher qualifications upgrade and up-skilling to meet the demand for 1-6-6 school structure	2024	Policy developed and implemented.



4.3.3 RESEARCH AND EVALUATION

Key Accountable Officer: ADVISOR RESEARCH AND EVALUATION

Core Functions: Research and Evaluation Branch directs and aligns all its activities with Division’s policies and plans to produce effective and efficient delivery of services. It also conducts in-house trainings for staff capacity building and ensures that monitoring for the implementation of recommendations for all new and current TSC policies and plans are executed and evaluated for improvement. The branch also makes sure the implementation of the monitoring and evaluation of strategies for the Commission’s strategic and sectorial plans and policies are executed. Additionally, it ensures that consultation meetings in-line with Research and Evaluation joint work between Research and Evaluation Section and the other TSC Divisions and Units are conducted.

Key Priority 2023-2027

No	Key Priority	Description	Timeframe	Output Indicator
1.	Evaluation of TSC policies and plans	Carry out evaluation studies on all major policies, determinations and plans of the TSC to determine their relevancy to their intent.	2024-2027	Reports produced and Recommendations provided to TSC management.
2.	Evaluate projects of the Commission	Monitoring and evaluation of Public Investment Projects and programs of the Commission.	2024-2027	Report produced to support strategic policy, planning and budgets of the Commission.
3.	Research Business processes of the Commission	Research on all business processes of the Commission and its effectiveness	2024-2027	Recommendations are made to changes to business processes of the Commission.



4.3.4 TEACHERS APPOINTMENT DIVISION

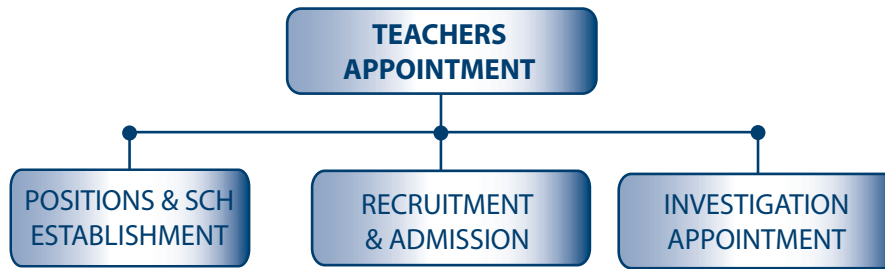
Key Accountable Officer: ADVISOR PUBLIC RELATIONS

Core Functions: Public Relations function at the Teaching Service Commission is to strategically shape public perception and foster transparent communication, ensures accurate media coverage, engages stakeholders and teachers through innovative campaigns, and proactively manages crises to uphold the Commission’s positive image in the education sector.

Key Priority 2023-2027

No	Key Priority	Description	Timeframe	Output Indicator
1.	TSC Communication Policy	Communication Policy will guide the communication within the Commission and stakeholders	2024	TSC Communication Policy endorsed. Well-informed teachers and
2.	TSC Communication Strategy	Communication Policy will guide the communication within the Commission and stakeholders	2024	TSC Communication Policy endorsed.
3.	TSC Annual Report	Annual Report as required by all GoPNG agencies	2023-2024	Annual Reports are completed and endorsed for Minister.
4.	Media Relations	Foster Relationships –Develop and nurture positive relationships with media outlets, journalists, and key stakeholders to secure accurate and timely coverage of TSC-related news, ensuring a mutually beneficial partnership	2023-2027	Increase positive media coverage and successful engagement evidenced by a 20% rise in favorable news articles, interviews, and features.
5.	Public Relations Campaigns	Enhance TSC Image, Strategically plan and execute public relations campaigns to uplift the Teaching Service Commission’s image, fostering a positive perception among teachers, students, parents, and the general public.	Quarterly	Successful execution of quarterly PR campaigns resulting in a 15% improvement in public perception, measured through pre- and post-campaign surveys.
6.	Events and Engagements	Promotes Transparency, Organize and facilitate press conferences, workshops, and events to engage with teachers, educational institutions, and the public, promoting transparency and open communication.	Annually	Successful organization of annual press conferences and workshops, fostering transparent communication, measured by attendance rates and participant feedback.
7.	Online Presence Management	Maintain Brand Accuracy, Manage the Commission’s official social media accounts, website, and other online platforms, ensuring accurate and up-to- date information is accessible to all stakeholders.	2023-2027	Regular updates on the Commission’s website and social media platforms, measured by a 95% accuracy rate and a 20% increase in online engagement metrics.
8.	Information Dissemination	Educate Stakeholders, Create and disseminate informative materials, brochures, and newsletters to inform teachers and the public about TSC policies, guidelines and updates.	2023-2027	Development and dissemination of informative materials and newsletters as needed, measured by timely distribution and stakeholder feedback.
9.	Internal Coordination	Streamline Information Flow, Coordinate with other divisions within the Commission to gather information, data, and success stories for PR materials and outreach efforts.	2023-2027	Achievement of streamlined internal coordination measured by a 15% reduction in response time for information requests from other departments.
10.	Crisis Communication	Mitigate Challenges	2023-2027	Effective implementation of the crisis communication plan during sensitive situations, measured by the successful resolution of issues and minimal reputational damage.

4.3.5 TEACHERS APPOINTMENT DIVISION



4.3.6 POSITIONS AND SCHOOL ESTABLISHMENT BRANCH

Key Accountable Officer: ADVISOR POSITIONS AND SCHOOL ESTABLISHMENT

Core Functions: The School Establishment Division is responsible for managing and facilitating all aspects related to the structuring of positions and the allocation of teaching positions. This division operates within the parameters of the Basic Education Sector, ensuring that all actions align with the approved Salary Structure set by the Teaching Service Commission (TSC).

The division's responsibilities include a thorough evaluation of the current school structure, identifying areas that need change or improvement. This could involve creating new teaching positions, eliminating redundant roles, or reallocating resources to better meet the educational needs of students. The restructuring process is carried out in accordance with the TSC-approved Salary Structure ceiling, ensuring that the changes are financially viable and within the approved budget. The School Establishment Division supervises this process across all 23 provinces, taking into account the unique needs and challenges of each region.

Key Priority 2023-2027

No	Key Priority	Description	Timeframe	Output Indicator
1.	Facilitate all Position reclassifications	Responsible to facilitate all position reclassification, creation, abolition and relocation requests are aligned to TSC requirement	2024 - 2027	Completed yearly compilation of Position reclassification request
2.	Auditing Master Position Register	Responsible for auditing the Master Position Register on a quarterly base for the 69 000 teaching positions.	2023 – 2027	Completed Yearly Audit of Master Position Register
3.	Position and School Establishment restructure	Assist the Position and School Establishment Restructure in conducting wider consultation plan.	2023 - 2027	Complete strategic consultation
4.	Review and realign process of position and School restructure.	Review and realign current school and position creation process with the current Alesco establishment function	2023 - 2027	A review of document Structure, Process, and practice for position and school restructure
5.	Liaise with provincial planners and appointment officers	Responsible for liaising with all provincial planners, and appointment officers on the Master position register updates	2023 - 2027	A compiled report on liaison with provincial institutions on Master Position Register update.



6.	Updating and capturing all monthly returns	Responsible for updating and capturing all monthly returns from all sectors to ensure informed planning on teachers' personal emolument budget	2023 - 2027	Compiled update capturing all monthly returns.
7.	Review and compile Job descriptions	Responsible for reviewing and compiling job descriptions for schools and positions restructured for monitoring and assessment	2023 - 2027	Completed Review of Job description

4.3.7 RECRUITMENT AND ADMISSION BRANCH

Key Accountable Officer: ADVISOR RECRUITMENT AND ADMISSION

Core Functions: The core function of the Recruitment and Admission Branch is to offer leadership and counsel to the Director of Appointments on issues related to teacher deployment, recruitment, and admission across all sectors. This is done in an efficient and effective manner, in accordance with the provisions of the Teaching Service Act (1988).

The branch ensures that all processes related to the deployment, recruitment, and admission of teachers are carried out in a manner that upholds the standards and regulations set out in the Teaching Service Act. This includes providing strategic advice to the Director of Appointments, ensuring that all actions align with the broader goals and objectives of the education sector. In essence, the Recruitment and Admission Branch plays a vital role in maintaining the quality and integrity of the teaching service, by ensuring that all recruitment and admission processes are conducted in a fair, transparent, and efficient manner.

Key Priority 2023-2027

No	Key Priority	Description	Timeframe	Output Indicator
1.	Formulate Admission Policies	Responsible to formulate all Teacher deployment and admission policies	2024 - 2027	Policies formulated
2.	Teacher Admission Requirements	Review teacher admission and entry requirements using TSC determinations	2024 - 2027	Registration of Admission requirements
3.	Teacher Recruitment and admission	Review and realign current teacher recruitment and admission management process	2024 - 2027	Teacher recruited accordingly
4.	Using Approved Determinations for all Sectors	Review and realign teacher recruitment for all sectors following determinations on approved TSC entry-level requirements	2024 - 2027	A Sector Report compiled on Teacher Recruitment

4.2.17 INVESTIGATIONS APPOINTMENT BRANCH

Key Accountable Officer: ADVISOR INDUSTRIAL RELATIONS-MOMASE

Core Functions: The primary role of the Investigation Appointment Branch is to lead investigations into all appeals, potential fraud, and queries related to teachers' appointments, tenures, and eligibility. The branch is responsible for providing comprehensive background information and making recommendations to the Director of Appointments. The branch ensures that all processes related to the investigation of teachers' appointments are carried out in a manner that upholds the standards and regulations of the education sector. This includes conducting thorough investigations into any appeals or potential fraud, and addressing any queries that may arise during the appointment process.

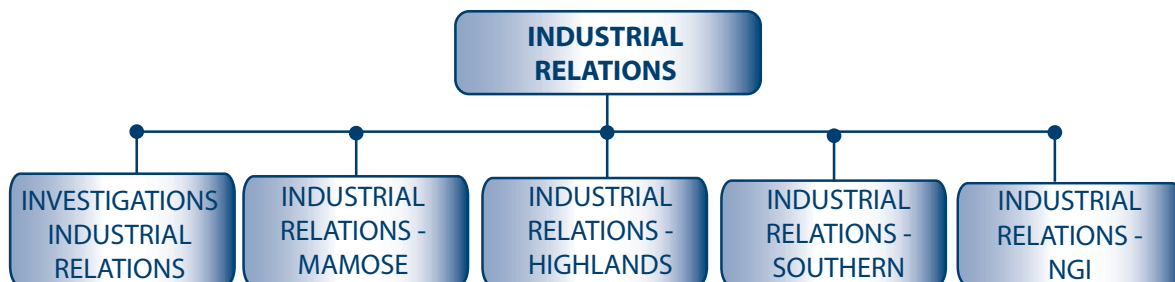


In essence, the Investigation Appointment Branch plays a crucial role in maintaining the integrity of the teaching service, by ensuring that all appointment processes are conducted in a fair, transparent, and efficient manner. It does this while also providing valuable insights and recommendations to the Director of Appointments.

Key Priority 2023-2027

No	Key Priority	Description	Timeframe	Output Indicator
1.	Carrying out investigations on Appointment.	Responsible to carry out investigations on appointment matters and prepare briefs for Principal Advisor and Commission.	2024 - 2027	Report compiled on major Appointment Investigation.
2.	Liaising for Timely Investigation	Liable for timely investigation of all fraud cases and Ombudsman Commission matters and prepare brief for the Commission for appropriate decision	2024 - 2027	Responsible to carry out investigations on appointment matters and prepare briefs for Principal Advisor and Commission.
3.	Alesco Payroll information compiling	Responsible to liaise with the Payroll Division to source information on the ALESCO Payroll system and salary file.	2024 - 2027	Compiling of Payroll information.
4.	Liaison with the Measurement Services Division	Responsible to consult, liaise and establish mutual work relationship with the Measurement Services Division for timely verifying of Grade 10 and 12 results on fraud cases.	2024 - 2027	Compiled reports on verifications on all fraud cases as well as non-fraud cases.

4.3.3 INDUSTRIAL RELATIONS DIVISION



4.2.18 INVESTIGATIONS INDUSTRIAL RELATIONS -MOMASE

Key Accountable Officer: ADVISOR INVESTIGATIONS INDUSTRIAL RELATIONS

Core Functions: Supervise the staff and activities of the Investigation – Industrial Relations’ Branch to allow for effective and efficient management of investigation services to address identified fraudulent and mismanagement activities that occurs around teachers’ salaries, allowances and other entitlements.



Key Priority 2023-2027

No	Key Priority	Description	Timeframe	Output Indicator
1.	Fraudulent Salary Payments	Investigate salary claims and payment and	2023-2027	Investigation reports recommending actions by the Commission for implementation by Legal Branch or Payroll Division
2.	Overpayment/ underpaid Salaries & Allowances	Investigate claims of overpayment and/or underpayment	2023-2027	Investigation Briefs with Minutes of approval for implementation by Payroll and Letter advising teachers
3.	Unauthorized/ Illegal Salary Deductions	Investigate unauthorized/ illegal salary deduction claims from Teaching Service members.	2023-2027	Investigation Briefs with Minutes of approval for implementation by Payroll and Letter advising teachers
4.	Underpaid Exit Entitlements	Investigate claims of Exit entitlements underpayment	2023-2027	Investigation Briefs with Minutes of approval for implementation by Payroll and Letter advising teachers
5.	Regional Monthly Returns Data	Compile provincial Monthly Returns Data of all provinces within the region	2023-2027	Regional Monthly Returns data is compiled and sent to Data Branch on a quarterly basis

4.2.19 INVESTIGATIONS INDUSTRIAL RELATIONS

Key Accountable Officer: ADVISOR INVESTIGATIONS INDUSTRIAL RELATIONS

Core Functions: Supervise the staff and activities of the Investigation – Industrial Relations’ Branch to allow for effective and efficient management of investigation services to address identified fraudulent and mismanagement activities that occurs around teachers’ salaries, allowances and other entitlements.

Key Priority 2023-2027

No	Key Priority	Description	Timeframe	Output Indicator
1.	Fraudulent Salary payments	Investigate salary claims and payment and	2023-2027	Investigation reports recommending actions by the Commission for implementation by Legal Branch or Payroll Division
2.	Overpayment/ Underpaid Salaries & Allowances	Investigate claims of overpayment and/or underpayment	2023-2027	Investigation Briefs with Minutes of approval for implementation by Payroll and Letter advising teachers
3.	Unauthorized/ Illegal Salary Deductions	Investigate unauthorized/ illegal salary deduction claims from Teaching Service members.	2023-2027	Investigation Briefs with Minutes of approval for implementation by Payroll and Letter advising teachers
4.	Underpaid Exit Entitlements	Investigate claims of Exit entitlements under payment.	2023-2027	Investigation Briefs with Minutes of approval for implementation by Payroll and Letter advising teachers
5.	Regional Monthly Returns Data	Compile provincial Monthly Returns Data of all provinces within the region	2023-2027	Regional Monthly Returns data is compiled and sent to Data Branch on a quarterly basis



4.2.20 INDUSTRIAL RELATIONS-HIGHLANDS BRANCH

Key Accountable Officer: ADVISOR INDUSTRIAL RELATIONS-HIGHLANDS

Core Functions: Branch is responsible for all the activities of the industrial Relations – Highlands Branch to allow for the effective and efficient management of industrial relations services for salaries; allowances; leaves and entitlements and exit management for teachers in Highlands region.

Key Priority 2023-2027

No	Key Priority	Description	Timeframe	Output Indicator
1.	Salary Matters	Review of Teachers' Salary Section in the all four provinces in the region for compliance and implementation of TSC decisions	2023-2027	Reports to full Commission on effectiveness of each province visited.
2.	Allowances	Conduct School mapping for all provinces in the region to verify school locations for allowance confirmation	2023-2027	Reports on schools locations by LLG, District and Province and availability of Government Services
3.	Leave & Entitlements	Work with Provincial TSC office in the region to raise awareness on all types of leaves that Teaching Service members are entitled to take during their period of service	2023-2027	Report responses from TS members on leave & entitlements awareness by Provinces to Full Commission.
4.	Exit Management	Update Teachers' Dates of Birth from Salary Files at decentralized Payroll provinces in the region or extract from Bio- Data forms and/or reports.	2023-2027	Report on Updated Dates of Births for all teachers by provinces in the region;
5.	Regional Monthly Returns Data	Compile provincial Monthly Returns Data of all provinces within the region	2023-2027	Regional Monthly Returns data is compiled and sent to Data Branch on a quarterly basis

4.2.21 INDUSTRIAL RELATIONS-SOUTHERN BRANCH

Key Accountable Officer: ADVISOR INDUSTRIAL RELATIONS-SOUTHERN

Core Functions: The Branch is responsible for all the activities of the industrial Relations – Southern Region Branch to allow for the effective and efficient management of industrial relations services for salaries; allowances; leaves and entitlements and exit management for teachers in Southern region.

Key Priority 2023-2027

No	Key Priority	Description	Timeframe	Output Indicator
1.	Salary Matter	Review of Teachers' Salary Section in the all four provinces in the region for compliance and implementation of TSC decisions	2023-2027	Reports to full Commission on effectiveness of each province visited.
2.	Allowances	Conduct School mapping for all provinces in the region to verify school locations for allowance confirmation	2023-2027	Reports on schools locations by LLG, District and Province and availability of Government Services
3.	Leave & Entitlements	Work with Provincial TSC office in the region to raise awareness on all types of leaves that Teaching Service members are entitled to take during their period of service	2023-2027	Report responses from TS members on leave & entitlements awareness by Provinces to Full Commission.

4.	Exit Management	Update Teachers' Dates of Birth from Salary Files at decentralized Payroll provinces in the region or extract from Bio- Data forms and/or reports.	2023-2027	Report on Updated Dates of Births for all teachers by provinces in the region;
5.	Regional Monthly Returns Data	Compile provincial Monthly Returns Data of all provinces within the region	2023-2027	Regional Monthly Returns data is compiled and sent to Data Branch on a quarterly basis

4.2.22 INDUSTRIAL RELATIONS - NGI BRANCH

Key Accountable Officer: ADVISOR INDUSTRIAL RELATIONS-NGI

Core Functions: The Branch is responsible for all the activities of the industrial Relations – New Guinea Islands Branch to allow for the effective and efficient management of industrial relations services for salaries; allowances; leaves and entitlements and exit management for teachers in NGI region.

Key Priority 2023-2027

No	Key Priority	Description	Timeframe	Output Indicator
1.	Salary Matter	Review of Teachers' Salary Section in the all four provinces in the region for compliance and implementation of TSC decisions	2023-2027	Reports to full Commission on effectiveness of each province visited.
2.	Allowances	Conduct School mapping for all provinces in the region to verify school locations for allowance confirmation	2023-2027	Reports on schools locations by LLG, District and Province and availability of Government Services
3.	Leave & Entitlements	Work with Provincial TSC office in the region to raise awareness on all types of leaves that Teaching Service members are entitled to take during their period of service	2023-2027	Report responses from TS members on leave & entitlements awareness by Provinces to Full Commission.
4.	Exit Management	Update Teachers' Dates of Birth from Salary Files at decentralized Payroll provinces in the region or extract from Bio- Data forms and/or reports.	2023-2027	Report on Updated Dates of Births for all teachers by provinces in the region;
5.	Regional Monthly Returns Data	Compile provincial Monthly Returns Data of all provinces within the region	2023-2027	Regional Monthly Returns data is compiled and sent to Data Branch on a quarterly basis





4.3.4 PROVINCIAL MATTERS DIVISION



Promote integrity and provide expert leadership within the MOMASE, SOUTHERN, HIGHLANDS, and NGI Branches. Coordinate the activities of these branches to ensure the effective and efficient delivery of services. This coordination supports the implementation and institutionalization of provincial policies and procedures that address teacher-related matters across all education sectors in the teaching force.

Key Accountable Officer: Director- Provincial Matters

Core Functions: Responsible for providing advisory services to the respective provinces and carrying out school visits for in-services on policies and laws on Teaching Service Act. Also conducts audits and investigations to promote good governance and accountability and represents the Commission on all matters concerning the Commission in the provinces and districts.

4.2.23 MOMASE-SOUTHERN REGION BRANCH

Key Accountable Officer: REGIONAL DIRECTOR MOMASE AND SOUTHERN

Core Functions: Provide vital leadership to people management by planning, organizing, controlling, budgeting, and directing the Regional Directors and TSC Provincial Advisors to work towards achieving their Key Performance Indicators. Oversee the daily operations of the Provincial Matters Wing by providing executive direction for the execution of policies, plans, and programs in line with the TS Act, policy systems, procedures, and other enabling legislations. This ensures effectiveness, compliance, and quality assurance is maintained and clearly communicated to staff/teachers in the Regions, Provinces, and Districts. Hold consultation discussions with TSC divisions at headquarters for effective administration of provincial functions in line with plans and policy directions/decisions for implementation at the provinces, districts and vice versa from district to provinces, regional and headquarters to improve systems and processes for effective teaching service delivery.



Teaching Service Commission Corporate Plan 2023-2027

Key Priority 2023-2027

No	Key Priority	Description	Timeframe	Output Indicator
1.	Provincial up-skilling and upgrading implementation plan	Work with the provinces to identify teachers for up-skilling and upgrading of qualifications at FODE, Teachers colleges and universities. Request for PEB approval and release by Teaching Service Commission.	2023-2027	No of teachers qualifications up-skilled and upgraded per province
2.	Teacher Audits Maintenance of Teacher bio-data and monthly/Quarterly Returns	Visit schools to conduct teacher audits and collect bio-data information Analyze audit findings and prepare reports for Commission's consumption. Update Teachers' bio-data in TIMS.	2023-2027	No of teachers audited. No of audit findings action by the Commission Bio-data information captured in the TIMS.
3.	Teachers Awards	Teacher Awards will be Conducted yearly to recognize teachers in accordance to the policy on teacher awards	2023-2027	No of teachers' received Awards per province
4.	Strengthen Coordination and maintain protocol with provincial stakeholders.	Establish partnership and strength communication network linkages with NDoE, Provincial Administration, Church Education Agencies, and other stakeholders	2023-2027	A whole government approach to service delivery is established.
5.	Administration of devolved TSC Powers	Carry out advice and ensure that the TSC delegated 25 powers and functions are effectively implemented by PEA of the Province.	2023-2027	No powers and functions Were implemented effectively In the provinces.
1.	E-teacher Appointment	Manage, advice and attend to teachers' appointment issues/matters, substantive and acting, tenure. Provide advice on tenure appointments and appeals	2023-2027	Number of provinces using E-Teacher appointments
2.	Maintenance of Master Position Register (MPR)	Work in consultation with Appointment Division and Provincial Appointment officer to update the MPR.	2023-2027	MPR accurate data maintained.
3.	New Graduates Appointment	Proper vetting of qualifications of new graduates to be recruited in the teaching workforce.	2023-2027	No of teachers new graduated admitted
4.	Teacher's Code of Ethics and Circular Instructions Awareness	Visits schools to advocate on the Code of Ethics and make awareness on circulars Instructions.	2023-2027	No of visits to schools for awareness and distribution of Circulars Instructions.
5.	Disciplinary investigations	Conduct investigations on teachers' disciplinary issues.	2023-2027	No of disciplinary matters resolved and appropriate action taken by relevant authorities.
6.	Effective cliental management and operations	Timely distribution of correspondences to teachers. Printing and distribution of reports to the regional office for generation of annual report.	2023-2027	Provincial Report is produced.

4.2.24 HIGHLANDS- NGI REGION BRANCH

Key Accountable Officer: REGIONAL DIRECTOR-HIGHLANDS AND NGI

Core Functions: Provide vital leadership to people management by planning, organizing, controlling, budgeting, and directing the Regional Directors and TSC Provincial Advisors to work towards achieving their Key Performance Indicators. Oversee the daily operations of the Provincial Matters Wing by providing executive direction for the execution of policies, plans, and programs in line with the TS Act, policy systems, procedures, and other enabling legislations. This ensures effectiveness, compliance, and quality assurance is maintained and clearly communicated to staff/teachers in the Regions, Provinces, and Districts. Hold consultation discussions with TSC divisions at headquarters for effective administration of provincial functions in line with plans and policy directions/decisions for implementation at the provinces, districts and vice versa from district to provinces, regional and headquarters to improve systems and processes for effective teaching service delivery.

Key Priority 2023-2027

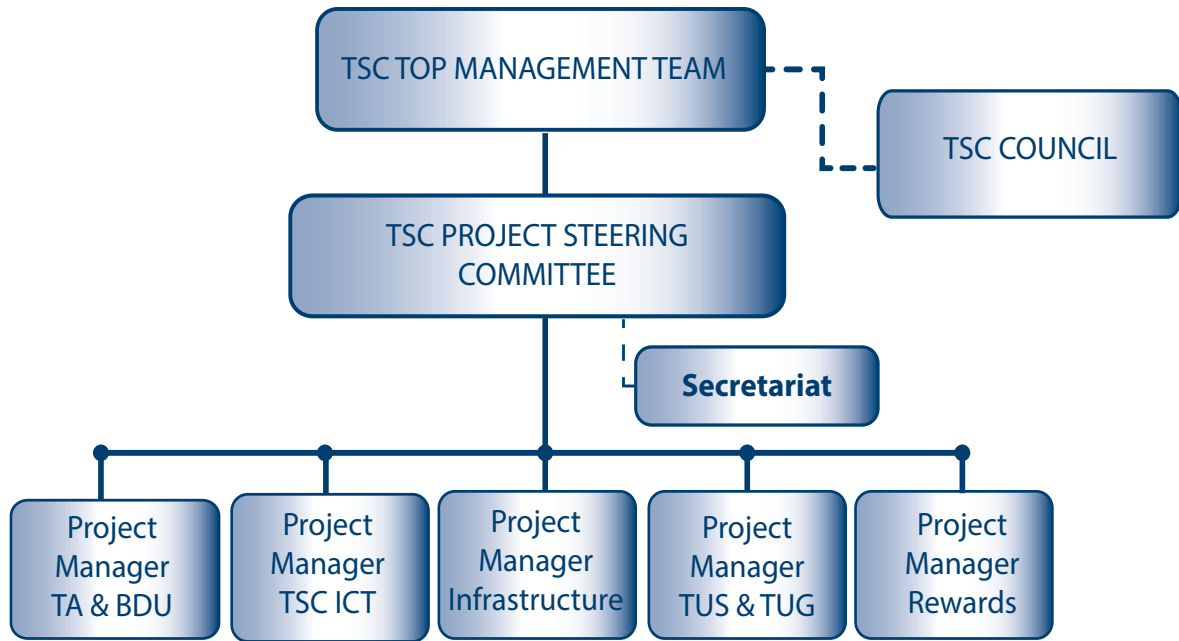
No	Key Priority	Description	Timeframe	Output Indicator
1.	Provincial up-skilling and upgrading implementation plan	Work with the provinces to identify teachers for up-skilling and upgrading of qualifications at FODE, Teachers colleges and universities. Request for PEB approval and release by Teaching Service Commission.	2023-2027	No of teachers qualifications up-skilled and upgraded per province
2.	Teacher Audits Maintenance of Teacher bio-data and monthly/Quarterly Returns	Visit schools to conduct teacher audits and collect bio-data information Analyze audit findings and prepare reports for Commission's consumption. Update Teachers' bio-data in TIMS.	2023-2027	No of teachers audited. No of audit findings action by the Commission Bio-data information captured in the TIMS.
3.	Teachers Awards	Teacher Awards will be Conducted yearly to recognize teachers in accordance to the policy on teacher awards	2023-2027	No of teachers' received Awards per province
4	Strengthen Coordination and maintain protocol with provincial stakeholders.	Establish partnership and strength communication network linkages with NDoE, Provincial Administration, Church Education Agencies, and other stakeholders	2023-2027	A whole government approach to service delivery is established.
5	Administration of devolved TSC Powers	Carry out advice and ensure that the TSC delegated 25 powers and functions are effectively implemented by PEA of the Province.	2023-2027	No powers and functions Were implemented effectively In the provinces.
6	E-teacher Appointment	Manage, advice and attend to teachers' appointment issues/matters, substantive and acting, tenure. Provide advice on tenure appointments and appeals	2023-2027	Number of provinces using E-Teacher appointments
7	Maintenance of Master Position Register (MPR)	Work in consultation with Appointment Division and Provincial Appointment officer to update the MPR.	2023-2027	MPR accurate data maintained.

8	New Graduates Appointment	Proper vetting of qualifications of new graduates to be recruited in the teaching workforce.	2023-2027	No of teachers new graduated admitted
9	Teacher's Code of Ethics and Circular Instructions Awareness	Visits schools to advocate on the Code of Ethics and make awareness on circulars Instructions.	2023-2027	No of visits to schools for awareness and distribution of Circulars Instructions.
10	Disciplinary investigations	Conduct investigations on teachers' disciplinary issues.	2023-2027	No of disciplinary matters resolved and appropriate action taken by relevant authorities.
11	Effective cliental management and operations	Timely distribution of correspondences to teachers. Printing and distribution of reports to the regional office for generation of annual report.	2023-2027	Provincial Report is produced.



06

Monitoring and Evaluation





07

Risk Management

Risk Management encompasses the identification, analysis and response to risk factors that form part of the life all entities. The Teaching Service Commission knows the risks it will face in implementing this plan for its teachers. Effective risk management means attempts to control, as much possible, future outcomes by acting proactively than reactively moving forward in its effort to ensure its employees benefited from the planned activities to bring about “quality education for all” needed by children of Papua New Guinea.

The political environment in the country is critical in the implementation of the plan. Since sector plans are brainchild of the current government, the Commission is only optimistic that it will continue its term to see effective implementation and deliverance of the desired outputs and outcome.

The risks are numerous however for the case of this plan, the following are identified:

- Lack of political will. The activities herein are aligned wholly on the ESDP and for this plan to be implemented fully will rely heavily on the political will to support it.
- Lack of capacity and resources of the Commission. The Commission is building its human resource capacity as it strives to take back many roles and responsibilities currently under the Department of Education especially responsibilities concerning conditions and welfare of its workforce. Providing avenues for teacher upgrading and up-skilling is one area the Commission.
- Lack of collaboration with other stakeholders. Working closely with DoE and DHERST and other stakeholders within the education sector is significant in effective implementation of this plan. This required constant communication, dialogue on the demarcation of roles and responsibilities of these different players.
- Financial Limitation. Effective implementation of the plan in 2023-2027 depends on the availability of funding. For successful operations of the Commission, it is appropriate to mandate financial liberty to the Commission, which may then be shared further with applicable sub-sectors to minimize turnover time. This could deepen and expand the resource mobilization to a provincial function.
- Conflicting Duplicative Functions between TSC and Department of Education Structural change in the commission and department brings uncertainties in job security. This may create a workload and jeopardize the quality and effective delivery of service to the clients.
- Lack of Support for Provincial TSC Advisors at the Provincial Level Resource sharing between TSC and provincial functions, powers and responsibilities within the provincial administration and other stakeholders need to be harmonized.
- Policy gaps. As the Commission develops plans to improve welfare issues for the workforce, it also demands a review of policies to ensure plans align with current workplace demands, including terms on conditions of accommodation, risk emergencies, and natural disasters at the workplace. The table below contains the list of the risks identified. The risks in all the sectors are similar therefore, the table is a summary. However, where the risk is specific to a sector it is listed separately. The risks are rated from how significant the risks are to less significant.



Appendices

Appendices A: Recommendations of the Parliamentary Referral Committee on Education

The Parliamentary Referral committee on Education was commissioned by the Parliament in 2014 to investigate into the disbursement of teacher's salaries and entitlements. Below are the recommendations.

- Recommendation 1:** That immediate review into the Department of Education and Teaching Service Commission. The reviews should focus on the adequacy and effectiveness of the process and procedures with Teachers' Salaries and Entitlement, in particular:
- a. The role of the Teaching Service Commission
 - b. The role of the Department of Education at the National and Provincial levels.
- Recommendation 2:** That the National Government conduct comprehensive reviews to amend relevant sections of the Teaching Service Act 1988 that define the allowance and entitlements of teachers
- Recommendation 3:** That the Teaching Service Commission in consultation with the National Department of Education conducts a review into the appointment processes of teachers with the view to empower and equip the provincial authorities with appropriate powers and technologies to improve the process and data base.
- Recommendation 4:** That Teaching Service Commission and Department of Education consider increase the teachers' tenure appointment from three years to five years.
- Recommendation 5:** That the National Government consider identifying a more suitable and working pay roll system for teachers or reconfigure the ALESCO Pay System so that it can suit specifications of salaries and entitlements.
- Recommendation 6:** That the Department of Education empowers provincial education authorities through the decentralization process to take full ownership of the ALESCO Pay System or any other appropriate Payroll system.
- Recommendation 7:** That the National Government directs the Department of Education to conduct an audit into teachers' leave fares with the view to paying the leave fares in cash directly into teachers Bank Accounts
- Recommendation 8:** That the National Government directs the Department of Education and the Teachers Service Commission and Provincial Administrations to conduct an annual update for teachers in the first quarter of each year.
- Recommendation 9:** That the National Government considers the plight of the Teaching Service Commission and empowers it with annual budgetary appropriation and financial responsibilities to operate as an autonomous entity of the State as per the Teaching Service Act.
- Recommendation 10:** That the Department of Education and the Teaching Service Commission conduct a review of the processes and procedures on entitlement, retrenchment, and resignation of teachers in the Teaching Service.



- Recommendation 11:** That the National Government, through the Department of Education develops a modern standardized system of keeping records and database for teachers in the Teaching Service. The system should be transferrable to allow provincial education officers to access and update the data on teachers from time to time.
- Recommendation 12:** That the National government should reconsider and revisits the functions of the Teaching Commission with the view of increasing its manpower capacity and the managing teachers' Payroll system independently.
- Recommendation 13:** The National Government through the Department of Education and Teaching Service Commission to provide response to the recommendations within three (3) months of the tabling of this Report.



Appendices B: TSC PROPOSED COMMITTEES

NO	COMMITTEE NAME	RESPONSIBLE DIVISION/BRANCH	CHAIRPERSON
1.	Tender Evaluation Committee	Procurement and Administration Support Services	Commissioner Operations/Director Corporate Services
2.	Teacher Development Committee	Teacher In-service Operations	Commissioner Operations/Director Corporate Services
3.	Staff Development Committee	Human Resource & Management	Commissioner Operations/Director Corporate Services
4.	Procurement Assessment Approval Committee	Procurement and Administration Support Services	Director Corporate Services
5.	School and Positions Establishment Approval Committee	Position and School Establishment	Commissioner Policy /Director Teacher Appointment
6.	Internal Audit Committee	Internal Audit Unit	(TBA) /Principal Internal Auditor
7.	Internal Expenditure Control Committee	Finance	Chairman TSC
8.	Budget Review Committee	Finance	Commissioner Operations/Director Corporate Services
9.	Appeals Committee	Teachers Appointment	Commissioner Policy
10.	Equipment Committee	Procurement and Admin Support Services	Director Corporate Services
11.	Teacher Awards Committee	Public Relations	Commissioner Policy/Director Industrial Relations
12.	Retirement Committee	Industrial Relations	Commissioner Policy/Director Industrial Relations
13.	Recruitment and Selection Committee	Human Resource & Management	Commissioner Operations
14.	Staff Disciplinary Committee	Human Resource & Management	Director Corporate Services
15.	Research Committee		
16.	Project Steering Committee	Finance	Commissioner Operations



References

- Teaching Service Act
- National Education Plan 2020-2029
- Medium Term Development Plan IV
- Papua New Guinea Vision 2050
- Teaching Service Development Plan
- Education Sector Development Plan
- National Education Act



