

# Field Operations Wing Structure Review Report

## 1. Purpose of the Wing

To provide the enabling environment to foster economic growth for the country as a whole, by developing and implementing an annual and 5-year Highways development and maintenance plans in accordance with the National Road Network Strategy and the Connect PNG Program, and support the other tiers of the government (provincial and district administrations) develop and maintain the subnational road network as well as other rural based infrastructure such as water supplies, jetties, footbridges and state owned building infrastructure.

## 2. Current impact factors

Field Operations Wing is the main implementing wing of the Department to execute major policy directives of both the national government as well that of the Department. This Wing is supposed to deliver outcomes in accordance with the following policy frameworks.

### ✓ **Connect PNG 2020-2040**

Phase 1 (2020-2026) of the Connect PNG implementation plan covers road connectivity projects covering 1,872km of national roads, 607km of inter-regional links and 1,265km of provincial links. This also include connecting the missing link between Baiyer in the Western Highlands and Madang via Transgogol (160km).

Plant and Transport division of the Operation Wing will also be involved in delivery of the important missing links as far as carrying out the early works to punch pilot tracks before improvements are done to the required highway standards.

### ✓ **National Road Network Strategy (2018-2037)**

The strategy emphasises on 'maintenance first' approach, and with this, the first phase (5 years) of the Strategy involves maintenance and rehabilitation of 2,309km of the priority or core road network at a forecasted cost of K4.4 billion. The Strategy also recommended Long Term Maintenance Contracting (LTMC) as the mode of delivering the projects and the Department is now procuring works using this approach with the funding support from the development partners.

### ✓ **DoW Corporate Plan (2020-2024)**

The current Corporate Plan draws also on the Connect PNG and the National Road Network Strategy (NRNS) in terms of developing and managing the National Road Network. On top of that the Field Operations Wing through the regional offices, the Plant and Transport Division and the Rural Infrastructure Delivery, is required to support the provinces and the districts with managing and developing subnational roads (district and provincial roads) as well as other rural based infrastructure mentioned in Section 1 above.

One of the main objective in the Corporate Plan for the Wing is to develop and implement a Subnational Road Network Strategy (SNRNS). Similar to the NRNS, the SNRNS will map out the way forward in developing and sustaining the subnational road network to incorporate the Plant & Transport Services as part of the delivery model.

### ✓ **Road Sub-Sector Institutional Reforms**

As part of the NEC Decision to reform the current DoW establishment and the enacting of the Road (Management and Fund) Act, Field Operations Wing is further tasked to review the current Operations Wing Structure and to right-size the establishment to be in line with the Corporate Plan. Specific to this will be to provide adequate human resource to support the provinces and districts with the appropriate technical support in managing and sustaining the subnational road network.

Field Operations Wing will also implement various parts of the Road Fund Act in terms of operationalizing the Act with other Road Authorities as identified in the Act.

### 3. Clients of the Wing

Table 1. Current and new clients of the Field Operations Wing

Current clients	Services provided	New clients	Services provided
Administration of Provincial and Local level Government Affairs	Design and Construction of rural based buildings, water supplies, jetties and footbridges	Administration of various Provincial Governments	<ul style="list-style-type: none"> <li>Standard agreements to execute road works on their behalf</li> <li>Awareness of the Road (Management &amp; Fund) Act</li> </ul>
Various District Development Authorities (DDAs)	Ditto	Department of Transport	Design and supervision of selected jetty projects.
Various District Development Authorities (DDAs)	Maintenance of district roads using PTD resources	All District Development Authorities	Provide technical support in terms of Road and Bridges Project Documentation, Procurement, Project Management, Road Asset Management Planning and Budgeting.
Foreign Affairs & International Trade	Design and Construction of border posts		
Various State Agencies	Representing the Department in meetings to provide technical advice as required		

### 4. Functions and services of the Wing

- **Current and expected functions and services of the Division broken down by branch or unit.**

Flow chart below illustrate the current establishment of the Field Operations Wing which has basically five major divisions (four regional offices and Plant & Transport) and twenty four (24) branches under these divisions. Five major divisions and the respective branches are listed below:

**D1 – Regional Works Office – Southern.**

Branches are the provincial offices namely; Western, Gulf, Central, Miline Bay and Oro.

**D2 – Regional Works Office – Highlands.**

Branches are the provincial offices namely; Hela, Southern Highlands, Western Highlands, Simbu, Enga and Jiwaka.

**D3 – Regional Works Office – Northern**

Branches are the provincial offices namely; Eastern Highlands, Morobe, Madang, East Sepik and West Sepik.

**D4 – Regional Works Office – Islands.**

Branches are the provincial offices namely; East New Britain, West New Britain, New Ireland, Manus and Autonomous Region of Bougainville (AROB).

## D5 – Plant and Transport (P&T)

Branches under this division are the Operations and Support Services.

Under the Operations Wing, **the Rural Infrastructure branch** is the only branch which reports directly to the Deputy Secretary (Field Operations) simply because of the nature of the works which involves rural based infrastructure development.

### Current Functions

**Regional Works Office.** The major function of the Field Operations Wing is to implement both annual and a 5-year infrastructure maintenance and development work plans developed from the priorities of the national government. Depending very much on the geographical location of the works, the key function of the Regional Works Office is to coordinate and report on the works which are executed on the ground through the provincial works establishments within the respective province.

The major function of the provincial establishment (which is effectively a branch in this context) is to actually implement the works on the highways and roads in accordance with the annual works program. All works on the major roads are executed through contracts and supervised by both the consultants as well as personnel from the provincial establishment. One other function of the provincial establishment is to report on both the physical as well as financial progress of the works. These reports prepared by the provincial establishment is then sent to the main DoW headquarters on monthly basis through the regional office. This plus the above paragraph portray the regional office and the provincial office for a typical regional/provincial setup as this arrangement applies to all the provinces reporting to the respective regional offices.

The main function of the **Plant and Transport Division** is to provide effective, efficient and sustainable Plant and Transport Services (PTS) to support and implement road works in line with the district and provincial road maintenance programs to achieve the set performance targets. To achieve this, PTS need to generate sufficient revenue to sustain the fleet of plant and equipment to continue to carry out its function.

Revenue generation function is carried out by **the Support Services Branch** of the division whilst the **Operations Branch** of the Division hire out construction plant and equipment to execute actual works through the regional offices and the respective provinces as well hiring out vehicles pool vehicles on behalf of the national government. Various activities are done in accordance with the annual work plans to achieve this function.

As mentioned earlier, **the Rural Infrastructure Branch** is currently under the Wing of the Field Operations. The function of this branch is basically to deliver rural based infrastructure. This branch is somewhat unique in that it designs, supervise and construct rural based infrastructure such as foot bridges, water supplies, jetties and state owned buildings in the districts. The Branch is internally divided into design and construction/supervision units. Designated personnel do survey, investigation and design whilst the other part of the branch deliver the designed infrastructure on site.

- **New functions and how they support the implementation of the DOW Corporate Plan.**

The only new function of the **Field Operations Wing** is to develop a Subnational Road Network Strategy (for provincial and district road network), develop and implement an annual as well as a 5-year work plan in accordance with this strategy. Strategic Objective 3 of the Corporate Plan specifically requires the Field Operations to develop this strategy.

As part of the delivery model for the rural roads, **PTD** will be engaged to deliver certain kilometres of the district roads for both maintenance and construction of new roads. New roads include PTD involvement in the delivery of roads as part of the Connect PNG 2020-2040 captured in the Corporate Plan. As a minor function, PTD is to consider by way a policy framework, the viability of corporatizing the PTD services on a sustainable basis. The overall aim of this function

is to improve in effective delivery of roads maintained and constructed using this mode of delivery.

For **Rural Infrastructure Branch**, function remains the same, except the approach will change. The change being that the Branch is to be involved in preparing budget for funding for the rural based infrastructure so that the Branch is in control of the implementation of these rural based infrastructure when the program gets funded. The general approach will be for the Branch to confirm from districts, the district needs for various types of infrastructure based on the respective District 5-year development plans and provide a collective work plan for implementation covering all facets of the project delivery.

**Table 2. Current and new functions and services and expected workload impact in Field Operations Wing**

Current functions & services	New or enhanced functions & services	Impact on workload
Develop and implement an annual and 5-year Road maintenance and rehabilitation plan in line with the government priorities	Implement the multi-year maintenance priorities for roads allocated in collaboration with Provinces and District Authorities. The Corporate Plan in the Strategic Object 3 expects the Field Operations to work with districts and provinces on the subnational road network	<ul style="list-style-type: none"> <li>Implementation done in the field through the Regional Office and the respective province(s).</li> <li>Workload now increased to take on the subnational (district and provincial) road network. Additional manpower is needed to assist achieve the set targets.</li> </ul>
Develop and implement an annual and 5-year Road maintenance and rehabilitation plan in line with the government priorities	Implement the DoW Contractor Performance System to ensure that contractors are meeting their contractual obligations and adhering to project specifications and standards. The Corporate Plan Object 7 requires attention to contractor capacity to deliver project under the maintenance plans	<ul style="list-style-type: none"> <li>Implementation done in the field through the Regional Office and the respective province(s).</li> <li>May not have a significant impact on the work load as this exercise can be done during the course of the project with this additional task to be performed as part of the supervision of the project. This additional task contributes towards quality products as well as going towards improving the contractor's capability to be considered for future works</li> </ul>
Provide efficient, reliable and sustainable Plant & Transport Services to achieve provinces and district road performance goals and targets	Review Plant & Transport functions to assess the viability of corporatizing these services on a sustainable basis	<ul style="list-style-type: none"> <li>Plant and Transport Division to execute this function or service.</li> <li>The review and approval of the corporatizing of the services will not affect the work load but will go towards delivering quality roads in a timely manner as well as discourage political interference on the use of the equipment.</li> </ul>
Design and construct rural based infrastructure (footbridges, water supplies, jetties and building) for District Development Authorities	Provide regional infrastructure development and maintenance services, consistent with government commitment to building provincial and district level organisation capacity	<ul style="list-style-type: none"> <li>Implementation to be done through the Rural Infrastructure Division as well as Regional and provincial offices.</li> <li>Additional work load here can be accommodated with additional personnel (as mentioned in the first row of this table) with the support of training branch of the Department.</li> </ul>
Design and construct rural based infrastructure (footbridges, water supplies, jetties and building) for District Development Authorities	Engage with provincial and district authorities to ensure that support for rural infrastructure priorities are addressed in DoW work plans.	<ul style="list-style-type: none"> <li>Implementation specific to the Rural Infrastructure Division.</li> <li>May not impact very much upon the work load but a more structured approach with the provinces and district.</li> </ul>

## 5. Workload Analysis

- **Current work plan activities**

- Development of the Subnational Road Network Strategy
- District Road Maintenance through Plant & Transport Services
- Assess the viability of corporatizing Plant & Transport Services
- Upgrading 1,200km of provincial trunk roads
- Maintenance of 3,600km of National Highways
- Contractor capacity Development
- Operationalize PNG Road (Management & Fund) Act; and
- Design & Construction of Rural Based Infrastructure

- **Expected workload and activities for the 2020-2024 period**

- Implement the Subnational Road Network Strategy
- Implement the Contractor Capacity Development Program
- Continue District Road Maintenance through Plant & Transport Services
- Continue upgrading 1,200km of provincial trunk roads
- Continue maintenance of 3,600km of National Highways
- Continue operationalize PNG Road (Management & Fund) Act; and
- Continue Design & Construction of Rural Based Infrastructure
- Build provincial and district organization capacity for development of rural infrastructure

- **Scope of the expected workload**

Developing and implementing an annual and 5-year Highways development and maintenance plans in accordance with the government set priorities spelt out in the National Road Network Strategy and the Connect PNG Programs, and support the other tiers of the government (provincial and district administrations) develop and maintain the subnational road network as well as other rural based infrastructure such as water supplies, jetties, footbridges and state owned building infrastructure.

## 6. Current structure and staffing and any proposed changes

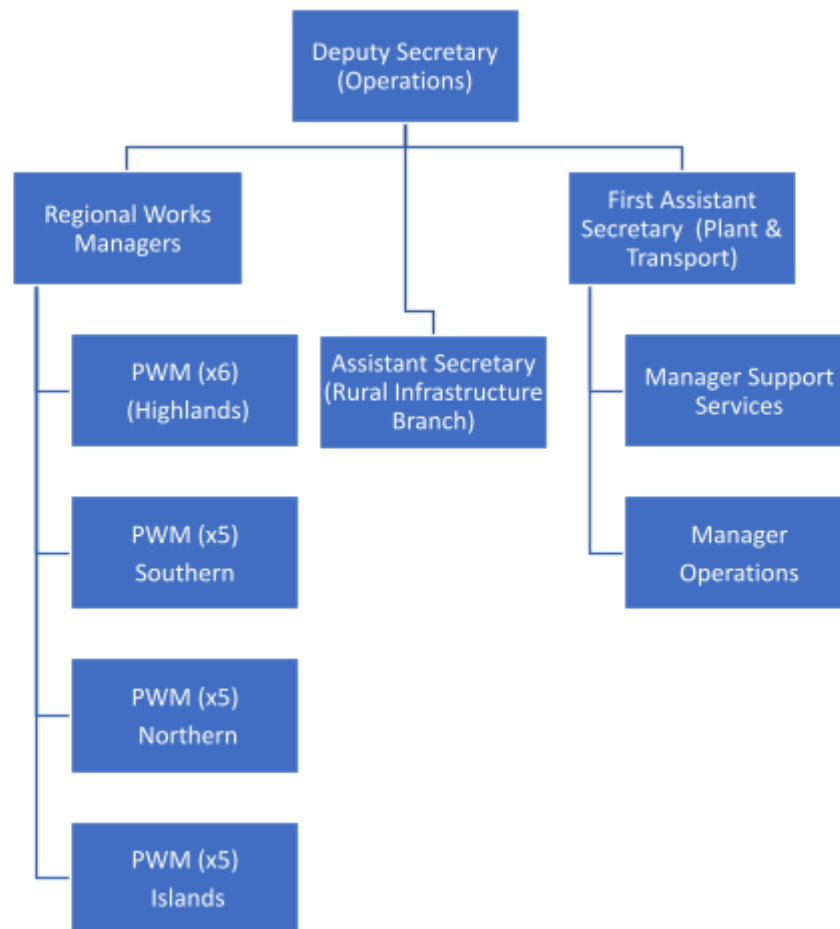
In the current establishment for the Wing, there are five (5) divisions and these are the Regional Offices with Regional Works Managers in charge and the Plant and Transport division with the First Assistant Secretary in charge of the division. Apart from that, the Rural Infrastructure is currently at the branch level and is also reporting to the Deputy Secretary (Operations). These are all shown in the flow chart below.

The only structural change anticipated is elevating the Rural Infrastructure Branch to a division and inserting two branches under this division simply because of the increased work load.

There are currently three main programs for the construction of various types of rural based infrastructure going on and current level of staff to provide the appropriate level of supervision is stretched to obtain value for money. The three programs are the Inland Water Way Jetties funded by the Transport Department, World Bank funded Rural Infrastructure Development and Infrastructure Development at international border posts funded by Department of Provincial and Local Government Affairs. Table below lists the programs and the manpower requirements/ deficiencies.

**Table 2-a RIB Manpower requirements for current programs**

Program	Value of Works (KMillion)	Client	Target Period	Required man-power	Existing man -power	Remark
Inland Water way Jetties	20	Department of Transport	2020-2025	10	2	Design and Supervision personnel needed.
Rural Infrastructure (various)	130	Department of Provincial and Local Level Government Affairs	2019-2030	20	4	Additional manpower needed for design & supervision of projects such as foot bridges, water supplies, classrooms, medical posts, libraries and resources centres. Program started off with three provinces and now extending to others after pilot provinces proved to be successful.
Border Post Infrastructure	25	Department of Defence and Provincial Affairs	2019-2025	3	1	Staff housing and water supply projects
Other one-off Projects	51	Medical Research Institute, various DDAs	2019-2025	15	2	Supervision personnel needed to supervise projects scattered in various locations. Some of which designs are complete and awaiting funding to commence construction and if these come on board the branch will need additional manpower for supervision.



*Flow Chart showing the current establishment of the Field Operations Wing*

- **Benefits expected from proposed structure and staffing changes**

As stated above, structural changes will only be for the Rural Infrastructure Branch elevated to a division as shown in the flowchart below and the expected benefits include:

- Maintenance of quality designs;
- Researching into and adopting alternative design options;
- Adequate personnel to meet the demand for supervision on site;
- Updating of construction manuals and standards;
- Realigning resources including outsourcing supervision to improve capacity; and
- Supporting in the capacity building of provincial and district development authorities

In the regional and provincial offices, there is only increase in staff to take on additional work. The increases in all divisions are tabulated below.



Table 2-b indicating number of staff in each division for existing as well as proposed and the costs

Division	Existing	Cost	Proposed	Cost Est.	Remark
Office of Dep. Sec.	6	363,447	7	362,217	
Southern Region	151	8,030,467	169	7,585,266	5 provinces
Highlands Region	180	9,200,424	199	8,948,904	6 provinces
Northern	151	8,030,467	169	7,585,266	5 provinces
Islands	151	8,030,467	169	7,585,266	5 provinces
Plant and Transport	411	17,939,360	484	20,260,735	2x branches
Rural Infrastructure	39	2,412,642	72	2,985,789	2x branches
<b>Total</b>	<b>1,089</b>	<b>54,007,274</b>	<b>1,269(1000 )</b>	<b>55,313,433</b>	

- **Rationale for the proposed changes**

As stated above, the only structural change proposed is for the Rural Infrastructure Branch to be elevated to a Division. Under this division two branches are being proposed: one to be identified as Design and Building and the other as Civil Infrastructure. The reasons for this proposed change is stated in Table 3, whilst the major benefits are stated in section on **Benefits expected from the structure change** above.

With the increased work load, the current structure to accommodate the anticipated increase in staffing to meet the demand is inadequate. Increased staffing also does require additional branches. Separating the design function from actual implementation is important for clarity. Table 2-a above gives the best indication of the deficiency in personnel versus the work load that is current. With additional man power the branch can be able to assist deliver the programs on time and budget.

One of the new functions proposed for this branch is for the branch to engage with provincial and district authorities to ensure that support for rural infrastructure priorities is addressed in DoW work plans in a structured manner. This simply means that, this branch takes the lead in engaging with the provincial and district authorities to first of all confirm the infrastructure needs which will be extracted from the district 5-year development plans and included in DoW work plans for budget purposes for funding. This will cover all facets of projects commencing from survey, investigation and design to procurement and implementation of projects and reporting on the progress. When funding is now available under the annual budgetary appropriations, this branch will now be in control of the whole program and procurement of the works can utilise the District Procurement Commission to procure the services where contractors will be engaged to deliver the projects (if not executed by Day Labour (DoW)).

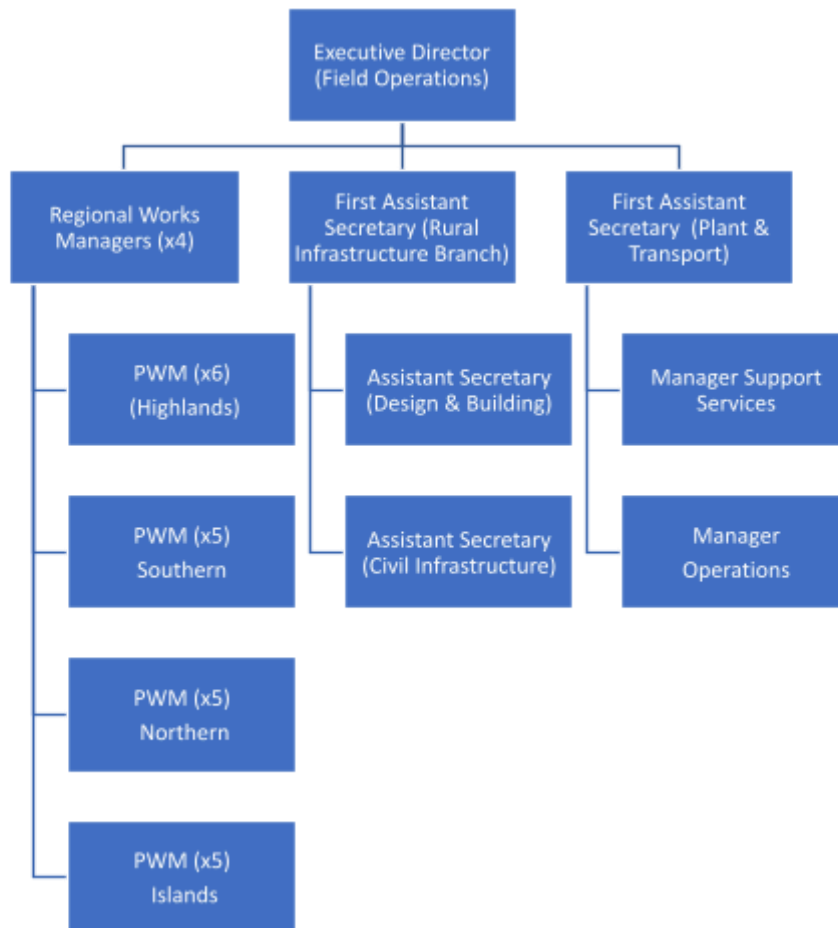
The current arrangement is more “waiting for clients” to engage with the branch to implement projects. In many instances, clients engaged only fund design but the projects are not implemented due to funding constraints. In other instances, client uses the design to get other parties to construct and usually results in sub-standard products. Value for money is not achieved. This has resulted also in construction or supervision personnel being idle and is surely is not a beneficial situation.

**Table 3 Proposed structure changes in the Field Operations Wing**

Structure issue	Proposed structural changes	Reasons for change
Elevating the Rural Infrastructure Branch to a Division	Two branches under the division: Design and Rural Buildings as one branch and Civil Works as the other branch.	<p>Work load has increased and the current arrangement for one Assistant Secretary is inadequate to meet the demand. Risks under the current arrangement include:</p> <ul style="list-style-type: none"> <li>• compromising on the quality of designs;</li> <li>• poor quality of the end product ; and</li> <li>• delay in commencing projects which means delaying in the delivery of the products in the expected time frame.</li> </ul>

**Table 4 Proposed branches and units in Field Operations Wing and staffing levels [SEE TABLE 2-B ABOVE]**

Branches and units	Current staffing level	Proposed level	Recom-m ended final	Current Staffing costs	New Staffing costs
Rural Infrastructure Branch					
		s			



*Proposed structural improvement to the Field Operations Wing showing the elevation of the Rural Infrastructure Branch to a division and the two branches created under the division.*

## 7. Completed DPM documentation

- Form OD2.4: The Organisation Chart for your division and its branches (structure)
- Form OD2.5: The Establishment Comparison Table
- Form OD2.6: Any new or amended Job Descriptions

Attachment 1: Position Listing for the Operations Wing

Table A.1 showing list of position for the office of the Divisional Head only for the Operations Wing

Division	Position Designation	Grade	No. of	Remark
Regional Works Office (Southern)	Regional Works Manager	18	1	
	Principal Engineer Roads/RAMS	16	1	
	Principal Engineer Bridges/BAMS	16	1	
	Administration Officer	12	1	
	Personal Assistant	11	1	
	Driver	9	1	
	Janitor	7	1	
Regional Works Office (Northern)	Regional Works Manager	18	1	
	Principal Engineer Roads/RAMS	16	1	
	Principal Engineer Bridges/BAMS	16	1	
	Administration Officer	12	1	
	Personal Assistant	11	1	
	Driver	9	1	
	Janitor	7	1	
Regional Works Office (Highlands)	Regional Works Manager	18	1	
	Principal Engineer Roads/RAMS	16	1	
	Principal Engineer Bridges/BAMS	16	1	
	Administration Officer	12	1	
	Personal Assistant	11	1	
	Driver	9	1	
	Janitor	7	1	
Regional Works Office (Islands)	Regional Works Manager	18	1	
	Principal Engineer Roads/RAMS	16	1	
	Principal Engineer Bridges/BAMS	16	1	
	Administration Officer	12	1	
	Personal Assistant	11	1	
	Driver	9	1	
	Janitor	7	1	
	Total		28	

Table A.2 List of positions in branches

Branch	Position Designation	Grade	No. off	Remark
Central Province	Provincial Works Manager	17	1	
	Provincial Civil Engineer	16	1	
	Provincial Surveyor	16	1	
	Provincial Architect	16	1	
	Senior Project Engineer	15	3	
	Cartographer	15	1	
	Project Engineer	13	3	
	Building Inspector	14	1	
	Accountant	14	1	
	Human Resource Officer	14	1	
	Works Supervisor Civil	12	3	
	Works Supervisor Building	12	1	
	Works Supervisor Static	12	1	
	Certifying Officer	12	1	
	Program Reporting Officer	12	1	
	Examiner	11	1	
	Staff Clerk	11	1	
	Foreman Building & Carpentry	11	1	
	Foreman Plumbing	11	1	
	Foreman Air Con/Refrigeration	11	1	
	Foreman Electrical	11	1	
	Artisan Building & Carpentry	7	1	
	Artisan Plumbing	7	1	
	Artisan Air Con/Refrigeration	7	1	
	Artisan Electrical	7	1	
	Graduate Engineer	10	3	
	Purchasing Officer	10	1	
	Personal Assistant	10	1	
	Accounts Registry Clerk	9	1	
	Accounts Data Operator	9	1	
Collector of Public Monies	9	1		
Admin Registry Clerk	9	1		
Driver	8	1		
Janitor	7	1		
	<b>Total</b>		42	
Branch	Position Designation	Grade	No. off	Remark
Miline Bay Province	Provincial Works Manager	17	1	

	Provincial Civil Engineer	16	1	
	Provincial Architect	16	1	
	Senior Project Engineer	15	2	
	Project Engineer	13	2	
	Building Inspector	14	1	
	Accountant	14	1	
	Human Resource Officer	14	1	
	Works Supervisor Civil	12	2	
	Works Supervisor Building	12	1	
	Works Supervisor Static	12	1	
	Certifying Officer	12	1	
	Program Reporting Officer	12	1	
	Examiner	11	1	
	Staff Clerk	11	1	
	Foreman - Building & Carpentry	11	1	
	Foreman - Plumbing	11	1	
	Foreman - Air Con/Refrigeration	11	1	
	Foreman - Electrical	11	1	
	Purchasing Officer	10	1	
	Personal Assistant	10	1	
	Accounts Registry Clerk	9	1	
	Accounts Data Operator	9	1	
	Collector of Public Monies	9	1	
	Admin Registry Clerk	9	1	
	Driver	8	1	
	Janitor	7	1	
	<b>Total</b>		30	

Branch	Position Designation	Grade	No. off	Remark
Gulf Province	Provincial Works Manager	17	1	
	Provincial Civil Engineer	16	1	
	Provincial Architect	16	1	
	Senior Project Engineer	15	2	
	Project Engineer	13	2	
	Building Inspector	14	1	
	Accountant	14	1	
	Human Resource Officer	14	1	
	Works Supervisor Civil	12	2	
	Works Supervisor Building	12	1	
	Works Supervisor Static	12	1	
	Certifying Officer	12	1	
	Program Reporting Officer	12	1	
	Examiner	11	1	
	Staff Clerk	11	1	
	Foreman Building & Carpentry	11	1	
	Foreman Plumbing	11	1	
	Foreman Air Con/Refrigeration	11	1	
	Foreman Electrical	11	1	
	Purchasing Officer	10	1	
	Personal Assistant	10	1	
	Accounts Registry Clerk	9	1	
	Accounts Data Operator	9	1	
	Collector of Public Monies	9	1	
	Admin Registry Clerk	9	1	
	Driver	8	1	
Janitor	7	1		
	<b>Total</b>		30	

Branch	Position Designation	Grade	No. off	Remark
Oro Province	Provincial Works Manager	17	1	
	Provincial Civil Engineer	16	1	
	Provincial Architect	16	1	
	Senior Project Engineer	15	2	
	Project Engineer	13	2	
	Building Inspector	14	1	
	Accountant	14	1	
	Human Resource Officer	14	1	
	Works Supervisor Civil	12	2	
	Works Supervisor Building	12	1	
	Works Supervisor Static	12	1	
	Certifying Officer	12	1	
	Program Reporting Officer	12	1	
	Examiner	11	1	
	Staff Clerk	11	1	
	Foreman Building & Carpentry	11	1	
	Foreman Plumbing	11	1	
	Foreman Air Con/Refrigeration	11	1	
	Foreman Electrical	11	1	
	Purchasing Officer	10	1	
	Personal Assistant	10	1	
	Accounts Registry Clerk	9	1	
	Accounts Data Operator	9	1	
	Collector of Public Monies	9	1	
	Admin Registry Clerk	9	1	
	Driver	8	1	
Janitor	7	1		
	<b>Total</b>		30	



Branch	Position Designation	Grade	No. off	Remark
Western Province	Provincial Works Manager	17	1	
	Provincial Civil Engineer	16	1	
	Provincial Architect	16	1	
	Senior Project Engineer	15	2	
	Project Engineer	13	2	
	Building Inspector	14	1	
	Accountant	14	1	
	Human Resource Officer	14	1	
	Works Supervisor Civil	12	2	
	Works Supervisor Building	12	1	
	Works Supervisor Static	12	1	
	Certifying Officer	12	1	
	Program Reporting Officer	12	1	
	Examiner	11	1	
	Staff Clerk	11	1	
	Foreman Building & Carpentry	11	1	
	Foreman Plumbing	11	1	
	Foreman Air Con/Refrigeration	11	1	
	Foreman Electrical	11	1	
	Purchasing Officer	10	1	
	Personal Assistant	10	1	
	Accounts Registry Clerk	9	1	
	Accounts Data Operator	9	1	
	Collector of Public Monies	9	1	
	Admin Registry Clerk	9	1	
	Driver	8	1	
Janitor	7	1		
	<b>Total</b>		30	

Branch	Position Designation	Grade	No. off	Remark
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Morobe Province	Provincial Works Manager	17	1	
	Provincial Civil Engineer	16	1	
	Provincial Surveyor	16	1	
	Provincial Architect	16	1	
	Senior Project Engineer	15	3	
	Cartographer	15	1	
	Project Engineer	13	3	
	Building Inspector	14	1	
	Accountant	14	1	
	Human Resource Officer	14	1	
	Works Supervisor Civil	12	3	
	Works Supervisor Building	12	1	
	Works Supervisor Static	12	1	
	Certifying Officer	12	1	
	Program Reporting Officer	12	1	
	Examiner	11	1	
	Staff Clerk	11	1	
	Foreman Building & Carpentry	11	1	
	Foreman Plumbing	11	1	
	Foreman Air Con/Refrigeration	11	1	
	Foreman Electrical	11	1	
	Artisan Building & Carpentry	7	1	
	Artisan Plumbing	7	1	
	Artisan Air Con/Refrigeration	7	1	
	Artisan Electrical	7	1	
	Graduate Engineer	10	3	
	Purchasing Officer	10	1	
	Personal Assistant	10	1	
	Accounts Registry Clerk	9	1	
	Accounts Data Operator	9	1	
	Collector of Public Monies	9	1	
Admin Registry Clerk	9	1		
Driver	8	1		
Janitor	7	1		
	<b>Total</b>		42	

Branch	Position Designation	Grade	No. off	Remark
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Eastern Highlands Province	Provincial Works Manager	17	1	
	Provincial Civil Engineer	16	1	
	Provincial Architect	16	1	
	Senior Project Engineer	15	2	
	Project Engineer	13	2	
	Building Inspector	14	1	
	Accountant	14	1	
	Human Resource Officer	14	1	
	Works Supervisor Civil	12	2	
	Works Supervisor Building	12	1	
	Works Supervisor Static	12	1	
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	Accounts Data Operator	9	1	
	Collector of Public Monies	9	1	
	Admin Registry Clerk	9	1	
	Driver	8	1	
	Janitor	7	1	
	<b>Total</b>		30	

Branch	Position Designation	Grade	No. off	Remark
Madang Province	Provincial Works Manager	17	1	
	Provincial Civil Engineer	16	1	
	Provincial Architect	16	1	

	Senior Project Engineer	15	2	
	Project Engineer	13	2	
	Building Inspector	14	1	
	Accountant	14	1	
	Human Resource Officer	14	1	
	Works Supervisor Civil	12	2	
	Works Supervisor Building	12	1	
	Works Supervisor Static	12	1	
	Certifying Officer	12	1	
	Program Reporting Officer	12	1	
	Examiner	11	1	
	Staff Clerk	11	1	
	Foreman Building & Carpentry	11	1	
	Foreman Plumbing	11	1	
	Foreman Air Con/Refrigeration	11	1	
	Foreman Electrical	11	1	
	Purchasing Officer	10	1	
	Personal Assistant	10	1	
	Accounts Registry Clerk	9	1	
	Accounts Data Operator	9	1	
	Collector of Public Monies	9	1	
	Admin Registry Clerk	9	1	
	Driver	8	1	
	Janitor	7	1	
	<b>Total</b>		30	

Branch	Position Designation	Grade	No. off	Remark
East Sepik Province	Provincial Works Manager	17	1	
	Provincial Civil Engineer	16	1	
	Provincial Architect	16	1	
	Senior Project Engineer	15	2	
	Project Engineer	13	2	
	Building Inspector	14	1	
	Accountant	14	1	
	Human Resource Officer	14	1	
	Works Supervisor Civil	12	2	
	Works Supervisor Building	12	1	
	Works Supervisor Static	12	1	
	Certifying Officer	12	1	
	Program Reporting Officer	12	1	
	Examiner	11	1	
	Staff Clerk	11	1	
	Foreman Building & Carpentry	11	1	
	Foreman Plumbing	11	1	
	Foreman Air Con/Refrigeration	11	1	
	Foreman Electrical	11	1	
	Purchasing Officer	10	1	
	Personal Assistant	10	1	
	Accounts Registry Clerk	9	1	
	Accounts Data Operator	9	1	
	Collector of Public Monies	9	1	
Admin Registry Clerk	9	1		
Driver	8	1		
Janitor	7	1		
	<b>Total</b>		30	

Branch	Position Designation	Grade	No. off	Remark
West Sepik Province	Provincial Works Manager	17	1	
	Provincial Civil Engineer	16	1	
	Provincial Architect	16	1	
	Senior Project Engineer	15	2	
	Project Engineer	13	2	
	Building Inspector	14	1	
	Accountant	14	1	
	Human Resource Officer	14	1	
	Works Supervisor Civil	12	2	
	Works Supervisor Building	12	1	
	Works Supervisor Static	12	1	
	Certifying Officer	12	1	
	Program Reporting Officer	12	1	
	Examiner	11	1	
	Staff Clerk	11	1	
	Foreman Building & Carpentry	11	1	
	Foreman Plumbing	11	1	
	Foreman Air Con/Refrigeration	11	1	
	Foreman Electrical	11	1	
	Purchasing Officer	10	1	
	Personal Assistant	10	1	
	Accounts Registry Clerk	9	1	
	Accounts Data Operator	9	1	
	Collector of Public Monies	9	1	
Admin Registry Clerk	9	1		
Driver	8	1		
Janitor	7	1		
	<b>Total</b>		30	

Branch	Position Designation	Grade	No. off	Remark
Western Highlands Province	Provincial Works Manager	17	1	
	Provincial Civil Engineer	16	1	
	Provincial Surveyor	16	1	
	Provincial Architect	16	1	
	Senior Project Engineer	15	3	
	Cartographer	15	1	
	Project Engineer	13	3	
	Building Inspector	14	1	
	Accountant	14	1	
	Human Resource Officer	14	1	
	Works Supervisor Civil	12	3	
	Works Supervisor Building	12	1	
	Works Supervisor Static	12	1	
	Certifying Officer	12	1	
	Program Reporting Officer	12	1	
	Examiner	11	1	
	Staff Clerk	11	1	
	Foreman Building & Carpentry	11	1	
	Foreman Plumbing	11	1	
	Foreman Air Con/Refrigeration	11	1	
	Foreman Electrical	11	1	
	Artisan Building & Carpentry	7	1	
	Artisan Plumbing	7	1	
	Artisan Air Con/Refrigeration	7	1	
	Artisan Electrical	7	1	
	Graduate Engineer	10	3	
	Purchasing Officer	10	1	
	Personal Assistant	10	1	
	Accounts Registry Clerk	9	1	
	Accounts Data Operator	9	1	
Collector of Public Monies	9	1		
Admin Registry Clerk	9	1		
Driver	8	1		
Janitor	7	1		
	<b>Total</b>		42	
Branch	Position Designation	Grade	No. off	Remark
Hela Province	Provincial Works Manager	17	1	

	Provincial Civil Engineer	16	1	
	Provincial Architect	16	1	
	Senior Project Engineer	15	2	
	Project Engineer	13	2	
	Building Inspector	14	1	
	Accountant	14	1	
	Human Resource Officer	14	1	
	Works Supervisor Civil	12	2	
	Works Supervisor Building	12	1	
	Works Supervisor Static	12	1	
	Certifying Officer	12	1	
	Program Reporting Officer	12	1	
	Examiner	11	1	
	Staff Clerk	11	1	
	Foreman Building & Carpentry	11	1	
	Foreman Plumbing	11	1	
	Foreman Air Con/Refrigeration	11	1	
	Foreman Electrical	11	1	
	Purchasing Officer	10	1	
	Personal Assistant	10	1	
	Accounts Registry Clerk	9	1	
	Accounts Data Operator	9	1	
	Collector of Public Monies	9	1	
	Admin Registry Clerk	9	1	
	Driver	8	1	
	Janitor	7	1	
	<b>Total</b>		30	



Branch	Position Designation	Grade	No. off	Remark
Southern Highlands Province	Provincial Works Manager	17	1	
	Provincial Civil Engineer	16	1	
	Provincial Architect	16	1	
	Senior Project Engineer	15	2	
	Project Engineer	13	2	
	Building Inspector	14	1	
	Accountant	14	1	
	Human Resource Officer	14	1	
	Works Supervisor Civil	12	2	
	Works Supervisor Building	12	1	
	Works Supervisor Static	12	1	
	Certifying Officer	12	1	
	Program Reporting Officer	12	1	
	Examiner	11	1	
	Staff Clerk	11	1	
	Foreman Building & Carpentry	11	1	
	Foreman Plumbing	11	1	
	Foreman Air Con/Refrigeration	11	1	
	Foreman Electrical	11	1	
	Purchasing Officer	10	1	
	Personal Assistant	10	1	
	Accounts Registry Clerk	9	1	
	Accounts Data Operator	9	1	
	Collector of Public Monies	9	1	
Admin Registry Clerk	9	1		
Driver	8	1		
Janitor	7	1		
	<b>Total</b>		30	

Branch	Position Designation	Grade	No. off	Remark
Enga Province	Provincial Works Manager	17	1	
	Provincial Civil Engineer	16	1	
	Provincial Architect	16	1	
	Senior Project Engineer	15	2	
	Project Engineer	13	2	
	Building Inspector	14	1	
	Accountant	14	1	
	Human Resource Officer	14	1	
	Works Supervisor Civil	12	2	
	Works Supervisor Building	12	1	
	Works Supervisor Static	12	1	
	Certifying Officer	12	1	
	Program Reporting Officer	12	1	
	Examiner	11	1	
	Staff Clerk	11	1	
	Foreman Building & Carpentry	11	1	
	Foreman Plumbing	11	1	
	Foreman Air Con/Refrigeration	11	1	
	Foreman Electrical	11	1	
	Purchasing Officer	10	1	
	Personal Assistant	10	1	
	Accounts Registry Clerk	9	1	
	Accounts Data Operator	9	1	
	Collector of Public Monies	9	1	
Admin Registry Clerk	9	1		
Driver	8	1		
Janitor	7	1		
	<b>Total</b>		30	

Branch	Position Designation	Grade	No. off	Remark
Jiwaka Province	Provincial Works Manager	17	1	
	Provincial Civil Engineer	16	1	
	Provincial Architect	16	1	
	Senior Project Engineer	15	2	
	Project Engineer	13	2	
	Building Inspector	14	1	
	Accountant	14	1	
	Human Resource Officer	14	1	
	Works Supervisor Civil	12	2	
	Works Supervisor Building	12	1	
	Works Supervisor Static	12	1	
	Certifying Officer	12	1	
	Program Reporting Officer	12	1	
	Examiner	11	1	
	Staff Clerk	11	1	
	Foreman Building & Carpentry	11	1	
	Foreman Plumbing	11	1	
	Foreman Air Con/Refrigeration	11	1	
	Foreman Electrical	11	1	
	Purchasing Officer	10	1	
	Personal Assistant	10	1	
	Accounts Registry Clerk	9	1	
	Accounts Data Operator	9	1	
	Collector of Public Monies	9	1	
	Admin Registry Clerk	9	1	
	Driver	8	1	
Janitor	7	1		
	<b>Total</b>		30	

Branch	Position Designation	Grade	No. off	Remark
Simbu Province	Provincial Works Manager	17	1	
	Provincial Civil Engineer	16	1	
	Provincial Architect	16	1	
	Senior Project Engineer	15	2	
	Project Engineer	13	2	
	Building Inspector	14	1	
	Accountant	14	1	
	Human Resource Officer	14	1	
	Works Supervisor Civil	12	2	
	Works Supervisor Building	12	1	
	Works Supervisor Static	12	1	
	Certifying Officer	12	1	
	Program Reporting Officer	12	1	
	Examiner	11	1	
	Staff Clerk	11	1	
	Foreman Building & Carpentry	11	1	
	Foreman Plumbing	11	1	
	Foreman Air Con/Refrigeration	11	1	
	Foreman Electrical	11	1	
	Purchasing Officer	10	1	
	Personal Assistant	10	1	
	Accounts Registry Clerk	9	1	
	Accounts Data Operator	9	1	
	Collector of Public Monies	9	1	
Admin Registry Clerk	9	1		
Driver	8	1		
Janitor	7	1		
	<b>Total</b>		30	

Branch	Position Designation	Grade	No. off	Remark
East New Britain Province	Provincial Works Manager	17	1	
	Provincial Civil Engineer	16	1	
	Provincial Surveyor	16	1	
	Provincial Architect	16	1	
	Senior Project Engineer	15	3	
	Cartographer	15	1	
	Project Engineer	13	3	
	Building Inspector	14	1	
	Accountant	14	1	
	Human Resource Officer	14	1	
	Works Supervisor Civil	12	3	
	Works Supervisor Building	12	1	
	Works Supervisor Static	12	1	
	Certifying Officer	12	1	
	Program Reporting Officer	12	1	
	Examiner	11	1	
	Staff Clerk	11	1	
	Foreman Building & Carpentry	11	1	
	Foreman Plumbing	11	1	
	Foreman Air Con/Refrigeration	11	1	
	Foreman Electrical	11	1	
	Artisan Building & Carpentry	7	1	
	Artisan Plumbing	7	1	
	Artisan Air Con/Refrigeration	7	1	
	Artisan Electrical	7	1	
	Graduate Engineer	10	3	
	Purchasing Officer	10	1	
	Personal Assistant	10	1	
	Accounts Registry Clerk	9	1	
	Accounts Data Operator	9	1	
Collector of Public Monies	9	1		
Admin Registry Clerk	9	1		
Driver	8	1		
Janitor	7	1		
	<b>Total</b>		42	
Branch	Position Designation	Grade	No. off	Remark
West New Britain Province	Provincial Works Manager	17	1	

	Provincial Civil Engineer	16	1	
	Provincial Architect	16	1	
	Senior Project Engineer	15	2	
	Project Engineer	13	2	
	Building Inspector	14	1	
	Accountant	14	1	
	Human Resource Officer	14	1	
	Works Supervisor Civil	12	2	
	Works Supervisor Building	12	1	
	Works Supervisor Static	12	1	
	Certifying Officer	12	1	
	Program Reporting Officer	12	1	
	Examiner	11	1	
	Staff Clerk	11	1	
	Foreman Building & Carpentry	11	1	
	Foreman Plumbing	11	1	
	Foreman Air Con/Refrigeration	11	1	
	Foreman Electrical	11	1	
	Purchasing Officer	10	1	
	Personal Assistant	10	1	
	Accounts Registry Clerk	9	1	
	Accounts Data Operator	9	1	
	Collector of Public Monies	9	1	
	Admin Registry Clerk	9	1	
	Driver	8	1	
	Janitor	7	1	
	<b>Total</b>		30	

Branch	Position Designation	Grade	No. off	Remark
Manus	Provincial Works Manager	17	1	
	Provincial Civil Engineer	16	1	
	Provincial Architect	16	1	
	Senior Project Engineer	15	2	
	Project Engineer	13	2	
	Building Inspector	14	1	
	Accountant	14	1	
	Human Resource Officer	14	1	
	Works Supervisor Civil	12	2	
	Works Supervisor Building	12	1	
	Works Supervisor Static	12	1	
	Certifying Officer	12	1	
	Program Reporting Officer	12	1	
	Examiner	11	1	
	Staff Clerk	11	1	
	Foreman Building & Carpentry	11	1	
	Foreman Plumbing	11	1	
	Foreman Air Con/Refrigeration	11	1	
	Foreman Electrical	11	1	
	Purchasing Officer	10	1	
	Personal Assistant	10	1	
	Accounts Registry Clerk	9	1	
	Accounts Data Operator	9	1	
	Collector of Public Monies	9	1	
Admin Registry Clerk	9	1		
Driver	8	1		
Janitor	7	1		
	<b>Total</b>		30	

Branch	Position Designation	Grade	No. off	Remark
New Ireland Province	Provincial Works Manager	17	1	
	Provincial Civil Engineer	16	1	
	Provincial Architect	16	1	
	Senior Project Engineer	15	2	
	Project Engineer	13	2	
	Building Inspector	14	1	
	Accountant	14	1	
	Human Resource Officer	14	1	
	Works Supervisor Civil	12	2	
	Works Supervisor Building	12	1	
	Works Supervisor Static	12	1	
	Certifying Officer	12	1	
	Program Reporting Officer	12	1	
	Examiner	11	1	
	Staff Clerk	11	1	
	Foreman Building & Carpentry	11	1	
	Foreman Plumbing	11	1	
	Foreman Air Con/Refrigeration	11	1	
	Foreman Electrical	11	1	
	Purchasing Officer	10	1	
	Personal Assistant	10	1	
	Accounts Registry Clerk	9	1	
	Accounts Data Operator	9	1	
	Collector of Public Monies	9	1	
Admin Registry Clerk	9	1		
Driver	8	1		
Janitor	7	1		
	<b>Total</b>		30	



Branch	Position Designation	Grade	No. off	Remark
AROB	Provincial Works Manager	17	1	
	Provincial Civil Engineer	16	1	
	Provincial Architect	16	1	
	Senior Project Engineer	15	2	
	Project Engineer	13	2	
	Building Inspector	14	1	
	Accountant	14	1	
	Human Resource Officer	14	1	
	Works Supervisor Civil	12	2	
	Works Supervisor Building	12	1	
	Works Supervisor Static	12	1	
	Certifying Officer	12	1	
	Program Reporting Officer	12	1	
	Examiner	11	1	
	Staff Clerk	11	1	
	Foreman Building & Carpentry	11	1	
	Foreman Plumbing	11	1	
	Foreman Air Con/Refrigeration	11	1	
	Foreman Electrical	11	1	
	Purchasing Officer	10	1	
	Personal Assistant	10	1	
	Accounts Registry Clerk	9	1	
	Accounts Data Operator	9	1	
	Collector of Public Monies	9	1	
	Admin Registry Clerk	9	1	
	Driver	8	1	
Janitor	7	1		
	<b>Total</b>		30	

Division	Position Designation	Grade	No. of	Remark
Rural Infrastructure Programs	First Assistant Secretary	18	1	
	Procurement Officer	11	1	
	Personal Assistant	12	1	
	Driver	9	1	
	Janitor	9	1	
	<b>Total</b>			5
Plant and Transport	First Assistant Secretary	18	1	

<b>Branch</b>	<b>Position Designation</b>	<b>Grade</b>	<b>No. off</b>	<b>Remark</b>
Rural Design & Building	Assistant Secretary	17	1	
	Principal Design Engineer	16	1	
	Principal Architect	16	1	
	Senior Design Engineer	15	1	
	Senior Architect	15	1	
	Architect	14	1	
	Design Engineer	14	2	
	Building Estimator	15	1	
	Senior Technical Officer-Building	13	2	
	Senior Technical Officer-Electrical	13	1	
	Senior Technical Officer - WS	13	2	
	Senior Works Supervisors	12	2	
	Trainee Technical Officer- Civil	7	3	
	Technical Officer-Civil	8	3	
	Trainee Technical Officer - Building	7	3	
	Technical Officer - Building	8	3	
	Personal Assistant	11	1	
	Driver	8	1	
	Janitor	8	1	
		<b>Total</b>		31

<b>Branch</b>	<b>Position Designation</b>	<b>Grade</b>	<b>No. off</b>	<b>Remark</b>
Civil Infrastructure	Assistant Secretary	17	1	
	Senior Technical Officer (OIC)	14	21	
	Senior Technical Officer	13	1	
	Senior Works Supervisor	12	3	
	Works Supervisor	10	4	
	Foreman Artisan	9	3	
	Personal Assistant	11	1	
	Driver	8	1	
	Janitor	8	1	
	<b>Total</b>		37	