



Structure Report

CORPORATE SERVICES FUNCTIONAL BUSINESS CASE

1. Purpose of the Division

The Division; Corporate Services, contributes to the implementation of the National Road Network Strategy (NRNS), Connect PNG, and other key Government reform initiative in the road sector by providing strategic and Deliverable targets and Key Performance Indicators.

These core Corporate Services functions are entailed below;

i) Corporate Planning

Department of Works since 1971 has evolved over the years and primarily mandated responsibilities mainly on infrastructure development (Construction and Maintenance) through Public Investment Programs (PIP) and funded through the Governments Annual Budget Process.

- a) Roads and Bridges
- b) Plant and Transport (Management)
- c) Buildings and Static Plants
- d) Wharves, Jetties and Foot Bridges
- e) Local Water Supplies
- f) Rural Electrification

Evolving to this point in progress as the governments single Road Manager and most highly technical government agency requires strategic objective setting, organising work, people and systems to enable those Key Performance Targets to be achieved.

The Department of Works 2020 – 2024 Corporate Plan demands the delivery of high quality corporate services to enable the department to fulfil its legislative and policy mandate to implement the National Road Network Strategy (NRNS), Connect PNG, the DOW&I Corporate Plan Targets, and the Road (Management and Fund) Act 2020.

It is important to ensure the DoW and Implementation Work Force is motivated through proper planning processes and by having realistic Annual Work Plans/target setting and ensuring performance management and specifically, measurements and realistic reporting, so to ensure implementation schedules are controlled to allow for maximum outcomes and outputs and work force development is achieved through better decision-making processes.

ii) Public Relations

Media Relations, Guest Relations, Publications, Marketing Publicity and Other Public Relations Services are critical and value adding to the Department of Works Business and Corporate Profile while assessing the end users of its services and maintaining mutual relations and understanding between DoW&I as a core government agency and the public.

Department of Works is obligated to ensure its mandated responsibilities are meeting expectations through highly organised processes and systems with sound decision-making and demonstrating effective Corporate Social responsibility in allowing the citizens of this country are well informed of the departments contributions to development in terms of the Road Management and Connectivity through the Road Infrastructure Development

iii) Finance Management and Accounts Services

Develop and implement the DOW Financial Management and Procurement Strategy & Action Plan to ensure that the department fully complies with its legislative obligations under the Public Finances (Management) Act 1995, Finance Regulations and Directions, Department of Finance guidelines, the National Procurement Act 2018, and all associated applicable financial management and procurement legislation and Government policy.

The DoW&I's strategic policies, its Key Performance Targets, operational and annual work plans is attracting relative operational requirements and essentially financing scheme for implementation guided by the governments Integrated Financial Management System and controls.

This function is critical and essential to the operations of the department and therefore proposing a structure that is demonstrating improved delivery on the Financial Management and Accounting Services.

iv) Properties & Assets Management

Department of Works as a government implementing agency has its establishment base on a large portfolio of Properties and Assets distributed throughout the country. And optimisation of the DoW&I's Properties and Assets in an integral process aimed at best supporting its Key business processes and Delivery priorities, goals or objectives.

Operational efficiencies, improved budget control and improved control over properties and assets depreciation where it concerns assets values in the departments gradual Corporatisation efforts through the reforms process currently on foot is a prerequisite.

v) Information, Communication Technology

Information, Communication Technology - Social media support, deployment of mobile apps, development of DOWH Digitalization Program, IT security, management of software licensing, develop effective HRMIS, develop online monitoring for DOW programs & projects is a priority in the departments pursuit of its mandated responsibilities through effective and efficient means.

vi) Human Resources Management: Development and Training; Employee Service

HR - workforce planning, employee engagement, succession planning, employee counselling, Training and Development, expanded staff audits (manpower review), implement and maintain HRMIS are core functions within the Human Resources Management and Development.

Effective Performance Management is key in ensuring successful performance outcomes and that Staff are satisfied at work. Just as, a well-trained and developed work force means an assured competent work force that is contributing to the Departments strategic performance targets and goals.

The proposed structure is with much confidence to ensure a well-defined work force, performance processes for the duration of the approved Department of Works 2020 – 2024 Corporate Plan and other DoW overarching Policies for the next 20 years.

vii) Workforce Health, Safety and Gender Equality and Social Inclusion

Health and Safety: is aimed at helping the DoW&I Executive Managers to have a healthier and more productive employees by minimising occupational health and wellness related risks and reducing bottom-line costs while simultaneously meeting the policy mandate and implementation expectation of this department and ultimately contributing to the economic empowerment of the country through improved roads and better connectivity.

Gender Equity & Social Inclusion: Equality for citizens in all areas of social, economic and political development irrespective of race, tribe, place of origin, political opinion, colour, creed, religion or sex is a commitment and Department of Works is demonstrating ownership and taking responsibility and taking lead in ensuring GESI is embedded in the decision-making processes of the department going forward and therefore prominence in this organisational restructure.

This function therefore is given prominence under this proposed structure.

viii) Organisational Performance

This Division leads the development and implementation of the DOW&I Organisational Transformation (Corporatisation) Program, to transform the department into an effective, single and most high-performing road network manager.

- In ten years' time, automation will be widespread throughout DOW and most key functions will be managed through digital platforms
- The level of service and efficiency will be greatly increased through adopting transformative business practices
- It will have a relatively small but highly competent workforce
- It will be open to new ideas and ways of working

- It will be focus on its clients and deliver on its mandate

2. Current impact factors

- **NEC Decision 128/2018 -** Introduction of the National Road Network Strategy
- **NEC Decision 218/2018 -** Direction to introduce legislation to implement broader Road Sector Institutional Reforms (TSSP Review)
- **NEC Decision 128/2019 -** Endorsement of the drafting instructions for the *Road (Management and Fund) Bill*
- **NEC Decision 113/2020 -** Endorsement of the Connect PNG Economic Road Transport Infrastructure Development Program 2020-2040
- **NEC Decision 163/2020 -** Endorsement of the final version of the Bill which was subsequently enacted by Parliament on 2 September 2020 as the *Road (Management and Fund) Act 2020*
- **NEC Decision 17/2021 -** Approved commencement of the Act from 1 March 2021
- **NEC Decision 74/2021 -** Approved in principle setting up the PNG Highway Corporation, subject to further Ministerial review
- Circular Memorandum No. 41/2021
- DOWH Corporate Plan (2020 – 2024)
- Medium Term Transport Plan III

The above are key decisions and directives that underpin the existence of the DoW&I Corporate Wing.

3. Clients of the Division

Table 1 Current and new clients of the Corporate Services Wing

Current clients	Services provided	New clients	Services provided
<ul style="list-style-type: none"> • Minister • Secretary • Executive Directors • General staff (system users) • Unattached/retired staff (exit payments) • Provincial staff – Special needs • Services providers/contractors (re payments) • No 1 Super • Trainees • Finance agencies (processing deductions) • Commercial banks & Bank of PNG • Real estate agencies <p>Other national agencies:</p> <ul style="list-style-type: none"> • DPM, Treasury, Finance, Transport, IRC, Labour, NPC, NP, PMNEC 	<ul style="list-style-type: none"> • Policy Directives • Policy Implementation Directives. 	<ul style="list-style-type: none"> • PNG Road Fund • MVIL • Customs • Road Transport Authority 	<ul style="list-style-type: none"> • Funds Management, Control and Transfers • Road User Fees and Charges • Revenue and Funds Transfers • Road User Charges and Revenue.

4. Functions and services of the Division

Table 2. Current and new functions and services and expected workload impact in Corporate Services Wing

Current functions & services	New or enhanced functions & services	Impact on workload
<ul style="list-style-type: none"> • ITC – Network support, business applications and hardware support, electronic communications, web services, IT procurement, technical support to IFMS & FMS, technical support to RAMS/BAMS, ITC Helpdesk, implementation of document management system. • HR Services – recruitment and appointments, payroll inputs/edits, employment contracts, employee record management, entitlement processing, discipline matters, performance management, GESI, industrial relations, staff number audits • HRD - Training services fully separated, staff development (training delivery, training needs analysis), graduate development, apprentice programs, civil engineering works training • Finance - Providing payment services, recurrent budget preparation, production of financial reports, ensuring proper tax payments, ensuring financial compliance, functional support to IFMS & FMS, audit response, receipting of public revenue, bank reconciliation, facilitate clearance of payments by DOF and BPNG • Property management – managing DOW properties, co-ordination of DOW property maintenance land titles (COA), maintain asset register, security services 	<ul style="list-style-type: none"> • ITC - Social media, mobile apps, Development of DOWH Digitalization Program, IT security, management of software licensing, develop effective HRMIS, develop online monitoring for DOW programs & projects • HR – workforce planning, employee engagement, succession planning, employee counselling, expanded workplace safety, expanded staff audits (manpower review), implement and maintain HRMIS, expanded GESI function • Organisational development - business process analysis, provide advice on service improvement • HRD – Engineer core competency management, co-ordinate registration of engineers, accountant, IT, architects, surveyors + other professionals • Finance – Implement IFMS support functions, Electronic funds transfer (instead of cheques), consolidation of Operational Annual Work Plan, • Property management – vehicle management, valuation of properties, centralised asset management • Centralising Service contracts technical support, procurement 	<ul style="list-style-type: none"> • Clearly defined responsibilities • Clearly defined outcomes by ICT, HR, GESI, Organisational Development, Training and Development (highly Competent Work Force, • Effective Expenditure and functional Framework that contributes to the improved Road Network and better connectivity for the Road Users.

5. Workload Analysis

The Work Load Analysis is to be provided on an attached Excel Spread sheet.

6. Current structure and staffing and any proposed changes

These are detailed in the proposed structure consolidated. Corporate Services Wing Structure details on Forms Organisational Design 2.4|2.5|2.6|2.7 and 2.8.

7. Completed DPM documentation

- Form OD2.4: The Organisation Chart for your division and its branches
- Form OD2.5: The Establishment Comparison Table
- Form OD2.6: The Job Descriptions

.....*Refer comments under Item 6 above.*

End of Report.

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