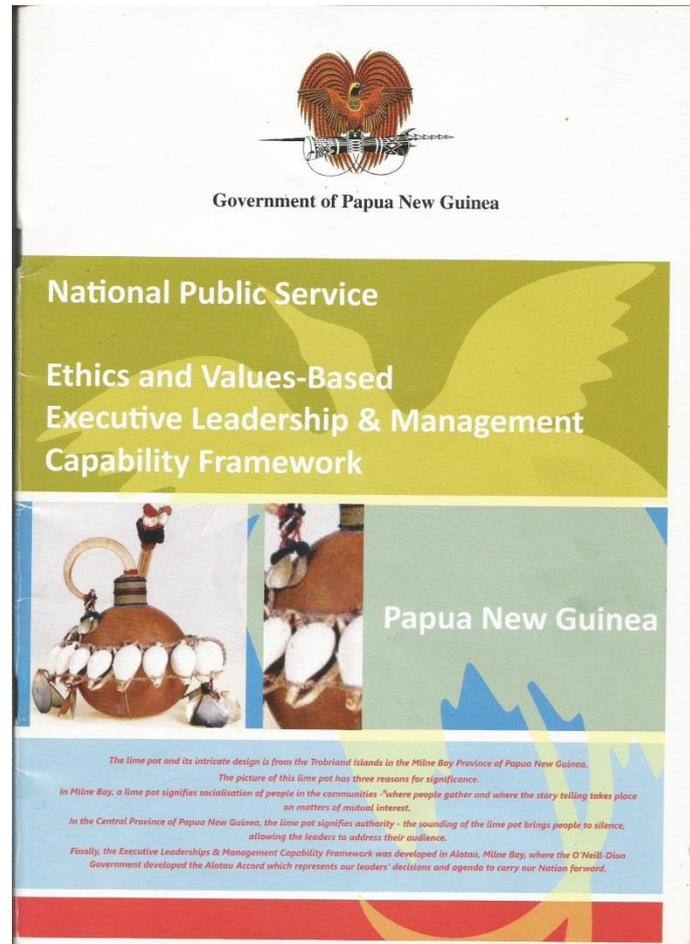


**THE IMPORTANCE OF POLICY ALIGNMENT AND  
EXECUTION:  
a study on the national public service ethics and  
value-based executive leadership and management  
capability framework**

By Albert Ayius, Senior Tutor with the School of Business and  
Public Policy Management at the University of Papua New Guinea

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# PAGE COVER:NPSEVBELMCF



# The Study

- Conceptual nature, being based on secondary data and practical observations, which is designed along confirmatory lines which enables the author to seek answers to the following research questions:
  1. To what degree is this captioned policy framework aligned to the respective government institutions?
  2. How can the aligning process be effectively executed to capture effective service delivery policy mechanisms?

# Government Institutions

- **Govt Coys – Government Companies**
- **Govt Depts – Government Departments**
- **SOEs – State Owned Enterprises**
- **ARB – Autonomous Region of Bougainville**
- **NCDC – National Capital District Commission**
- **Pro Govt – Provincial Governments**
- **Stat Bodies – Statutory Bodies**
- **DDAs – District Development Authorities**
- **PHAs – Provincial Health Authorities**

# UNDERSTANDING Executive Leadership and Management Capability Framework

## Vision

- High performing, ethical and values based leaders in the public sector driving the future of PNG
- This vision is in line with the strategic intent of the PNG Vision 2050, and fosters a major paradigm shift in mindset amongst public officials for effective service delivery.

## The Executive Leadership and Management Capability Framework emphasises on six values common to traditional, Christian and modern organizational beliefs.

- **Honesty:** Behaviour that is consistent with policy and procedures
- **Integrity:** Adherence to moral and ethical principles, evidenced by action
- **Accountability:** Taking ownership for one's actions
- **Respect:** Positive regard for the rule of law and those that uphold it
- **Wisdom:** A deep and well considered understanding and an ability to inspire positive action
- **Responsibility:** Actively making decisions for the greater good and dealing with the consequences of all decisions

# Public Sector Leadership Capabilities

**Public Sector leaders and managers will be able to:**

- role model ethical behaviour
- lead with personal drive, commitment and resilience
- provide strategic direction
- promote change and innovation
- communicate with influence and political awareness
- build collaborative relationships
- build staff capability and commitment
- plan and monitor work tasks for goal achievement
- promote effective and efficient service delivery
- support Institutional strengthening



## Set the direction



## Engage & Develop others



## Deliver Results

### Leaders live our Values

1. Role models ethical behaviour
2. Leads with personal drive and commitment
3. Provides strategic direction
4. Promotes change and innovation

5. Communicates with influence and political awareness
6. Builds collaborative relationships
7. Builds staff capability and commitment

8. Plans and monitors work tasks for goal achievement
9. Promotes effective and efficient service delivery
10. Strengthens institutions

## Capabilities/Competencies and related values

| Capabilities/Competencies                               | Values  |
|---|---|
| 1. Role models ethical behaviour                        | Honesty, integrity, accountability, respect, responsibility, wisdom |
| 2. Leads with personal drive, commitment and resilience | Responsibility, accountability, integrity, wisdom                   |
| 3. Provides strategic direction                         | Accountability, wisdom, responsibility                              |
| 4. Promotes change and innovation                       | Integrity, responsibility, accountability, respect, wisdom, honesty |
| 5. Communicates with influence and political awareness  | Honesty, integrity, accountability, respect, wisdom, responsibility |
| 6. Builds collaborative relationships                   | Respect, responsibility, integrity, accountability                  |
| 7. Builds staff capability and commitment               | Responsibility, wisdom, accountability, respect, integrity, honesty |
| 8. Plans and monitors work tasks for goal achievement   | Accountability, responsibility, respect, wisdom, honesty            |
| 9. Promotes effective and efficient service delivery    | Honesty, integrity, accountability, responsibility                  |
| 10. Strengthens institutions                            | Integrity, accountability, responsibility, wisdom                   |

# Policy alignment – what is it

- Ethics and public policy are interconnected and are used for ethical considerations and values reflected in the mentioned NPSEBELMCF.
- The NPSEBELMCF is theoretically a series of outlined values in the policy framework for the GoPNG to be committed into re-inforcing ethical standards based on 6 core values.
- At the heart of public policy, there is ethics, and it is defined as a system or code of conduct/norms — i.e. based on universal moral duties and obligations
- There should be a coordinated and collaborative approach in aligning programs and activities with the captioned policy framework with all govt institution.
- Managers and leaders must provide appropriate advice and lead by example, as per the NPSEBELMC when addressing issues Financial Management, election-related issues, or management on promotion
- Minimize risk of corruption

# Electoral democracy

- In executing the 2017 National General Elections, the Office of EC should have aligned its policy mechanisms in line with the NPSEBELMCF to foster a major paradigm shift amongst the mindset of the potential candidates and voting population to vote accordingly.
- Within the above policy framework, there are only six leadership values were identified, as relevant for PNG and include: *honesty; integrity; accountability; respect; wisdom; and, responsibility.*
- According to GoPNG, 'these values ... [*are aligned with the*] ... legislative requirements of PNG leaders articulated in the Organic Law on the Duties and Responsibilities of Leadership' ... and National Goals and Directive Principles of PNG National Constitution.
- Ironically, on the operational level, the particular policy framework lacks political commitment and legal autonomy — and not robust enough — to regulate higher ethical standards to the public service administration and 2017 Elections.

## Policy execution – what is it?

- The cost benefit analysis identifies the formation of NPSEVBELMCF in 2011 but to-date, has provided little tangible results on the effectiveness of the public servants' performance at the highest level.
- Instead, some leaders are using this approach, as a smoke screen of creating policies in the name of anti-corruption — without any proper political and legislative commitments from the GoPNG.
- Teleological reasoning would argue that there should be more relevant political will and legal recognizance, instead.
- This will make way for the possible establishment of OGE, ICAC and HRC in compliance with the existing PNG Public Services Management Standing Orders, Financial Management Act, NPSEVBELMCF and other related policies and laws of PNG. The benefits, in the long run, will ensure that there is a strong ethical standard for all public service administration in the country.

- The establishment of OGE, ICAC, and HRC is similar to the next principle that allows for the discussion on the *effectiveness* of the NPSEVBELMCF.
- There is a slight emphasis by the public service administration on the needs assessment on the above policy framework.
- The NPSEVBELMCF, on the other hand, is not mandated by the GoPNG, as a legitimate section/unit in a government department to execute/regulate certain standards.
- The legislation of OGE, ICAC, and HRC, is a way forward or a solution for the proposed Constitutional Office like that of USA Code of Federal Regulation.

- In fact, these proposed establishments will regulate necessary ethical standards in response to the ineffectual/indecisive and corrupt/unethical practices and its incompetent and dishonest employees.
- PNG, however, have echoed the application of some unethical and corrupt approaches in governance.
- The possible establishments will be used as a registered vehicle, mandated by the GoPNG to drive the PSEBELBCF, amongst the public service, to perform effectively within core values, at the highest level.

- In 1987, the Ronald Reagan Administration (*RRA*) identified the issue of indecisive and corruption amongst incompetent and dishonest employees, as a major problem. The establishment of the OGE in compliance with the Civil Service Reform Act of 1978 (*instituted former Carter Administration*) clearly demonstrated the principles of natural justice, and furthermore, constitutes the third ethical principle of *fairness*.
- This principle is also in line with Welch (*ibid*), and the Five Principles and Directions of the PNG National Constitution.
- The RRA paradigm shift empowers and embraces the political commitment with the major legislative shift in the execution of orders,
- Ironically, the NPSEVBELMCF in PNG is not operationally given the fair political and legislative support, by the GoPNG to really take full ownership and responsibility in exercising the rules of fairness and natural justice in minimizing the spread of corruption.
- *Fidelity* is the fourth principle which emphasizes that it is an important policy platform that keeps the promises by way of honouring contractual agreements/commitments — i.e must be done in compliance with the regulated rules and regulations of public services administration.

- A similar project in USA can be adopted in PNG to provide appropriate counseling and training sessions, and concurrently, a sort of independent police force to maintain control and discipline.
- *Legitimacy* is the final principle by Welch (*ibid*), which ensures that the GoPNG should adopt the relevant establishment.
- Paradoxically, on the operational level, the NPSEVBELMCF was, however, not given a full legitimacy in the re-enforcement of the policy by the GoPNG.
- The possible establishment of OGE, on the practical level, aims to re-enforce the NPSEVBELMCF to be fully involved in the whole process of regulating appropriate ethical standards, within the existing government system.
- The GoPNG thus needs to learn from the USA experience, and simultaneously, incorporate the relevant elements to re-enforce the actionable measures that are deemed necessary for execution for all public service administration to demonstrate the principle of legitimacy in the NPSEVBELMCF.

The USA metaphorically has a registered vehicles (*OGE*) that drive the public service to move forward in consistent with the Code of Federal Regulation.

Such relationships in PNG that otherwise have created special responsibilities to others, in terms of conflict of interest, which, inter alia, challenge the GoPNG to be serious about honouring its full political and legislative commitments in the execution of the NPSEVBELMCF.

The inception of NPSEVBELMCF, indecisively inter alia in 2011, lacks appropriate political commitment and legislative effectiveness to ensure that the respective public servants administration in PNG will perform, at the highest level.

# Future policy considerations for Implementation

- This is an important policy dialogue process because it will enable the appropriate stakeholders to take ownership and push for an immediate National Executive Council Approval for the Parliamentary Review and Constitutional Amendment for the establishment of the proposed establishments (OGE, ICAC & HRC) in PNG.
- The intended project appeals for relevant government intervention for the establishment of OGE that will provide for appropriate ethics officers in the proposed instructional structure to re-enforce NPSEVBELMCF.
- There is a need for further research into the subject matter.

## Conclusion

- Ethics is about the rules of compliance with regard to the relevant legal ethical policy frameworks.
- Each of the principles are important in the policy decision making process.
- The NPSEVBELMCF is a policy framework that lacks robustness as demonstrated theoretically by Welch (*ibid*) and practically by RRA in 1987 on the importance political and legislative commitments by State.
- The proposed establishments of OGE, ICAC & HRC in PNG is way for the NPSEVBELMCF to en-enforce and regulate relevant ethical standards that will capture strong core values of honesty, integrity, accountability, respect, wisdom, and responsibility for PNG public service administration to move forward.