



Puntland State of Somalia

CIVIL SERVICE ADMINISTRATIVE POLICIES, RULES AND PROCEDURES

26TH NOV, 2018

DOWLADDA PUNTLAND
EE SOOMAALIYA
XAFIISKA
MADAXWEYNAHA



ولاية بونت لاند
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Ku: Dhamaan Hay'adda Dawladda Puntland
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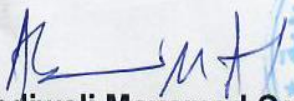
Ujeedo **Siyaasadaha, Xeeraraka iyo Habraacyada Maamulka Shaqaalaha**

Tixraac warqadda sumaseedu **Ref: TIX/0095/2018**, kuna taariikhaysan **November 01/2018**, ujeedadeduna aheyd Siyaasadaha, Xeeraraka iyo Habraacyada Maamulka Shaqaalaha Dawladda Puntland

Dawlada Puntland waxay si rasmi ah u meel marisay **Xeerarka iyo Habraacyada Maamulka Shaqaalaha** ujeedadeeduna tahay wax ka qabashada dhamaan Siyaasada Shaqaalaha Dawlada.

Sida dareted, maantay oo ay taariikhdu tahay **26/11/2018** waxaa la meel mariyey **Siyaasadaha, Xeeraraka iyo Habraacyada Maamulka Shaqaalaha Dawladda Puntland**.

Wada shaqayn wacan


Dr. Cabdiweli Maxamed Cali Gaas
Madaxweynaha Dowladda Puntland.



MAHADNAQ

Mahad oo dhan waxa ay u sugnaatay Allaha Wayn ee noo suurageliyey bilaabista iyo dhammaystirka Xeerarka, Siyaasadaha iyo Habraacyada Maamulka Shaqaalaha Rayidka oo aan muddo dheer ku bixinay dadaal, waqti iyo juhdi dheeraad ah.

Intaas kadib, waxaa mahad gaar ah leh Agaasimaha Guud ee Wasaaradda, Shaqada, Shaqaalaha, Dhallinyarada iyo Ciyaaraha, Mudane Axmed Cabdalle Maxamuud (Tigaana) hoggaaminta, dadaalka joogtada ah iyo kormeerka uu ku bixiyey hannaan socodkii lagu diyaariyey, lagu tarjumay laguna tafatiray siyaasadaha, xeerarka iyo habraacyadan Maamulka Shaqaalaha Rayidka ah. Waxaa kale oo mahad mudan shaqaalaha kale ee wasaaradda oo si hagar la'aan ah ula shaqeeyey kooxda farsamada, isla markaana siiyey talooyin farsamo ee lagama maarmaan u ah dhammaystirka iyo ka guul gaadhista siyaasadahan, xeerarkan iyo habraacyadan.

Sidoo kale waxaan fursaddan kaga faa'iidaysanayaa in aan u mahad-naqo xarumihii, shaqsiyaadkii iyo madaxda sare ee Shaqaalaha Dawladda, Hay'adda Shaqaalaha Rayidka ah, iyo Wasaaradaha kale oo dhinacyo badan u garab istaagay qabashada shaqadaan. Waxaa hubaal ah in aysan suurto gali-lahayn hawshani hadii aysan si hagar la'aan ah, oo daacadnimo ah uga qeyb-qaadan lahayn.

Ma hilmaami doono in aan u mahadnaqo khuburada ka qaybqaatay diyaarinta siyaasadahan kuwaas oo isugu jira aqoonyahanno Soomaali iyo heer caalami isugu oo aysan suuragasheen la'aantood in aan dhammaystimo xeerarkan iyo siyaasadahan muhimka u ah shaqaalaha rayidka.

Waxaa kale oo aan mahad u celinayaa Baanka Adduunka, gaar ahaan Kooxda Isku-dubaridka Mashruuca Tayeynta Shaqaalaha Rayidka oo taageero maaliyadeed, talo iyo farsamoba leh kaga qayb-qaatay dhammaystirka iyo ka midha-dhalinta siyaasadahan, xeerarkan iyo habraacyadan Maamulka Shaqaalaha Rayidka.

Mudane Cabdiraxmaan Sheekh Axmed

Wasiirka Shaqada, Shaqaalaha, Dhallinyarada iyo Ciyaaraha

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LIST OF ACRONYMS AND ABBREVIATIONS

CF :Competency Framework

EIAs: Equality Impact Assessments

HR: Human Resource

IDP: Individual Development Plan

MDAs: Ministries, Departments and Agencies

MOF: Ministry of Finance

MoLYS: Ministry of Labour, Youth and Sports

MoPIC: Ministry of Planning and International Cooperation

PAs: Performance Agreements

PCSC: Puntland Civil Service Commission

PMC: Performance Management Criteria

PSS: Puntland State of Somalia

SPAS: Staff Performance Appraisal System

TDF: Talent Development Framework

UNDP: United Nations Development Program

VA: Vacancy Advertisement

MoWDAFA: Ministry of Women Development and Family Affairs

DEFINITION OF TERMS

Appeal

Is an application to a higher authority for a decision to be reviewed.

Appraiser

Is a practitioner who reviews the performance of an employee

Appraisee

Is a person whose performance is being reviewed.

Banding

Is the placement of jobs into a structure based on the type of work and what the position should be doing, rather than what the position could be doing.

Capacity

Is the ability of individuals, organizations or systems to perform appropriate functions effectively, efficiently and sustainably.

Capacity Building

Is a long term and continuous process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in the fast-changing world.

Career Counselling

Is a process in performance management where an individual employee and the supervisor discuss the career opportunities and aspirations open to the employee.

Career Development

Is the planned effort to link individual's career requirements with the organization's workforce requirements..

Career guidance

Is the provision of information to assist officers make informed choices for their careers.

Career Guidance and Counselling

A comprehensive developmental program designed to assist an individual make informed training and occupational choices.

Career management

Is the provision of opportunities for employees to develop their abilities and careers in order to ensure that the organization has the flow of talent it needs and to satisfy its own aspirations.

Career planning

Is an on-going process that identifies career paths or opportunities that exist within an organization.

Career Path

Is a sequence of job positions and experiences that lead to a specific career level.

Career support

Is the information and resources to support employees at every stage of their career.

Civil servant

Employees of the Puntland Civil Service deployed in Puntland State of Somalia's ministries, departments and agencies.

Civil Service

Executive branch of the Government of Puntland and comprises all employees of Government, whether appointed on permanent or on contract basis (other than holders of political positions, members of the Judiciary, Military, Police and other Security Agencies, Personnel employed on fixed-term contracts to provide specific professional services but engaged outside the civil service establishment) that advice the Ministers and implement all decisions, policies and laws that are formulated or enacted by Government.

Coaching

A systematically planned and direct guidance of an individual or group of individuals by a coach to learn and develop specific skills that are applied in the workplace.

Code of conduct

Standards of behaviour and work ethics which all civil servants are expected to uphold in the provision of services to the state, government and the public

Complaint

A formal allegation of unfair treatment at the work place submitted in writing to management for redress.

Competency

This is the capacity that exists in an individual that enables him/her perform tasks and duties to the expected standard.

Competencies

These are the knowledge, skills, behaviour and personal attributes necessary to produce effective performance in a certain role/task.

Competency Framework

Is a structure that sets out and defines each individual competency required by individuals working in an organization or part of an organization.

Contract

Is a written agreement concerning employment.

Employment freeze

A shutdown where an employer temporarily shuts down non-essential hiring to reduce costs.

Equality Impact Assessment

The process of ascertaining that an organization is adhering to the equality of employment principle.

Establishment Control

Various institutional arrangements to ensure that the right number of public sector staff is hired at the correct grades and with the right mix of skills for the job.

Evaluation

A process of gathering data and information on the value and effectiveness of a training Programme

Feedback

A communication tool used in organizations to communicate the outcome of an appraisal

Grade

Is a unit in systems of monetary compensation for employment.

Grading structure

Is a logically designed framework within which an organization can determine where a group of jobs that are broadly comparable should be placed in a sequence, bands, defined pay levels or scope for career and pay progression.

Grievance

A dissatisfaction regarding an official act or omission by the employer which adversely affects an employee in the employment relationship, excluding an alleged unfair dismissal.

Grievance Procedure

Is a means of internal dispute resolution by which an employee may have his or her grievance addressed

Human Resource Development

A process by which continuous efforts are made to develop the employees for their present and future roles and to identify and utilize their inherent potentialities.

Human rights

Are moral principles or norms that describe certain standards of human behavior and are regularly protected as natural and legal rights.

Induction

Is the process of receiving and orientating/familiarizing a new employee to an organization's work procedures and environment.

Integrity

Is the quality of being honest and having strong moral principles..

Interview

Is a conversation between a job applicant and a representative of the employer which is conducted to assess whether the applicant should be hired.

Job description

Is a document that describes the general tasks or other related duties and responsibilities of a position.

Job Family is a group of jobs involving similar type of work and requires similar training, skills, knowledge and expertise.

Job specification

Is a statement of the essential components of a job class including a summary of work to be performed, primary duties and responsibilities and the minimum qualification and requirements necessary to perform the essential functions of the job.

Long listing

Is a process which is used to eliminate candidates from the recruitment process who do not meet the selection criteria.

Mediation

Is an intervention in a dispute in order to resolve it.

Mentoring

A dynamic and reciprocal relationship in a work environment where a more experienced, advanced and skilful career incumbent (mentor) helps a less experienced, less advanced and less skilful individual(mentee) who has the potential to develop in some specified capacity in order to contribute to the attainment of the goals of the organization.

Monitoring

A systematic collection, analysis and use of training information for decision making.

Organization Talent Review

Is a process centered one or more talent review meetings intended to evaluate organizational trends, assessed strengths and address areas of risk in the entire organization.

Pensionable Officer

An officer in the permanent establishment that fulfils the eligibility criteria for the payment of pension.

Performance Agreement

Is a process which defines individual employee performance expectations and establishes result oriented goals.

Performance Management

Is a strategic and integrated approach to delivering sustained success to organizations.

Personal Development Plans

Is the key output of appraisal which represents a formal agreement between the appraisee and the appraiser on the learning and development needs of the appraisee identified at the appraisal interview with an outcome based learning plan for the subsequent year.

Performance Review

Is a fair and balanced assessment of an employee's performance.

Placement

Is putting employees into a job that is suitable to their skills and interests.

Policy

A framework that provides broad guidelines.

Poor Performance

Is when an employee's performance falls below the required performance.

Promotion

Is the advancement of an employee within an organization's position or job tasks.

Public Service

Service of the State in respect of the Government of Puntland State of Somalia.

Record

Document created or received and maintained by an agency, organization or individual on pursuance of legal obligations or in the transaction of business.

Record Keeping

The systematic control of all records from their creation or receipt through processing, retrieval, distribution and use to their ultimate preservation and disposition.

Recruitment

Is the process of analyzing the requirements of a job, attracting employees to that job, screening and selecting applicants, hiring and integrating the new employees to the organization.

Redeployment

The assignment of employees to a new place or task.

Re-designation is the movement from one career path or cadre to another at a grade equal to one held before the movement, to facilitate officer's horizontal mobility.

Redundancy

Is the layoff, termination of employment of a person whose post becomes unnecessary.

Retrenchment

Discharge of surplus pensionable officers by the state for any reason whatsoever, otherwise than by way of punishment inflicted as a measure of disciplinary action.

Reward

Is something given in recognition of service, effort or achievement.

Sanction

Is an official action taken against an employee to force him to behave in a particular way or as a punishment for not doing as expected.

Scheme of Service

Is a policy document that provides clearly defined career structures, well-defined job descriptions and specifications, standards for recruitment, training, advancement, career planning, and succession management.

Secondment

An arrangement in which a pensionable employee is temporarily released for a specified period from an organization within the Public service to another organization which does not have reciprocal pension arrangements, to provide critical skills or acquire new skills while preserving the pension rights of the employee.

Selection

Is the process of choosing from applicants a suitable candidate to fill a post.

Self-development

A process through which officers undertake a course of training on their own initiative.

Skill

Is the ability to do something well or expertize.

Shortlisting

Is the process of identifying the candidates from applicant pool who best meet the required and desired criteria for an opening and who may be moved forward to the next step of recruitment.

Staff cost

Is the expenditure on staff members employed by an organization.

Staff Welfare

This entails services, facilities and benefits that are provided or done by an employer for the advantage and comfort of an employee.

Structured Training

Constitutes a cost-effective and systematic approach to development of employee's potential from the time one joins the service until exit.

Succession Management

Is a strategic and deliberate effort to build the capacity of an employee to acquire skills, knowledge and competences for a higher position.

Talent Management

Is the process of identifying and developing individuals with unique endowments for the benefit of the individual and the organization.

Training

Any learning activity directed towards acquisition of specific new knowledge, skills and competences for an immediate occupation or task.

Training Bond

Refers to formal agreement between the Government of Puntland and its employees who are selected for approved training that oblige them to serve in the Public service for a specific period of time on completion of training.

Training programme

Is a long-term training activity that is made up of a series of courses with a flexible cost at time.

Transfer

Movement of an employee from one of the services within the Civil Service to another or from one class of posts to another class of posts within the same or different service, and may involve a change of designation and duties.

Underrepresented groups

Is a sub-set of a population that holds a smaller percentage within a significant sub-group than the sub-set holds in the general population.

Whistle blowing

Is exposing any kind of information or activity that is deemed illegal, unethical or not correct within an organization that is either private or public

Work ethics

Is the principle that hard work is intrinsically virtuous or worthy of reward.

Workforce Planning

Is a continual process used to align the needs and priorities of the organization with those of its workforce to ensure it can meet its legislative, regulatory, service and production requirements and organizational objectives.

PREAMBLE

The Government of Puntland State of Somalia has commenced Civil Service and institutional reforms to improve performance of key government functions, strengthen its policy capabilities and improve Civil Service management. This includes support to improve institutional, organizational and individual level capacity, and to build responsive institutions. The Puntland Second Five Year Development Plan (2017-2019) and the Presidential decree of 5th August, 2014 are decisions and instruments that support the overall Public sector and Civil Service reforms, and affirms the government's commitment to improving the policy and service delivery environment through a functioning and capable Civil Service. This the second highest priority of the Government, after security. The administrative policies, rules and regulations contained in this document will contribute significantly to the democratic process in Puntland are therefore a key component of the Government of Puntland's overall development agenda.

Purpose

This Presidential Decree is issued in pursuant to Article 128 of the Constitution of Puntland (December 2012), and Sections 4-48 of Civil Service Law No. 5. These administrative rules policies, rules and procedures incorporate provisions of the Puntland Constitution and Civil Service Law No. 5 that govern various aspects of employment in the Civil Service. The purpose is to provide guidelines in the management and development of human resource capacity towards the achievement of Puntland development plan, goals and objectives.

Object

This Decree sets out the administrative policies, rules and procedures that shall govern the Civil Service of Puntland in areas of recruitment, career and professional development, and welfare. The Decree seeks to further improve the tenets of good governance and administrative transformation of the Civil Service of Puntland; Guide current human resource practices and application of relevant legislation as well as conformity to international best practices in the area of modern civil service management.

Guiding Principles

- (i) Compliance with relevant State legislation and policies.
- (ii) Conformity with international best practice and Puntland cultural values in the areas of public administration and civil service management.
- (iii) Procedural fairness and natural justice shall be observed throughout.
- (iv) Responsiveness to the development goals and priorities of government, and the Somalia country situation.
- (v) Effective integration with State building and peacebuilding consolidated objectives
- (vi) Objectivity, transparency and impartiality
- (vii) Equity, fairness and merit

Application

This Decree applies to all Civil servants working in the government service of Puntland State of Somalia. These Administrative Policies, rules and Procedures shall apply to all Civil servants and employees of all state corporations and state educational institutions in the Puntland State of Somalia, and all must comply with its provisions.

This Decree does not apply to:

- (i) Military, Police and other Security Agencies
- (ii) Members of Parliament (Assembly)
- (iii) Elected Officials
- (iv) Ministers, Vice Ministers
- (v) Judiciary
- (vi) Personnel employed on fixed-term contracts to provide specific professional services but engaged outside the civil service establishment.

CHAPTER ONE: CIVIL SERVICE CODE OF CONDUCT

1. Policy Statement

The civil service of Puntland State of Somalia shall promote policies that uphold civil servants to the highest standards of behavior and work ethics in the provision of services to the state, government and the public. Standards of behavior in the civil service shall be an important element of the overall framework within which all civil servants work and discharge their duties. These standards shall be based on high levels of personal performance and responsibility.

2. Rules and Procedures

2.1 Standards of Behaviours

All civil servants shall adhere to the following standards of behavior:

- (i) Maintain high standards in service delivery by conscientiously, honestly and impartially serving the State and Government of the day (whatever its political persuasion) and always acting within the law and performing their duties with efficiency, diligence and courtesy;
- (ii) Observe appropriate behavior at work by dealing with the Public sympathetically, fairly and promptly and treating their colleagues with respect; and
- (iii) Maintain the highest standards of probity by conducting themselves with honesty, impartiality and integrity; never seeking to use improper influence, in particular, never seeking to use political influence to affect decisions concerning their official positions; abiding by guidelines in respect of offers of gifts or hospitality and avoiding conflicts of interest.

2.2 Standard of Behaviour toward Stakeholders

2.2.1 Civil servants in performing their duties and responsibilities shall treat the public and their colleagues with courtesy and respect, and ensure that personal behavior is consistent with established standards as follows:

- (i) Ensure familiarity with the laws and regulations in force and applied without any abuse or violation or neglect;
- (ii) Devote hours to perform official functions and duties of their job, and not doing any activity that does not respect their official duties;
- (iii) Quest to improve performance and develop their profession in the latest developments in the field of work, and submit proposals that would improve the working methods and raise the level of performance in the civil service, and assist in providing a safe and healthy working environment;
- (iv) Refrain from any acts or practices or acts that violate morality and ethical conduct, and refrain from harming the political views or religious beliefs of others inside or outside the department or incitement against it;
- (v) Facilitate the investigation and inspections by the competent authorities in all possible means and to provide information and answer queries in possession of those responsible for the tasks of investigation and inspection, in accordance with the laws and regulations in force;
- (vi) Fulfill all receivables financial implications of the service in accordance with the laws and regulations in force without delay;
- (vii) Respect the privacy of individuals;
- (viii) Have due regard for the safety of the public and colleagues at the workplace.
- (ix) Be at work as required and not absent themselves from duty without proper authorization;
- (x) Maintain personal hygiene, dress in respectable attire in accordance with the acceptable norms of the office;
- (xi) Conduct functions and tasks with due honesty, integrity, professional accuracy and impartiality serving the goals and purposes of the department and public interest;

- (xii) Respect rights and interests of others with no exceptions, dealing with the public respectfully, tactfully, impartially and objectively without any discrimination based on race, sex, religious or political beliefs, social position, age, physical status or any other form of discrimination;
- (xiii) Deal respectfully, tactfully and credibly with colleagues; and
- (xiv) Develop the capacities of staff, assist and motivate them to improve their performance.

2.2.2 In dealing with others, the civil servant shall adhere to the following tenets:

- (i) Respect the rights and interests of others without exception, dealing with the public with respect, tact, neutrality, impartiality and objectivity, without discrimination based on race or gender or religious beliefs, political or social status, age or physical status or any form of discrimination;
- (ii) Seek to gain public trust through integrity, responsiveness and good behavior in all their work in line with laws, regulations and instructions in force;
- (iii) Complete required transactions in speed and accuracy within the bounds of jurisdiction, and to answer the queries and complaints of service recipients accurately and objectively and speed, and the reasons in case of disapproval or delay access to their transactions;
- (iv) Provide any information required to service recipients, and relating to the work and activities of their department, accurately and quickly without deceit or mislead in accordance with the legislation in force, and guide them to the complaints mechanism in the event of a desire to lift the complaints to the concerned authorities;
- (v) Give priority attention and care to people with special needs and provide aid and assistance to them;
- (vi) Deal with documents and personal information, relevant to the people who deal with them, strictly confidentially and in accordance with the laws and regulations, and not to exploit such information for personal purposes; and
- (vii) Refrain from any action that adversely affects public confidence in the Puntland Civil Service.

2.2.3 In dealing with the Public, the civil servant shall adhere to the following tenets:

- (i) Ensure that members of the Public have their affairs dealt with sympathetically, efficiently and promptly;
- (ii) Uphold the public interest and always ensure high standards of professional behavior, and maintain public confidence and trust;
- (iii) Be polite, courteous and respectful to the Public and always treat members of the public with fairness and equity;
- (iv) Address the needs of any member of the public regardless of the status of the person;
- (v) Understand that, while discharging their duties, they are doing no favor to members of the Public. The civil servant shall diligently, fairly and sympathetically attend to inquiries from members of the public;
- (vi) Not disclose to the Public any information or advice required, subject to confidentiality, and to provide reasonable assistance;
- (vii) Help the public to understand their rights and obligations;
- (viii) Ensure that they consider all facts relevant to any case into consideration when exercising their discretionary powers; and
- (ix) Respect the confidential nature of certain information disclosed to them by members of the Public for procedural purposes.

2.2.4 In dealing with Colleagues, the civil servant shall adhere to the following tenets:

- (i) Show due respect for their colleagues at work, including respecting their colleagues' values and beliefs;
- (ii) Support a positive working environment by observing and supporting the Puntland Civil Service policy on harassment, sexual harassment and bullying;
- (iii) Respect and be sincere with colleagues, maintaining good relations and friendly relations with them, without distinction and careful to respect their privacy and refrain from exploiting any information pertaining to their own lives to abuse;
- (iv) Cooperate with colleagues and share their opinions of high professionalism and objectivity. Wherever possible, assist colleagues in solving problems they face in employment, and ensure the dissemination of positive trends among colleagues to help

improve the performance of work and improve the working environment and the institutional culture of the department; and

- (v) Refrain from any acts or practices or immoral acts violating Public morality and ethical conduct, and the commitment of men to respect women colleagues.

2.2.5 In dealing with Superiors, the civil servant shall adhere to the following tenets:

- (i) Strictly enforce the orders of their managers, directives and instructions as hierarchy, and if those orders and instructions are in violation of the legislation in force the employee shall inform the relevant authority in writing;
- (ii) Refuse to implement the instructions if these instructions constitute a breach or violation of a misdemeanor or felony punishable under the Penal Code or any other legislation in force;
- (iii) Respect and not attempt to gain any preferential treatment by methods of flattery or through deception or through favoritism;
- (iv) Not deceive or mislead their superiors, and refrain from concealing information related to their work aimed at influencing the decisions taken, or obstruction of work, and should cooperate with their superiors and providing opinion, advice and expertise possessed by all objectivity and sincerity, and make disposition of the information in their possession in the interest of work;
- (v) Inform their superior about any abuse or violation or difficulties encountered in the workplace; and
- (vi) Keep their new direct supervisor fully and accurately abreast with the subjects and documents in the department including any outstanding matters, to ensure business continuity.

2.2.6 In dealing with Subordinates, the civil servant shall adhere to the following tenets:

- (i) Develop the capacity of their subordinates, motivate and help them to improve their performance, and be a good example for them in work to be bound by laws, regulations and instructions in force;
- (ii) Transfer knowledge and experience to subordinates and encourage them to increase information exchange and transfer of knowledge among them;

- (iii) Supervise subordinates and hold them accountable for their actions, assess their performance objectively and impartially and strive to provide training and development opportunities for them in accordance with the related regulations and instructions;
- (iv) Reject any pressure from a third party to deal with the subordinate in any preferential treatment;
- (v) Respect their subordinates' rights and cooperate with them with high professionalism without favoritism or discrimination; and
- (vi) Commit to write directives to their subordinates in any case where they have received a note written by their subordinate that their orders or directives issued are in violation of the legislation in force.

2.2.7 In adhering to the standards of Confidentiality, all civil servants shall comply with the following rules:

- (i) Not disclose any information obtained in the course of their duties;
- (ii) Ensure that they deal with queries from members of the Public in an open and helpful way;
- (iii) Non-disclosure of official information and documents and documents obtained or accessed during a function, whether in writing or orally or electronically, and passed on confidential instructions or decisions or special legislation, or must remain confidential even after the expiry of their term, unless he has a written approval from the minister;
- (iv) Refrain from making any comment or statement or intervention on issues still under study or deliberation with government agencies; and
- (v) Civil Servants whether serving or retired shall not make disclosures of any document or information or knowledge which has come to them in confidence in the course of duty. Any such unauthorized disclosures, whether for political or personal motives, or for pecuniary gain shall be liable to prosecution, forfeiture in respect of material gains, and disciplinary action including dismissal from the civil service.

2.3 Obligations of Civil Servants

The Puntland Civil Service is a non-political and professional career service subject to a code of rules and disciplines. Civil servants are required to serve the Puntland State and duly constituted government of the day, of whatever political complexion. Civil servants are under obligation to keep the confidence to which they become privy in the course of their work; not only to maintain the trust between Ministers and civil servants but the efficiency of government also depends on their doing so.

2.3.1 Obligations to the Government

Civil Servants shall give priority to carrying out government policies. They shall fulfill their lawful obligations to the government with professionalism and integrity. In so doing, they are expected to act in a manner that will bear up against the closest Public scrutiny.

Civil servants shall be obliged to do the following:

- (i) Not willfully supply incorrect or misleading information; observe confidentiality;
- (ii) Not withhold relevant information to those authorized to receive it;
- (iii) Not attempt to undermine or improperly influence any government policy;
- (iv) Carry out decisions of government efficiently, effectively and economically;
- (v) Conduct functions and tasks with due honesty, integrity, professional accuracy and impartiality serving the goals and purposes of the Public interest;
- (vi) Be familiar with applicable laws and regulations and apply the same without any violations or negligence;
- (vii) Dedicate official working hours to job functions and responsibilities and refrain from conducting any activity that is not related to official duties; and
- (viii) Continuously work to improve performance and professional capacities.

2.3.2 Obligations in relation to Political Neutrality

Civil servants shall be obliged to do the following:

- (i) Conscientiously serve the duly elected Government of the day and other institutions of the state and the Public;

- (ii) Observe political neutrality in their day to day functions.
- (iii) Avoid activities that impair or be seen to impair their political neutrality or the political impartiality of the Puntland Civil Service;
- (iv) Not act in a way that is determined by party political consideration;
- (v) Not use official resources for party purposes; and
- (vi) Advise and implement government policy impartially.

2.3.3 Obligations in relation to Respect for the Law

Civil servants shall be obliged to work within the framework of the Law as follows:

- (i) Respect the constitution, acts of Parliament and other legal instruments;
- (ii) Not act in a manner which they know, or suspect, is illegal, improper, or unethical or for which they have no legal authority; and
- (iii) Exercise discretion conferred by law in a bona fide manner in accordance with the intentions of the relevant legislation.

2.4 Work Ethics

Civil servants shall comply with the following standards of work ethics:

- (i) Dedication and commitment to the Puntland civil service and its core values;
- (ii) Comply with and uphold the law;
- (iii) Project a good, right and positive image of the Puntland civil service;
- (iv) Serve the public fairly, efficiently and effectively;
- (v) Love and respect for the people of Somalia;
- (vi) Self-esteem and pride of being Somalia;
- (vii) Disciplined;
- (viii) Due regard for the rights, duties and relevant interests of Puntland;
- (ix) Professionalism, creativity and love for work;
- (x) Respect for gender equity;
- (xi) Smart appearance;

- (xii) Frankness, openness and promotion of a culture of dialogue;
- (xiii) Respect the privacy of individuals when dealing with personal information;
- (xiv) Adherence to merit based principles and procedures in human resource recruitment, development and promotions;
- (xv) Implementing decisions;
- (xvi) Be non-political to ensure Public confidence; and
- (xvii) Carrying out duties within the framework of the law.

2.5 Dress Code

- (i) Civil Servants should ensure that their standard of dress is appropriate to their work environment; and
- (ii) Civil Servants shall be attired in accordance with the work to be performed, taking into consideration occupational health and safety factors, official dress code and climatic conditions.

2.6 Criminal Convictions

- (i) A Civil Servant who is convicted of a criminal offence or given the benefit of the probation when charged with a criminal offence must report that fact to their personnel officer; and
- (ii) As the conviction may have implications for their official position, departmental heads should exercise discretion in dealing with cases in the light of all of the merits of each case.

2.7 Attendance and Performance of Duty

Civil servants are required to adhere to the following duties:

- (i) Attend work as require and not absent themselves from duty without authority;
- (ii) Comply with the terms of the sick leave regulations;

- (iii) Act in a manner consistent with the proper performance of the functions of their Puntland Civil Service position and with the maintenance of Public confidence in such performance, including refraining from conduct which might impair performance;
- (iv) Ensure that non-discriminatory language is used in all communications, both internal and external, including display material and documents in electronic form; and
- (v) Not to engage in any outside business or occupation during their normal hours of duty.

2.8 Regard for State Resources

Civil servants shall be prudent in the use of state resources as follows:

- (i) Endeavor to ensure the proper, effective, and efficient use of Public money;
- (ii) Take proper and reasonable care of Public funds and departmental property and not to use them, or permit their use, for unauthorized purposes; and
- (iii) Incur no liability on the part of their employer without proper authorization and ensure that expenses, such as travel and subsistence payments, are not unnecessarily incurred either by themselves or by staff reporting to them.

2.9 Standards of Integrity-Improper Influence

In order to maintain high standards of integrity, the civil servant is not permitted to do the following:

- (i) Not allowed to use their official positions to benefit themselves or others with whom they have personal, family, business or other ties;
- (ii) Not seek to influence decisions on matters pertaining to their official positions except through the established procedures;
- (iii) Not use political influence to affect decisions concerning their official positions;
- (iv) Not allowed to solicit, directly or indirectly, for personal concessions in their favor; and
- (v) Any breach of these rules may render a Civil Servant liable to disciplinary action.

2.10 Acceptance of Gifts, Privileges and other Benefits while on Duty

Civil servants shall not receive benefits of any kind from a third party which might compromise their personal judgment or integrity. The receipt of gifts, as distinct from hospitality, by Civil Servants from those with whom they have official dealings must be governed by the highest standards. Civil servants may not solicit gifts, directly or indirectly.

The following rules shall apply:

- (i) No civil servant shall solicit or accept gifts, rewards, benefits or hospitality of any kind which might reasonably be seen to compromise their judgment or integrity and that of their organization and the Puntland Civil Service. Gifts or benefits include, but are not restricted to, free or less than market value accommodation, entertainment, hospitality and travel;
- (ii) When the civil servant is unable to refuse the gift, hospitality or other benefits or when it is believed that the acceptance of certain types of hospitality will benefit the institution, the employee should inform their direct superior, and the superior should inform the employee in writing whether to reject gifts, hospitality or other benefits or retained by the Service, or donated to charity or disposed of or retained by the employee concerned; and
- (iii) The MDA shall open a special gift register for registering such gifts and decide whether such gifts are to be kept in the MDA, donated or retained by the employee.

2.11 Use of Public Resources

Civil Servants shall play a leading role in ensuring security over government assets. They shall adhere to the following rules:

- (i) Ensure that assets and other facilities (Such as transport, stationery, telephones or secretarial services) provided to them for official duties or functions, are used strictly for those duties and for no other purpose;

- (ii) Be scrupulous in the use of public property and services and shall not permit their misuse by any other person or body;
- (iii) Manage government assets and resources effectively and efficiently;
- (iv) Strive to obtain value for money and to avoid waste or extravagance in the use of public resources;
- (v) Exercise care over government equipment, vehicles or records in their possession or for which they are responsible; and
- (vi) Avoid creating situations where it is perceived that government assets are improperly used for their own or any other person's private benefit.

2.12 Merit, Competitiveness and Justice

Civil servants shall obey the following rules:

- (i) Take actions related to the selection or appointment of staff or upgrading, training, evaluation or reward or transferred or assigned or seconded or any of the matters relating to their work;
- (ii) Ensure that all actions are transparent and impartial, and free from any considerations of kinship or friendship or utilitarian concepts, and without any discrimination based on race or gender, age or religion;
- (iii) Apply merit, competency, competitiveness, and full compliance with the terms of reference of assigned jobs, and adopted work procedures; and
- (iv) Abstain completely, either directly or indirectly, from any preferential treatment to any person through favoritism.

2.13 State and Public Property and Interests

Civil servants shall obey the following rules:

- (i) Protect Public property and state interests and not alienate any of its rights and inform their direct supervisor about any abuse of Public funds or public interest and any negligence or conduct detrimental to Public interest;

- (ii) Not use State property for private gain or for the promotion of goods or services for personal benefit or the benefit of a third party; and
- (iii) Hand over any Public property or public assets in their possession when leaving the service.

2.14 Human Rights

The following human rights shall apply to all civil servants:

- (i) Right to create the conditions for appropriate human rights training to occur;
- (ii) Shall not discriminate or harass a member of the public or a fellow employee on grounds of gender, tribe, religion, nationality, ethnicity, marital status, disability, or HIV/AIDS status;
- (iii) Due regard for human rights in their everyday work and in dealing with the Public;
- (iv) Right to understand the applicable human rights framework; and
- (v) Right to ensure customer service charters are upheld.

2.15 Whistleblowing

It is the obligation of Civil servants to report any violation of the code of conduct or any other wrong doing by civil servants including their superiors to the department of Good Governance.

2.16 Conflict of Interest

Civil Servants are obligated to disclose any conflict of interest. They shall not at any time engage in, or relate to, any outside business or activity which would in any way conflict with the interests of their departments/offices, or be inconsistent with their official positions, or tend to impair their ability to carry out their duties as civil servants.

The following rules shall apply:

- (i) Civil servants intending to be engaged in, or connected with, any outside business or employment shall inform their Personnel/Human resources management Department of such an intention. Full-time civil servants, whose duties are of a professional nature

such as doctors, engineers, architects, veterinary surgeons, solicitors, etc. shall inform and seek approval from their respective MDAs to engage in private practice in their professions;

- (ii) Refrain from any activity that would lead to the emergence of a real or apparent conflict or a potential reconciliation between personal interests on one hand and the functional responsibilities and tasks on the other;
- (iii) Refrain from any activity which is not commensurate with the objective and impartial performance of their duties, or can lead to preferential treatment for the natural or legal persons in their dealings with the government, or harms the reputation of their department, or subject its relationship with the Public at risk;
- (iv) Inform their direct supervisor in writing immediately in the event of conflict of interests;
- (v) Not use their job directly or indirectly to obtain financial gain or anything of value for their benefit or their own family;
- (vi) Not exploit information obtained during the performance of their official duties and after-work in the department, to achieve personal benefit for themselves or others directly or indirectly, or to harm to others, and not to disclose information to give a concession unfair or unreasonable to other parties especially in recruitment and award of contracts; and
- (vii) Avoid establishing close relationships with individuals or institutions that rely heavily on their decisions or their department.

2.17 Declaration of Assets

All Puntland Civil servants shall declare and affirm that their declaration is accurate to the best of their knowledge. Any statement in such declaration found to be false upon verification shall lead to summary dismissal and other measures provided by law.

The following rules shall be obeyed by all senior civil servants:

- (i) Declare assets whether found in the country or abroad once every three years;
- (ii) Submit filled assets declaration form to the relevant office every three years;

- (iii) Newly appointed officers shall declare their assets in a period of three months from the date of taking office;
- (iv) Officers leaving the service for whatever reason shall declare their assets before leaving the service;
- (v) The assets list so declared shall be deposited in the office of the Auditor 'General and other oversight bodies;
- (i) Civil Servants involved in making decisions affecting contracting, tendering or procurement, and issuing of licenses of various types shall sign performance or financial bonds in addition to declaring their assets and incomes; and
- (ii) All such declarations shall be accessible to both the public employer and the public in accordance with the freedom of information law or upon a court order.

CHAPTER TWO: RECRUITMENT, SELECTION, APPOINTMENT AND PROMOTION

1. Policy Statement

The Government of Puntland State of Somalia in ensuring adequate staffing of all civil service institutions shall pursue policies that foster performance and promotes productivity at the work place through merit-based, transparent and competitive recruitment practices.

2. Rules and Procedures

2.1 Recruitment

The following procedures shall apply to hiring of a civil servant:

2.1.1 MDA Recruitment Request

- (i) A ministry or agency shall submit an application to the MoLYS for the placement of one or several position/s by filling the prescribed MoLYS form; (Annexure 1: Form 2.1)
- (ii) These positions shall be based on approved organizational development and human resource plans in each MDA which have been formulated to support achievement of goals and objectives in their strategic plans; and
- (iii) MDAs shall prepare job description/s in the prescribed MoLYS format (Annexure 2: Form 2.2).

2.1.2 Finalization of Recruitment Request

- (i) The PCSC Recruitment Unit shall work with the requesting MDA to finalise the application;
- (ii) The application shall be made in the prescribed PCSC format (Annexure 1: Form 2.1); and
- (iii) MoLYS shall work with the Ministry of Finance to ensure the position has been adequately budgeted for before proceeding to finalize the recruitment request.

2.2 Selection

2.2.1 Determination of the Exam panel

- (i) The chairman of Exam panel will be the chairman of PCSC whose members should be MoLYS, MoWDAFA, MoEHE, and recipient MDAs.
- (ii) The Panel members shall be adequately briefed on merit-based recruitment principles and procedures.

2.2.2 Setting of Grade and Starting Salary

The PCSC Recruitment Unit shall review the application and advise the Chairman of the PCSC of the relevant grade and entry salary

2.2.3 Allocation of Vacancy Number and Media Advertisement

- (i) The PCSC Recruitment Department shall open a file for the position, allocate a Vacancy Advertisement (VA) number and Log the VA into a recruitment tracking database; and
- (ii) The position shall be advertised nationally and internationally via recruitment websites and social media and local and international print and radio channels under the prescribed format.

2.2.4 Receipt of all job applications

- (i) All applications shall be submitted electronically to dedicated VA email, drop-boxes or caches;
- (ii) To promote consistency candidate will complete a standardised application in the prescribed format (Annexure 3: Form 2.3);
- (iii) All completed applications shall be referred to the nominated Recruitment Unit officer who shall be responsible for acknowledging receipt of each application in the prescribed form;
- (iv) Each application, as soon as it is received, shall be given a serial number and signed by the recruitment unit official; and

- (v) The application shall be scrutinized to make sure it is complete in all aspects as per the prescribed standard and registration format (Annexure 4: Form 2.4).

2.2.5 Long-listing and Applicant Acknowledgement

- (i) Once all applications are registered they shall be scrutinized by the Recruitment Unit officer to screen out those which do not meet the mandatory qualifications and/or experience selection criteria as specified in the job description;
- (ii) All applications that meet the required mandatory qualifications, experience and other requirements as specified in the advertisement shall be long-listed; and
- (iv) Any applicant who has not met the minimum eligibility requirements or who has not met the baseline short-listing score and therefore assessed as unsuitable in terms of the selection criteria shall be advised at this stage, in writing that his or her application has been unsuccessful using the prescribed form (Annexure 5: Form 2.5)

2.2.6 Short-listing of Applicants

- (i) All the Long-listed applications shall then be Short-Listed against the selection criteria by a Recruitment Officer nominated by the Chairperson of PCSC. The selection criteria shall be derived from the Job description. (Annexure 2: Form 2.2);
- (ii) The Recruitment Officer shall then prepare a preliminary shortlist of applicants for interview against the defined standards and submit both the longlist and shortlist to the recipient Ministry;
- (iii) The PCSC and recipient ministry shall meet to finalize the shortlist;
- (iv) Each selected criterion shall be scored using the Applicant Shortlist Scoresheet (Annexure 6: Form 2.6) on the documentation of the candidate presented, against a numeric scale and totalled thus producing the order of merit for the shortlist;
- (v) The scoresheets shall then be put forth to the Director of recruitment for recommendations;
- (vi) The Director of recruitment shall forward the shortlists of the candidates together with their CVs to the Chairman of PCSC for review;
- (vi) The entire package of documents shall then be sent to all members of the Exam panel.

2.2.7 Written Technical Skills Testing

- (i) Depending on the number of applicants short-listed, the Exam panel, shall decide if a written test is called for, and shall seek the assistance of the Recruitment Department (general civil service management issues) and the recipient ministry (technical subject matter issues) to formulate and administer the test. The general principle shall be that the written test is a means to test competencies or to reduce the number of candidates to be interviewed; and
- (ii) In the event of a written test being held, the evaluation of the answer sheets shall be done in such a manner that the evaluator is not able to identify the applicant. To facilitate this, the answer paper shall only have a roll number of the candidate and a separate list matching the roll number to the name shall be maintained.

2.2.8 Candidate Interview – Order of Merit

- (i) Interviews shall be held as per the date and venue fixed by the Exam panel. For candidates who are outside Puntland it is expected that the interviews shall be via *Skype* or telephone. For those who reside in Puntland, the interviews shall be in person. However, the Exam panel may decide to hold telephone interviews even for candidates who reside in Puntland if they are based outside Garowe and are unable to come to Garowe for any reason. Where short-listed applicants are from another locality, arrangements may have to be made to interview via *Skype* or to transport them to the interview location;
- (ii) Applicants shall be given sufficient notice of the interview date and time, a week shall be desirable and anything less than two days shall be insufficient. In addition, applicants must be advised to bring along required documentation to the interview including references and originals of certificates etc.; and
- (iii) Interviews shall be scheduled as soon as possible after the short listing of applicants, and sufficient time shall be allowed during the interview for thorough questioning of the applicant and for any questions the applicant may want to ask.

2.2.9 Conducting the Interview

- (i) The interview shall involve assignment of marks to each candidate. The criteria on which applicants shall be evaluated during the interview stage shall include the selection criteria in the prescribed format;
- (ii) Each Exam panel member shall assign a score for each selection criteria as he/she thinks correct in the prescribed form. After each interview, the Exam panel Chairperson shall convene a plenary session where a consensus score on each selection criteria for the candidate shall be recorded in the prescribed form;(Annexure 7: Form 2.7)
- (iii) The Exam panel must ensure that no employment commitment is entered or implied and that decisions are not given on any matter involving conditions of service until cleared by the appropriate approving level of authority; and
- (iv) Before the closing of the interview, the Exam panel Chairperson shall give the interviewee an opportunity to seek or provide extra information that may not have been covered in the interview.

2.2.10 Reference Check of Top 3 Order of Merit

- (i) Following the Selection Interview, the highest three candidates shall have Reference Checks conducted by the Recruitment Unit officer as filled out in the prescribed form, who shall advise the Exam panel of the results (Annexure 8: Form 2.8); and
- (ii) If referee checks are conducted over the phone then a modified prescribed form shall also be used to record the data obtained.

2.2.11 Selection Report and Recommendation

- (i) Following the Reference checks the Exam panel shall return to complete its deliberations and decisions;
- (ii) The Exam panel Chairperson shall complete the Selection and Recommendation Report;

- (iii) The Report shall be signed by the Exam panel Chairperson and forwarded to the Director of Recruitment for quality assurance assessment; and
- (iii) The PCSC shall then forward the report and recommendations for appointment to the MoLYS for review and action.

2.3 Appointment

2.3.1 Approval of Candidates for Appointment

The PCSC shall forward the report and recommendations to the MoLYS for appointment.

2.3.2 Preparation of Contract and Notification of Unsuccessful Candidates

- (i) The Director of Recruitment shall advise the successful applicant of the final selection decision within a period of 2 weeks from the interview date and no later;
- (ii) The successful candidate must provide in writing to the Director of Recruitment, confirmation of their acceptance of the conditional offer within 30 days effective from the date of selection or the offer will be withdrawn;
- (iii) The Director of Recruitment shall prepare a standard Civil Service Employment Contract and an appointment letter which shall be sent to the candidate through electronic mail;
- (iv) Where an officer declines appointment within the specified time, the next highest qualified applicant on the “Order of Merit” shall be offered the position instead of re-advertising the position;
- (v) The Recruitment Unit officer shall send to candidates not selected a customized rejection notice in the prescribed form through electronic mail stating that they have not been successful, but their application shall be filed for any future postings that may match and that they shall be contacted accordingly; and
- (vi) All applicants shall be notified no later than six weeks following conclusion of the selection interviews.

2.3.3 Acceptance and Signing of Contract by Appointee

- (i) The successful candidate must provide in writing to the Director of Recruitment, confirmation of their acceptance of the conditional offer within 30 days effective from the date of selection or the offer will be withdrawn;
- (ii) Where an officer declines appointment within the specified time, the next highest qualified applicant on the “Order of Merit” shall be offered the position instead of re-advertising the position;
- (iii) An officer appointed to a position in the civil service shall be issued with a letter of appointment specifying the terms and conditions of service. The date of appointment shall be the date of assumption of duty;
- (iv) The contract shall be administered through the PCSC and shall be co-signed by the Chairperson of the PCSC;
- (v) All Appointments shall be subject to performance contractual rules and principles; and
- (vi) There shall be a probationary period of 3 months, within which the contract could be terminated if the performance of the recruit is not found to be satisfactory. However, in exceptional cases it could be terminated with a notice period of 1 month on either side.

2.3.4 Induction

- (i) MoLYS in collaboration with IPAM shall conduct the induction course for all the newly recruited civil servants to ensure that new employees are established on MoLYS and PCSC database. This phase shall occur on the first day of the employees employment/engagement. The induction shall includes completing: a) an employment declaration form; b) contact details; c) details of banking information; d) Employee Details Form e) Tax File Declaration Form.
- (ii) After the induction, MoLYS shall write letters to the recipient MDAs informing them of the people who needs to be brought on board for second phase of induction which shall typically be conducted by the MDA

2.4 Promotion

Promotion policy in the Puntland civil service shall primarily be based on employee performance, productivity and adherence to the code of conduct of the civil service. The

principles of fairness and merit shall be promoted to accelerate advancement into the next higher grade in which a vacancy has been declared. This policy will guide an effective, efficient and transparent professional promotion practices.

2.4.1 Eligibility for Promotion

- (i) An officer shall be eligible for consideration for promotion upon satisfying the conditions specified in the relevant Scheme of Service of the MDA; and
- (ii) An eligible officer shall possess the relevant competencies prescribed in the competency framework of the civil service.

The following steps shall be followed:

- (i) The Director General of the of MDA declares a vacancy;
- (ii) The Director in charge of HR compiles a seniority list of eligible officers for promotion considering all factors and submits to MOLYS through the Director General;
- (iii) PCSC advertises the position internally, if applicable in accordance with the provisions of the approved Scheme of Service of the MDA;
- (iv) The Director of HR of the MDA receives applications from all eligible officers and submits to PCSC for short listing;
- (v) The recipient MDA submits a performance appraisal report on short listed candidates to the PCSC for consideration;
- (vi) PCSC constitutes an Interview Panel as prescribed to interview qualified candidates for consideration for promotion and select the best candidate; and
- (vii) PCSC issues a letter of promotion to the successful employee.

2.4.2 Promotion of Staff on Approved Study Leave

- (i) Staff on approved study leave of more than one (1) year duration abroad shall not be considered for promotion until they return to their posts and upon availability of vacancies;
- (ii) Staff proceeding on an approved study leave or in the case of Foreign Service officers, who are eligible when vacancies are declared, may be considered for promotion before they proceed abroad on the study leave or posting; and
- (iii) Staff sponsored under departmental training schemes by their establishments for courses in local educational or professional institutions, may be considered for promotion while on the course.

2.4.3 Promotion while on extended sick leave

A staff who has been on sick leave for more than one (1) year is not eligible for promotion.

2.4.4 Promotion out of turn

- (i) While promotion based on the scheme of service is encouraged, note must be taken of Staff whose performance is exceptionally remarkable;
- (ii) Such promotions shall be approved by a Special Committee set up by the PCSC whose membership shall include the recipient MDA and Ministries of Labor and Finance. Approval for promotions shall be made on a case by case basis; and
- (iii) The identification of staff with exceptional performance shall be such that the process is not abused and does not cause unnecessary disaffection among civil servants, particularly staff of the recipient MDA.

2.4.5 Failure to Appear for a Promotion Interview

A candidate who fails to appear before the Special/Promotion Committee when that candidate has been duly invited, shall explain in writing to the appointing authority for consideration, through the Director of his/her department, the reasons of the inability of the candidate to attend.

2.4.6 Unsuccessful Candidates at Promotion Interviews

- (i) An unsuccessful candidate shall, on the recommendation of the Director of his /her department, join the immediate subordinate staff of the candidate who are due for promotion, when vacancies occur;
- (ii) The effective date of promotion of the previously unsuccessful candidate shall be the date on which the new vacancy occurred and not necessarily the date given to that candidate's original senior colleagues;
- (iii) An unsuccessful candidate shall be duly informed;
- (iv) A candidate who fails a promotion interview for two (2) consecutive times shall remain at that candidate's position for another two (2) years within which the candidate will be put on a Performance Improvement Program before re-applying for consideration for promotion if vacancies are declared,

2.4.7 Wait-listing of successful candidates

- (i) Where a staff is placed on the waiting list after success at a promotion interview, the staff shall be promoted immediately a vacancy occurs in the promotion grade within a period of twelve (12) months from the date of the interview;
- (ii) In that case, the effective date will be the date on which the vacancy occurs; and
- (iii) Where a vacancy occurs after twelve (12) months, the officer shall be re-interviewed along-side other eligible officers.

2.4.8 Appeal against Promotion Decisions

An employee who believes a promotion decision was influenced by biased judgment, may petition the PCSC to review the decision. The PCSC may refer the matter to a Complaints Committee if it feels unable to adequately handle the complaint.

2.4.9 Effective Date of Promotion

- (i) The effective date of promotion shall be determined by the PCSC considering the date on which the staff became eligible for consideration after satisfactory appraisal and availability of vacancies, as specified in the Scheme of Service; and

- (ii) The effective date of promotion of staff may be backdated under the conditions specified in the section;
 - a. After sponsored courses: A staff, who goes on a departmentally-sponsored or approved course, may have that staff's promotion back-dated with notional effect from the effective date of the respective seniority group but the substantive date of the promotion shall be the date of resumption of duty. However, where the staff exceeds the normal duration of the course, on the staff's own accord without due notification or approval from their head of department, the staff shall lose the seniority and the effective date of the promotion shall be the date of the promotion interview;
 - b. After interdiction: Where a staff is on interdiction, the staff shall not be eligible for promotion but the staff if acquitted of any wrong doing shall be considered for promotion after satisfying all requisite conditions. The effective date of promotion shall be made notional or substantive; and
 - c. After ill-health: A staff who is on sick leave and unable to work for more than one (1) year, but not exceeding two (2) years, shall be required to serve for a period of one (1) year after which the officer will be appraised and interviewed for purposes of promotion. The effective date of promotion shall be the date the staff assumed duty after the sick leave.

2.4.10 Substantive Effective Date of Promotion

- (i) PCSC may decide that a staff's promotion shall take retroactive effect substantively when, in its opinion, there is a justification for back-dating the promotion. The decision to back date shall be in line with prevailing Government policy if any; and
- (ii) When a staff's effective date of promotion takes retrospective effect, the staff is entitled to receive arrears of salary to which he/she would have been entitled if the promotion had been affected earlier. In such a situation, the appointing authority shall seek approval from the Ministry of Finance for the payment of salary arrears in accordance with existing directives.

2.4.11 Trial Period

- (i) Upon promotion, a staff shall serve a trial period of six (6) months during which period the staff's performance on the higher grade is observed and assessed;
- (ii) At the end of the trial period, steps shall be taken to confirm the staff in the new position;
- (iii) A performance improvement plan will be implemented to assist any staff who fails the performance evaluation of the trial period;
- (iv) Failure to improve performance after the performance improvement plan may result in the reversal of the promotion;
- (v) A staff who cannot serve the mandatory trial period before compulsory retirement shall not be promoted; and
- (vi) However, where the promotion is likely to be backdated beyond one year from the date of compulsory retirement of the staff, he / she shall be promoted.

2.4.12 Conversion and Upgrading

Circumstances for conversion and upgrading

- (i) A staff may be converted if upon obtaining a higher academic or professional qualification the staff applies to the Director General through their Director of the department, to move from the current post to another one within the same MDA in which the staff has expressed interest; and
- (ii) Upgrading on the other hand, applies to a situation where a staff, upon acquiring a qualification or certification, from an approved training program is moved to a higher position or grade within the hierarchy of the staff's grade or post.

Conditions for conversion or upgrading

- (i) A serving staff, who acquires a higher academic and professional qualification, either through an approved self-initiated course of study or a sponsored training program may be converted if;
 - (a) the provisions in the Scheme of Service of the particular MDA permit or shall be used to provide for the conversion;

- (b) there is a vacancy in the position or grade into which the staff is to be considered for conversion or upgrading;
- (c) the course of study is relevant to the requirements of the MDA, the staff 's current or future job, and has been approved by the staff 's Director General before its commencement;
- (d) the course is among those approved by the staff 's MDA;
- (e) there is no pending disciplinary case against the staff;
- (f) evidence is provided to show that the staff is bonded to complete the training and return to work in the MDA for a specified period and has started serving the bond; and
- (g) the certification awarded to the staff has been verified, and its equivalence determined

2.4.13 Placement on and effective date for conversion or upgrading

- (i) An officer in the sub-professional cadre of a class of posts, upon acquiring a degree from an accredited tertiary institution and other recognized professional body shall be placed on the initial grade of the professional cadres of the class of posts;
- (ii) Where the salary level of the staff in the subgrade is higher than the salary points of the initial grade of the professional cadre, the officer, upon conversion or upgrading, shall have the salary made personal to the staff; and
- (iii) The effective date of conversion or upgrading shall not be tied to the date of the award of the certificate, but rather to the date of availability of vacancy in the grade, as well as the date of the interview for the conversion or upgrading.

ANNEXURE 1: Form 2.1 –Job Description Form

JOB DESCRIPTION

Job Title:

Directorate/Department:

Grade:

Assignment Location:.....

Reports to:.....

Supervises:.....

Version/Date Prepared Version...../..../....

Purpose of the Job:

.....

Key Tasks/Duties:

The job holder will be responsible for:

1.
2.

Qualifications and experience required:

Mandatory qualifications

1.
2.

Preferred qualifications

1.
2.

Selection Criteria:

1.
2.

Applicable Skills & Experience

The job holder will be able to show evidence of aptitudes against the following key selection criteria:

1.
2.

Prepared by: Date:.....

Approved by:..... Date:.....

ANNEXURE 2: Form 2.2 –Application for Position Form

RECENT PHOTOGRAPH



Please complete in full in block letters using black or blue ink

Position Applied for				Position Number	
Personal Details					
Name: Given Names				<input type="checkbox"/> Male <input type="checkbox"/> Female	
Fathers Name			Any Other Names Used		
Date of Birth/...../.....	Place of Birth	District	Province	Town	
Marital Status	<input type="checkbox"/> Married <input type="checkbox"/> Single <input type="checkbox"/> Widowed <input type="checkbox"/> Other.....				
Permanent Address			Telephone/Mobile No.		

.....
Present Address (if different)	Until/...../	Telephone/Mobile No.
Education		
Secondary Education		
School		
Grade Achieved	Year Passed	
Tertiary Education (University & Higher Education)		
University/College	Course	Duration/...../..... To/...../.....
Qualification Obtained <input type="checkbox"/> Certificate <input type="checkbox"/> Diploma <input type="checkbox"/> Bachelor <input type="checkbox"/> Masters <input type="checkbox"/> Doctorate		
University/College	Course	Duration/...../..... To/...../.....
Qualification Obtained <input type="checkbox"/> Certificate <input type="checkbox"/> Diploma <input type="checkbox"/> Bachelor <input type="checkbox"/> Masters <input type="checkbox"/> Doctorate		
Additional Qualifications, Further Study, Research 1..... ...		

2..... ...
Prizes, Scholarships. Certificates, Etc., 1..... 2..... ...

Employment Record		
Present Position Held or Latest Position Held		Description of work including supervisory duties
Name & address of employer
Title of job	
Period	.../.../...to .../.../...	
Present Salary per Month		If on GOVERNMENT OF PUNTLAND Grading please state Grade
Previous Positions Held – in reversed consecutive order		
Name & address of employer	Duties (In order of importance) 1. 2. 3. 4.
Title of job		

Period/...../..... to/...../.....	5.	
Name & address of employer	Duties 1. 2. 3. 4. 5.	
Title of job		
Period/...../..... to/...../.....		
Name & address of employer	Duties 1. 2. 3. 4. 5.	
Title of job		
Period/...../..... to/...../.....		
References			
Name three (3) immediate former supervisors or managers who can comment on your professional experience. These must not include Relatives. Before nominating them you should have their permission to give their names			
Name and Position	Employer	Email	Tel/Mob No.
1.			
2.			
Note: The discovery of any incorrect or misleading statement or deliberate omission could render any employment or contractual agreement void without compensation or repatriation.			
Signature			

.....	
Date:/...../.....	
Professional / Civic

ANNEXURE 3: Form 2.3 - MDA Request for Position/s

Justification for Position – Up to Five Positions

Please complete in block letters using black or blue ink. If more than 5 Positions are proposed for please an additional form.

Position/s Requested for:/ Stream: Line/Advisory 1. :..... / 2. :..... / 3. :..... /		Proposed Grades 1. 2. 3.		Date Prepared:/...../.....	
POSITION DETAILS					
The following information will be used to request for a position/s for a ministry or agency. This form is to be used for full-time positions within the existing approved establishment (Official Organisational Structure).					
		Dept./ Units within Ministry or Agency.....		Division/ Unit:.....	
Nominated Liaison (Director General level or higher):Title:.....			Nominated Liaison Name:.....		
Nominated Liaison Tel/ Mob No:.....		Nominated Liaison Email:.....			
Qualification Level need for Position: 1. <input type="checkbox"/> Bachelor, <input type="checkbox"/> Master's, <input type="checkbox"/> PhD 2. <input type="checkbox"/> Bachelor, <input type="checkbox"/> Master's, <input type="checkbox"/> PhD 3. <input type="checkbox"/> Bachelor, <input type="checkbox"/> Master's, <input type="checkbox"/> PhD 4. <input type="checkbox"/> Bachelor, <input type="checkbox"/> Master's, <input type="checkbox"/> PhD		Position Discipline (e.g. Law or Horticulture): 1. 2. 3. 4.		Yrs. Exp. Post Grad. 1. 2. 3. 4.	
		In lieu of Qual. years' experience required? 1. 2. 3. 4. 5.			

5. <input type="checkbox"/> Bachelor, <input type="checkbox"/> Master's, <input type="checkbox"/> PhD	5.	5.	
.....			
POSITION/S SUMMARY			
What major new functional or reform work will be done with the addition of this new position/s?			
What are the major Capacity Gaps of the existing Incumbents targeted for the Position/s?			
What is the major services delivery improvement or impact you expect to receive from the Position/s?			
Explain how the Position/s align with the ministry or agency mission and/or what impact does the position/s have on achieving the ministry or agency goals and objectives?			
POSITION SKILLS			
What are the behavioural skills necessary for the position/s? POSITION/S SKILLS 1.2.3. 4. 5. a. Oral and written.....□□□□ b. Presentation..... □□□□ c. Decision-making.....□□□□ d. Relationship building.....□□□□ e. Political/ diplomacy.....□□□□ f. Problem-solving.....□□□□ g. Meet critical deadlines.....□□□□ h. Maintain confidentiality.....□□□□ i. Knowledge/ability software.....□□□□ 1. Windows,.....□□□□ 2. Outlook,.....□□□□ 3. Excel,.....□□□□ 4. Word,.....□□□□ 5. Access,.....□□□□ 6. List Other (e.g. SPSS): j. Math/ Statistics skills.....□□□□ k. Economics.....□□□□ l. Financial/ Costing.....□□□□ m. Budgeting.....□□□□ n. Project Management.....□□□□ o. Contract Supervision.....□□□□ p. Other:			

.....		
FINANCIAL/ DELEGATED AUTHORITY		
<p>List the financial responsibilities of the position:</p> <p style="text-align: center;">DELEGATIONS POSITION/S</p> <p style="text-align: center;">1.2.3.4.5.</p> <p>1. Signing authority\$..... \$..... \$..... \$..... \$.....</p> <p>2. Expenditures \$..... \$..... \$..... \$..... \$.....</p> <p>3. Contract authority.....\$..... \$..... \$..... \$..... \$.....</p> <p>4. Staffing appointment (Highest Grade).....#..... #..... #..... #..... #.....</p> <p>5. Other:.....</p>		
SUPERVISION EXERCISED		
<p>Which of the following best describes what supervisory responsibility this position has?</p> <p><input type="checkbox"/>.....No supervisory responsibility.</p> <p><input type="checkbox"/>.....No direct supervisory responsibility, provides assistance to lower level employees.</p> <p><input type="checkbox"/>.....Limited supervision, allocates and organizes work, provides guidance.</p> <p><input type="checkbox"/>.....Direct supervision of _____ employees.</p> <p style="margin-left: 40px;">1. What main position(s) does this position have direct responsibility for managing (including recruitment, selection, performance management)?</p> <p style="margin-left: 80px;">a.</p> <p style="margin-left: 80px;">b.</p> <p style="margin-left: 80px;">c.</p>		
ASSESSMENT and APPROVALS		
<p>Requesting Minister or Agency Head Name:</p> <p>.....</p> <p>.....</p>	<p>Requesting Minister or Agency Head Signature:</p> <p>.....</p> <p>.....</p>	
For internal use only (Oversight Committee and PCSC officers)		
<p>Oversight Committee Meeting Assessment Description:</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>Date reviewed:/...../.....</p> <p><input type="checkbox"/>Approved</p> <p><input type="checkbox"/>Denied</p> <p>REASON:</p> <p>.....</p> <p>.....</p> <p>.....</p>		
<p>Oversight</p> <p>Name:.....</p>	<p>Committee</p>	<p>Chairperson</p>

Oversight Signature:	Committee	Chairperson
<i>Please send this completed Form RS 2.1 to Permanent Secretary PCSC</i>		
PCSC Office Use Only	Request Received: / / Request Actioned: / / PCSC Officer that Actioned Application:	

Close Relatives, employed by the Government of Puntland - (Father, Brothers, Uncles, Mother, Sisters)	Full Name of Relative (including maiden name)	Grade/Title	Relationship (Example, Father or Uncle)	Unit Employed	Date of Engagement
	1.				
	2.				
	3.				
	4.				
	5.				
	6. Other Relatives				
Service in the Government of Puntland	Branch of Service:				
	Date Discharged: / /			Reason:	
Have you been convicted of an offence? If YES, give details. NO YES					
NOTE: The discovery of any incorrect or misleading statement or deliberate omission could render any employment or contractual agreement void without compensation or repatriation					
Applicant signature:				Date: / /	
OFFICE USE ONLY	Application Received / / Application Actioned / / Officer that Action Application:				

ANNEXURE 4: Form 2.4 –Register of Applicants

REGISTER of APPLICANTS						
Department/ Agency		Position No		Grade		VA Advertisement No.
Applicant No.	Date Received	Acknowledgment Issued	Name of applicant	Current Address	Employment Status (Employed/ Permanent/ Probationary)	Remark

ANNEXURE 5: Form 2.5–Notification of Unsuccessful Applicant

VA Reference:.....

Position Title:.....

VA Closing Date:.....

NOTIFICATION TO UNSUCCESSFUL APPLICANT

Position No.	Position Title:.....	VA Advertisement No.
GOVERNMENT OF PUNTLAND Department (if applicable)	Grade (If applicable)	Date/...../.....

YOUR NOTIFICATION WITH REFERENCE TO THE ABOVE REFERS.

PLEASE BE ADVISED THAT YOUR APPLICATION FOR THE POSITION HAS BEEN
UNSUCCESSFUL FOR THE FOLLOWING REASON(S):-

- a) ☐ Your application is incomplete (e.g. not signed etc.)
- b) ☐ The position has now been filled by the most suitable applicant.
- c) ☐ Your offer of employment is withdrawn as you have not fulfilled requirements of the offer.
- d) ☐ The position has been withdrawn.
- e) ☐ Your application has been late.

(Mark whichever is applicable)

.....

CHAIRPERSON EXAM PANEL

Annexure 6. Form 2.6 APPLICANT SHORTLIST SCORESHEET

[illegible]

SCORING LEGEND: 0 No evidence; 1 Poor evidence; 2 Limited evidence; 3 Satisfactory evidence; 4 Competent evidence; 5 Strong evidence

EQUALS CRITERIA Masters and above 4; Bach=3; adv Dip=1

COMMENTARY.....

Annexure 7: Form 2.7. Applicant Interview Scoresheet

Title										Requesting Department				
Title														
Number														
										Score	Order of merit		Age	
No	Applicants name	Equals	KSC1	KSC2	KSC3	KSC4	KSC5	KSC6	KSC7					
									0					
									0					
									0					
									0					
									0					
									0					
									0					
Baseline										0				

SCORING LEGEND: 0 No evidence;1 Poor evidence; 2 Limited evidence; 3 Satisfactory evidence; 4 Competent evidence; 5 Strong evidence

EQUALS CRITERIA Masters and above 4;Bach=3; adv Dip=1

COMMENTERY.....

.....

.....

.....

.....

.....

.....

.....

.....

.....

Annexure 8: Form 2.8 –Applicant Rating Summary

Position/ Title..... VA NO										
	Assessors		Department nominee		Technical expert		HR Representative		Summary	
	Chairperson Name..... Title.....		Name Title		Name..... Title.....		Name..... Title.....			
Interviewer weight	25%		25%		25%		25%		100%	
Candidate Name	Raw score	Weighted score	Raw score	Weighted score	Raw score	Weighted score	Raw Score	Weighted score	Weighted total	Order of merit
A b c d e f g h i j k l n m o p q	35	8.75	36	9	35	8.75	37	9.75	36	1
	36	8.9	32	8	31	7.75	35	8.75	34	2
	33	8.25	34	8.5	33	8.25	30	7.5	33	3
	34	8.5	30	7.5	29	7.25	32	8	31	4
	31	7.75	27	6.75	26	6.5	27	6.75	28	5
	19	4.75	32	8	31	7.75	27	6.75	27	6
	14	3.5	30	7.5	29	7.25	27	6.75	25	7
	15	3.75	26	6.5	25	6.25	25	6.25	23	8
	22	5.5	22	5.5	21	5.25	24	6	22	9
	22	5.5	24	6	23	5.75	18	4.5	22	10
	23	5.75	18	4.5	17	4.25	24	6	21	11
	18	4.75	25	6.25	23	5.75	19	4.75	21	12
	24	6	20	5	19	4.75	18	4.5	20	13
	28	7	15	3.75	14	3.5	20	5	19	14
	21	5.25	14	3.5	10	2.5	17	4.25	16	15
	21	5.25	14	3.5	11	2.75	14	3.5	15	16
Position Baseline							33			
Comments/recommendations from HR Branch										
Comments selection committee chair person										
Approval chairperson		SignaturePrint name.....Date...../...../								

CHAPTER THREE: ESTABLISHMENT CONTROL

1. Policy Statement

The Government of Puntland shall pursue policies that ensure that hiring of civil servants are done within approved establishment ceiling, and the right people are hired for the right jobs, positions and grades.

2. Rules and Procedures

2.1 Civil Service Size, Establishment Posts and Ceilings

- (i) All MDAs shall develop establishment ceiling reports based on their mandates, functions and organizational structures;
- (ii) The establishment ceiling shall provide for the establishment posts and the full complement of staff of the MDA;
- (vii) No MDA shall employ above and outside the approved posts and staff complement;
- (viii) Any variations to the approved establishment posts and staff complement shall require further approval by the PCSC and MoLYS in consultation with the Ministry of Finance; and
- (ix) Hiring of civil servants in all circumstances shall follow the recruitment rules, procedures and practices prescribed in this Decree.

2.2 Management of Staff Costs

The Director General of MDAs shall be responsible for managing staff costs of their respective MDA. They shall perform the following roles:

- (i) **Identify and appraise options for staff cost reduction to;**
 - (a) Establish a clear understanding of staff costs; and
 - (b) Identify staff cost reduction opportunities
- (ii) **Plan staff cost reduction through:**
 - (a) Mapping future needs and current capability;
 - (b) Building capability to address performance gaps;

- (c) Understanding the full costs and their impacts; and
- (d) Assessing the overall value for money of the costs reduction program.
- (iii) **Prepare and submit and report on staff costs reduction to the Ministers responsible for the MDA and Finance. The Minister of Labor, Youth and Sports and PCSC shall be copied. The report shall include among other issues:**
 - (a) Setting strong direction for the change program;
 - (b) Implementing the change program; and
 - (c) Learn from the change program.

2.3 Employment Freeze Controls

- (i) Employment freeze may be considered as an option by the government to manage human capital costs in times of general economic contraction or when the government is experiencing a financial crisis; and
- (ii) There may be no recruitment of new employees, permanent, fixed term or casual, into the civil service within the determined employment freeze period.

2.4 Establishment of New Institutions

- (i) The **initiation** of any new institutions shall be based on a concept document which shall contain:
 - (a) Vision, Mission, core values and functions;
 - (b) Proposed organizational Structure;
 - (c) Type of service or product;
 - (d) Service delivery mechanism;
 - (e) Beneficiaries and major stakeholders;
 - (f) Performance assessment indicators and method and means of verification; and
 - (g) Sustainability strategy.

- (ii) The creation of new institutions shall be preceded by **feasibility analysis** covering:

Operational Analysis

- (a) The services to be provided; estimated annual quantities for various services; frequency of service delivery; geographical distribution of service;
- (b) Policy and Institutional Considerations and Dynamics; opportunities and constraints posed by the existing public service nomenclature in the setting up of the new institutions;
- (c) Service delivery Structure Analysis; description of how the service will be delivered including the most effective way of delivery; and
- (d) Staffing Considerations; analysis of numbers, availability and skills upgrading for staff to perform functions of the new institution. **Key issues to be addressed shall include;**
 - Staffing pattern: positional distribution; geographical distribution; skills distribution, etc.;
 - Job descriptions and specifications for key positions;
 - Staff recruitment: potential for secondment from the public sector; direct recruitment;
 - Training: number of staff likely to be trained; type of training; and
 - Motivational issues: remuneration and benefits packages.
- (e) Logistics considerations; office space; transport and equipment needs, and their availability;
- (f) Technical Analysis: including practicality of options available for delivery of the service;
 - (i) Financial analysis: cost implications relating to staff remuneration and operations; and
 - (ii) Financing plan providing details of potential sources for financing the new institution.

2.5 Establishment of New Offices

- (i) Any MDA purporting to establish a new Office which will lead to creation of new posts shall make a request in a report to include:
 - (a) Mandate of the office and its linkage with the strategic direction of the MDA;
 - (b) The proposed functions of the office;
 - (c) Justification for creation of the office;
 - (d) Financial implications of the proposed office; and
 - (e) The nature of the office to be established and confirmation that the functions are not being performed elsewhere in the service.
- (ii) An **implementation plan** detailing how the activities entailed by the feasibility analysis will be executed. **The plan preferably in a matrix form shall in the least cover the following areas:**
 - (a) Activities: Succinct description of activities arranged sequentially by order of execution;
 - (b) Duration: indication of start and end dates of the activities;
 - (c) Responsibility: specification the person(s), group(s) or firm(s) that will be responsible for execution of the activities;
 - (d) Resources requirements: specification of number of staff, type of equipment logistics, etc. required to execute the activities;
 - (e) Output/Outcomes: Specification of planned outputs and outcomes to be achieved; and
 - (f) Impact evaluation: M&E system to evaluate impact of activities.

2.6 Closure of Public Sector Institutions

- (i) An institution to be closed shall be defined by at least one of the following:
 - (a) Expiration/revocation of its legal mandate for existence;
 - (b) Expiration/non-renewal of its duration for existence;
 - (c) Presidential/cabinet directive for closure including:

- On recommendations from the performance management agency for persistent non-performance or non-relevance of mandate in relation to the priorities of Government and the National Development Agenda;
- Upon repeal of the establishing laws;
- Upon re-organization of office;
- Technological changes; and
- Duplications/overlaps/mergers.

(iii)MDAs acting through the Director General are mandated to manage the closing down process of Public institutions.

The following procedures shall apply:

Step 1: The sector Director General with the approval of the Minister shall form a closure committee to oversee the process of winding down an institution.

Step 2: The closure committee will prepare a closure report which as far as possible, shall cover the following heading amongst others;

a) Background

- rationale for closure; and
- brief history of institution.

b) Legal Consideration and A course of Action

c) Financial Issues

- list of assets/value;
- liabilities;
- recommendations and assets disposal; and
- Recommendations on the discharge of liabilities.

d) Human Resource Issues

- Staff/skills inventory;
- Recommendation on staff re-assignment within the Public service; and
- Recommendations on staff separation, including costs.

e) Closure Impact Assessment

- On government operation;

- On private sector/civil society; and
- Recommendations on strategies /options for neutralizing any negative impact.

f) Closure implementation arrangement in the minimum shall cover the following:

- Breakdown of activities;
- Sequencing of activities;
- The duration/start-end time of each activity;
- The staff/entity responsible for execution of each activity;
- The resource required for the execution of the activity; and
- Date for submitting final report by the Closure Committee.

Step 3: The closure report shall be submitted to the Cabinet by the responsible Minister.

2.7 Abolition of Post (s)

The following procedures shall be followed to abolish civil service posts:

Step 1: The closure committee will initiate necessary action to abolish posts.

Step 2: The following requirements shall apply for proposals to abolish posts:

- (a) Submit justification for abolition of the post(s) including confirmation that there will be no gap in service delivery;
- (b) Provide the background of the case (s) clearly stating reasons and events leading to abolition;
- (c) Provide function, cadre and number of post (s) to be abolished;
- (d) Specify designation title(s) and grades of post to be abolished including the office it falls under; and
- (e) Indicate job description of post (s) to be abolished.

CHAPTER FOUR: CAREER MANAGEMENT AND SCHEME OF SERVICE

1. Policy Statement

The Government of Puntland State of Somalia in encouraging the pursuit of career opportunities of its employees is committed to providing clearly defined career structures to attract, motivate and retain suitably qualified personnel in the Civil Service. Civil servants shall pursue career management opportunities in line with the employees' abilities, talent and interests irrespective of gender, age, race, religion and socio-economic status.

2. Rules and Procedures

2.1 Career Management

2.1.1 The following shall be the role of individual employee's in career development:

- (i) Accepting ownership of their own career development;
- (ii) Identifying their career aspirations and what career success shall look like;
- (iii) Discussing their aspirations with their supervisors through career development discussions and during Organization Talent Reviews (OTRs);
- (iv) Discussing development needs and being responsive to feedback;
- (v) Taking advantage of the career development opportunities available; and
- (vi) Deciding, and acting upon a personal action plan.

2.1.2 The following shall be the role of supervisor's in career development:

- (i) Providing constructive feedback on strengths and development needs through the performance management process;
- (ii) Offering career development discussions to all eligible staff;
- (iii) Providing opportunities for development wherever possible to promote the individual's long-term career aspirations and the future skills and knowledge needs of the civil service, subject to availability of budget;
- (iv) Guiding individuals through the OTR process; and

- (v) Positively supporting and promoting career and talent development activities in an equitable manner to all their staff who meet the criteria.

2.1.3 The following shall be the role of Human Resource Department in career development:

- (i) Providing guidance and support to both supervisors and individuals, to enable them to carry out performance management processes, career development discussions, and OTR processes effectively;
- (ii) Providing guidance and support to help individuals seeking to understand their own career aspirations and to develop associated skills;
- (iii) Providing the processes necessary to allow the MDAs to carry out OTRs successfully;
- (iv) Maintaining the MDA's succession plan for the OTR;
- (v) Monitoring the effectiveness of the OTRs, including diversity monitoring; and
- (vi) Carrying out Equality Impact Assessments (EIAs) as required for career development activities and processes.

2.1.4 The following shall be the role of the top management in career development:

- (i) Carrying out annual OTRs;
- (ii) Using a fair and transparent process to carry out the OTR; and
- (iii) Ensuring development needs are supported subject to availability of budget.

2.1.5 Career Planning

The following shall be the guidelines for career planning for Puntland civil servants:

- (i) The MDAs performance management process shall provide a structure whereby individuals work with their supervisors to: (a) Identify personal strengths and weaknesses through discussion and feedback; (b) discuss and agree short and long term development needs; (c) explore development options and agree actions which shall be recorded on the Individual Development Plan (IDP);

- (ii) Staff who shall achieve a rating of ‘Strong All-Round Performance’ or ‘Exceptional Performance’ for both their objectives and core/role competencies must be offered a career development discussion by their supervisor. It shall be up to the individual whether they accept this offer or not;
- (iii) The supervisor must show on the performance management record whether the career development discussion has been accepted or declined. If declined, this decision should be reviewed during the subsequent performance management cycle;
- (iv) Individuals who do not achieve a marking of ‘Strong All-Round Performance’ or ‘Exceptional Performance’ for both their objectives and core/role competencies shall not be entitled to a formal career development discussion. However, either the supervisor or the individual may request for an informal career discussion; and
- (v) Staff shall be encouraged and be given an opportunity to prepare for the discussion, including reading the supporting materials provided. Career development discussion may last 45 to 75 minutes.

2.1.6 Career Support

The following shall be the guidelines for Career support for Puntland civil servants:

- (i) The MDAs through the advice of the HR Unit shall aim to provide opportunities for longer term career development where these meet individual and Civil Service needs;
- (ii) Supporting materials including the suggested structure for the discussion to help both supervisors and individuals prepare for the career development discussion shall be made available on the MDA’s Intranet or sent to them through other practicable means;
- (iii) The outcomes of the career development discussion shall be recorded by the individual;
- (iv) Agreed development activities shall be recorded on the prescribed form (Annexure 1: Form 4.1) and progress monitored in the normal way. If the supervisor declines a request for development, the individual employee may ask for the reasons to be given in writing, or put in an appeal; and
- (v) Where the individual’s desired career development cannot be supported by the MDA because there is no benefit to be derived for the MDA, the individual officer shall be eligible to apply to a relevant scheme for partial financial support.

2.1.7 Career Information and Advice

The PCSC shall have procedures for making career information and advice available to all staff as follows:

- (i) All current job vacancies shall be advertised internally through the MDAs' Intranets and Office Notice board and provide a full job profile detailing the purpose, responsibilities and main tasks of the job being advertised, plus the essential and desirable requirements that potential candidates need to demonstrate;
- (ii) Unsuccessful officers at either the short-listing or interviewing stage of an internal recruitment may ask for feedback from the chair of the recruitment panel;
- (iii) Information about corporate training and development opportunities shall be the responsibility of the HR Organization Development team and shall be communicated to all staff using a variety of methods;
- (iv) Where training initiatives are undertaken by specific directorates, it shall be the responsibility of top management to make sure these are adequately communicated to all appropriate staff;
- (v) Staff wanting information about the role and competencies required for higher grade jobs shall consult the competency framework (CF);
- (vi) Staff taking part in OTRs shall be fully briefed about the process and what is required; and
- (vii) Supervisors and staff shall also be expected to consider what professional development may be required to enhance an individual's career development and whether practical and/or whether financial support could be extended.

2.1.8 Talent Development Framework

The following rules shall apply in managing the civil service talent development framework:

- (i) The Top Management shall be expected to approve a Talent Development Framework (TDF);

- (ii) Organizational Talent Reviews shall be open to all staff who shall have achieved a marking of at least *Strong all-round performance* for both their objectives and core/role competencies;
- (iii) Employees shall have at least one year's work experience with the civil service. Staff on contracts of less than one year and with no prospect of staying longer shall not be eligible;
- (iv) Participation in the OTR shall be voluntary. Employees who choose not to take part shall not be prevented from applying for any vacant roles that become available;
- (v) Participants in the OTR shall be expected to give consent to their personal data being shared with members of the Talent Development Board;
- (vi) The HR Organization Development team shall be responsible for providing a model process to allow for the OTR outcome; and
- (vii) (xii) OTRs shall be held annually.

2.1.9 Initiatives Aimed at Underrepresented Groups

The following procedures shall guide initiatives aimed at underrepresented groups in the civil service:

- (i) The MDAs shall periodically identify through monitoring of statistics that career development initiatives aimed at specific underrepresented group of staff are being considered;
- (ii) When applying for initiatives, staff from these underrepresented groups shall still be required to meet the relevant eligibility criteria; and
- (iii) When such initiatives are undertaken, the objectives shall be clearly explained to all staff. The underrepresented groups who would be eligible shall be encouraged to apply.

2.1.10 Equal Opportunities Monitoring

The following rules shall apply in the civil service equal opportunity monitoring:

- (i) MDAs shall undertake to monitor career development activities on the grounds of gender, ethnic origin, disability and age. This is to ensure there is equality of opportunity for all employees to access and utilize career development opportunities; and
- (ii) Human Resources shall carry out Equality Impact Assessments as required for career development activities and processes.

2.1.11 Appeal Processes

The following Procedures shall guide the civil service appeal process:

- (i) Employees shall have a right to appeal if they are not satisfied with a decision about career development;
- (ii) This shall be done using the MDA's Grievance or Harassment, Bullying and Discrimination Policies consistent with the code of conduct and other existing policies, laws and regulations. However, individuals shall be encouraged to try and resolve issues informally with their supervisors first, before going through the grievance procedure; and
- (iii) Appeals relating to non-selection at short-listing or interview in an internal vacancy/secondment shall be made in writing to the chair of the interview panel. The appeal must be made within 5 working days and must state in full the grounds on which the appeal is being made.

2.1.12 Banding and Grading Structure

The following procedures shall guide the civil service banding and grading structure:

- (i) PCSC shall group jobs into grades or bands. Jobs in the same grade or band shall be treated as being equal;
- (ii) MoLYS in conjunction with the PCSC, Ministry of Finance, and Office of the President shall develop salary structures and adjust salary points to conform to the new grading structure;
- (iii) The salary matrix shall be reviewed periodically;
- (iv) Academic/professional qualifications, key responsibilities, core skills and core competencies shall be in-built in the job descriptions;
- (v) Promotions for officers who have fulfilled the minimum prerequisite requirement for advancement to a higher grade shall be dependent upon mastery and effective performance of the job; and

- (vi) An officer who fulfills the minimum requisite qualifications for promotion to the next higher grades but has not performed as per the agreed performance targets shall work with the first and the second supervisor on a work performance improvement programme with a view to bridging the gap.

2.1.13 Job Descriptions and Specifications

The following procedures shall guide in the civil service job descriptions and specifications:

- (i) Job descriptions and specifications shall be varied in accordance to the prevailing circumstances and the nature of the job at the time of advertisement;
- (ii) They shall consider the core competencies and skills required for a particular job;
- (iii) The job classifications shall be representative of broad distinct categories of staff in which the main features of their roles share similar characteristics, and shall have:
 - (a) Distinct job characteristics or functional areas;
 - (b) Minimum educational requirements for entry into various grade;
 - (c) A number of grades which demonstrate career paths for staff and provide an efficient means of matching jobs to their appropriate grades; and
 - (d) Clear job descriptions covering job title, grade, supervisors/ manager, immediate subordinates, job purpose, objectives of the job, duties and responsibilities, deliverables, education, experience, skills mix requirements, competency requirements;
- (iv) Job descriptions shall enhance career progression, performance management, training and employee development in the civil service ; and
- (v) They shall be based on the complexity of roles and the qualifications and competencies required to undertake work at different levels.

2.1.14 Recognized Academic and Professional Qualifications

The following criteria and guidelines shall apply in recognition of academic and professional qualifications in the civil service:

- (i) Qualifications, experience and personal skills and abilities required of a job holder shall be determined only after careful analysis of the job profile;
- (ii) Skills and aptitudes required of a job holder, particularly for high level posts, shall be carefully specified;
- (iii) Qualifications shall be correctly and clearly stated. A clear demarcation shall be made between those qualifications which are:
 - (a) Essential, and
 - (b) Those which are desirable.
- (iv) Qualifications listed shall be as exhaustive as possible;
- (v) The distinction of various certificates used in schemes of service shall be made clear, taking cognizance of professionals in MDAs;
- (vi) Once academic qualifications have been prescribed for an entry post in a Cadre, they shall not, as a rule, be repeated for higher posts in that Cadre;
- (vii) Where different qualifications are proposed, these shall be equivalent to one another and shall, as far as possible, be of the same level and in the same subjects that are required for the post;
- (viii) Qualifications shall, as far as possible, be capable of valid proof;
- (ix) The upgrading/lowering of qualifications of a post has an incidence on the salary grading of the post. Therefore, any change in qualifications shall be fully justified;
- (x) Computer literacy shall be laid down, wherever applicable;
- (xi) Age limit shall be specified, if necessary;
- (xii) If holding a "substantive appointment" is to be a condition for eligibility to a post, this shall be mentioned in the scheme of service; and
- (xiii) For employees in the Workmen's Group, it shall clearly be stated whether the appointment shall be limited to serving officers on the establishment of the Ministry/Department concerned or it shall be open to serving officers in the Service.

2.1.15 Advancement to Higher Grades

The following criteria and guidelines shall be followed in advancement to higher grades in the civil service:

- (i) Advancement from one rank to another shall depend on:
 - (a) Merit and ability as reflected in work performance and results;
 - (b) Existence of a vacancy within the authorized establishment; and
 - (c) Approval by PCSC, MoLYS and MOF.
- (ii) Generic Qualification and Requirements Mobility for Upward Mobility:
 - (a) Minimum of three (3) years satisfactory service;
 - (b) Merit as defined by performance, contribution, value addition, exceptional achievement/recognition, etc.;
 - (c) Approval by Authorized Officer;
 - (d) Concurrence of MoLYS, PCSC and the respective MDA;
 - (e) Availability of a vacancy; and
 - (f) Deployment within common grade range.
- (iii) Generic Qualification Requirements for Horizontal Mobility:
 - (a) Designation within a career family;
 - (b) Attainment of minimum qualifications;
 - (c) Availability of a vacancy;
 - (d) Re-designation;
 - (e) Approval of Authorized Officer;
 - (f) Concurrence of MoLYS, PCSC, and respective MDA; and
 - (g) Suitability assessment.

2.1.16 Procedure for Monitoring and Evaluation

The following shall be the procedures for monitoring and evaluating achievement of career development objectives in the Puntland civil service:

- (i) Each MDA shall assess the extent to which career development objectives have been achieved;
- (iii) Respective MDAs shall be responsible for identifying future programs;

- (iv) All MDAs shall provide data to justify further expenditure on career development activities;
- (v) MoLYS and PCSC shall adopt best practices of monitoring through periodic progress reports on pre-set performance targets, employee's satisfaction surveys, exit questionnaires/interviews, key performance indicators, inspections, stakeholders/client surveys and focused personnel audits. Major civil service-wide HR audit reviews shall be conducted by MOLYS in collaboration with PCSC.
- (vi) MOLYS in collaboration with PCSC shall benchmark parameters for monitoring which shall range from agreed targets, deadlines, key success factors, statistics (total, ratio, percentage or average), civil service standards, or comparison with other international and FGS, and Federal Member States standards.

2.2 Schemes of Service Policy

The Government shall ensure that all job categories have appropriate schemes of service that guide their functionality and career progression in the Puntland civil service.

2.2.1 Developing Schemes of Service

The following shall be the procedures for developing the schemes of service for Puntland civil service:

- (i) MOLYS in conjunction with PCSC shall be responsible for developing policy framework for all schemes of service;
- (ii) Monitoring of implementation of the schemes of service shall be done by MOLYS in collaboration with PCSC and annual reports submitted to the Minister responsible for Labour;
- (iii) The job category shall develop the schemes of service proposal in line with format or framework approved by MoLYS
- (iv) PCSC in shall evaluate the job design aspects of the proposal against the approved framework, refine job descriptions and job specifications and ensure that standard features and guidelines affecting all schemes of service are included;

- (v) PCSC shall return the draft to the initiating job category to enable it seek clarification on both exclusive provisions and standard provisions;
- (vi) MOLYS shall convene a panel of career guideline experts to critique the draft, identify un-precedent provisions, and ensure it conforms to approved framework guidelines, and policy provisions on career management and development, and job grading principles and structure. The Panel shall compliance with HR policies, guidelines, and conformity with the approved format (Annexure 2: Form 4.2);
- (vii) The Ministry of Finance (MOF) shall participate to present views on fiscal sustainability of the scheme of service;
- (viii) MOLYS and PCSC shall promote inclusivity and ensure that the scheme incorporates the principles of equity, anti-discrimination, merit, fair administrative action, and parity of treatment to all civil servants;
- (ix) The final scheme of service shall be approved by the Minister of labour and handed over to PCSC for publication, implementation and enforcement of compliance;
- (x) A scheme of service shall have to be prescribed before a post is advertised;
- (xi) This shall apply especially in respect of posts where funds have been provided, as it shall result in not filling in the vacancy due to lapse of funds at the end of the fiscal year; and
- (xii) The schemes of service shall not be designed to suit interests of individuals.

2.2.2 Processing of Schemes of Service

The following procedures shall apply in processing schemes of service:

- (i) The concept of consolidation shall be geared towards reducing the number of schemes of service across the Puntland Civil Service;
- (ii) The schemes of service for various grades having similarity of duties shall be consolidated into one or two schemes of service setting out the core qualifications for each level, the common duties and responsibilities; and
- (iii) With the consolidation of schemes of service, there shall be one or two schemes of service for the various grades in a structure/cadre.

2.2.3 Review of Qualifications for Grades at Entry Level

The following shall be the procedures for reviewing qualifications for grades at entry level:

- (i) Certification clearance committees shall adopt the practice of specifying only the highest qualification in schemes of service for entry grades in the Civil Service;
- (ii) Certification clearance committees shall ensure that qualifications in the scheme of service are simplified and that requirements are in line with international trends; and
- (iii) For certain posts the qualifications at lower levels shall still need to be specified in view of the nature of duties to be performed. In such cases the Certification clearance committees shall submit justifications for maintaining the basic qualifications.

2.2.4 Layout of Schemes of Service

- (i) A good understanding of the general layout is essential for the proper drafting of schemes of service. **All schemes of service shall invariably specify the following:**
 - (a) Ministry/Department/Agency;
 - (b) Title of the post;
 - (c) Grade;
 - (d) Qualifications; and
 - (e) Duties.
- (ii) Some schemes of service may also include the items mentioned below:
 - (a) Competency (e.g. for trainees); and
 - (b) Roles and Responsibilities (generally for posts from mid-management level);

2.2.5 Guiding Principles for Drafting Schemes of Service

The following principles shall guide the drafting of schemes of service for job categories:

- (i) To promote gender equality, the appellation of a post shall be gender neutral. Additional information may be provided to encourage female candidates to apply;
- (ii) Where a post is to be filled by female candidates or male candidates only, it shall be clearly specified in the scheme of service, unless indicated by the title of the post;
- (iii) Qualifications shall be determined only after careful analysis of the job profile;
- (iv) Skills and aptitudes required of a job holder, particularly for high level posts, shall be clearly specified to reflect the level of performance expected from incumbents;
- (v) For entry grades in the Civil Service, only the highest qualification shall be specified;
- (vi) In case it is proposed to specify qualifications at lower levels in view of the very nature of the duties to be performed, full justification by the responsible officer shall be submitted to the PCSC
- (vii) Qualifications (knowledge/experience) shall, as far as possible, be supported by documentary evidence;
- (viii) The qualifications' requirement for grades which are similar or comparable to other grades in MDAs shall, as far as possible, be the same;
- (ix) An adequate number of years of service in the lower grade shall be included in schemes of service for promotional posts to ensure that the candidate has acquired the experience and competencies to better perform the duties of the higher post;
- (x) Where posts are filled by promotion or selection of officers from a lower grade possessing a specific qualification and where these officers are sponsored in accordance with a training scheme to obtain that qualification, a *note* shall be inserted in the scheme of service of the lower grade to the effect that the officers shall be required to complete the course successfully;
- (xi) If "substantive appointment" is to be a condition for eligibility to a post, this shall be mentioned in the scheme of service;
- (xii) The exact qualification shall be specified. The term *an equivalent qualification* shall be used instead of *alternate qualification*;

- (xiii) Where different qualifications are proposed, these shall be equivalent to one another and shall, as far as possible, be of the same level and in the same subjects that are required for the post;
- (xiv) Courses that are mentioned in schemes of service shall reflect those that are run by recognized institutions;
- (xv) The mode of appointment to a post shall be properly indicated. Where appointment to a post is to be made from officers/employees:
 - (a) *In a specific grade*, the wordings “officers in the grade of” or “employees in the grade of” should be used; and
 - (b) *Not in specific grade*, the wordings “serving officers” or “serving employees” are to be used.
- (xvi) When framing the scheme of service for a post, the schemes of service for the other posts in the same cadre/structure shall be reviewed simultaneously as this may have a bearing on posts both at higher or lower levels in the structure;
- (xvii) *Desirable* clauses in respect of qualifications and experience shall **not** be inserted in schemes of service. If there is need for a candidate to possess such requirement which is considered essential for the job, the same requirement shall be inserted as a core qualification requirement in schemes of service;
- (xviii) The insertion of the requirement for a prospective candidate to reckon the relevant number of years of experience/service or any change in the number of years of experience/service to be reckoned by the prospective candidate may have a bearing on the salary attached to the post. Therefore, any change in years of experience/service shall be fully justified;
- (xix) Years of service shall not be inserted as an alternative to academic qualification;
- (xx) The upgrading/lowering of qualifications of a post has an incidence on the salary grading of the post. Therefore, any change in qualifications shall be fully justified;
- (xxi) Care and objectivity shall be exercised in determining the equivalence of different sets of qualifications. In case of doubt, advice shall be sought from the commission of tertiary/higher education of Puntland before any proposed scheme of service is submitted to PCSC.

- (xxii) Once academic qualifications/skills/attributes have been prescribed for an entry grade in a cadre, they shall not, as a rule, be repeated for higher posts in that cadre;
- (xxiii) Salary points shall, as far as possible, not be inserted under item *Qualifications* in schemes of service in view of changes in the context of review of Pay and Grading Structures;
- (xxiv) Skills and aptitudes that are of a subjective nature especially those that relate to physical traits shall **not** be included in schemes of service; and
- (xxv) Specific subjects shall be laid down. Therefore a “degree in social science” shall not be mentioned in schemes of service.

2.2.6 General Competency Requirements

The following guidelines shall be followed where general competencies are to be included:

- (i) General competencies expected of various job category in the service;
- (ii) Behavioral attributes of each of the competence;
- (iii) Assessment instruments/tools to be applied on new entrants into the Service or on promotion of serving officers;
- (iv) The basis of determining why officers occupying similar position and working on similar duties in the MDAs perform different responsibilities given similar environment and resources; and
- (v) An officer’s competence in relation to work performance and results.

2.2.7 Duties

The following guidelines shall be followed in the identification of duties in the civil service:

- (i) Shift work shall be a flexible working arrangement for a 24-hour coverage where one employee replaces another or where different group of workers do the same job one after another and whereby workers normally work 40 hours weekly, or an average of 40 hours weekly in a cycle;
- (ii) These workers shall work in relays on a 24-hour basis including invariably night duty and work on Fridays and Public Holidays;

- (iii) Workers operating on a roster basis shall not work on a 24-hour basis but according to a structured pattern of work specifying the starting times and finishing times of turns of duty which may or may not include night duty. **Workers operating on roster (day) shall be** those whose turn of duty starts either at or after 4.00 a.m. or goes up to 8.00 p.m. **Workers operating on roster (day and night)** are those whose turn of duty may start either before 4.00 a.m. or extend beyond 8.00 p.m.; and
- (iv) Workers categorized as working at staggered hours shall work normal hours but shall be called upon to work, on a regular basis, at irregular hours including Fridays and Holidays against time-off during their normal working hours. It shall be a way of covering a longer day. Night work means work which is performed during a period of not less than seven consecutive hours, including the interval from midnight to 5.00 a.m.

ANNEXURE 1: Form 4.1 Individual Development Plan

Name: _____

Time Period Covered (FY): _____

DEVELOPMENTAL GOALS	RELATIONSHIP OF GOALS TO ORGANIZATIONAL MISSION	SKILLS DEVELOPED	DEVELOPMENTAL ACTIVITIES	DEADLINE	RESOURCES	ACHIEVEMENT REVIEW	DATE COMPLETED
Personal Goals for the next year:	My goals have organizational and personal relevance because:	My goals involve developing the following competencies:	Developmental activities I will pursue:	Target dates for goal:	Resources I will need:	This is how I will measure my progress:	This is the date I achieved my goal:
Goal 1							
Goal 2							
Goal 3							
Goal 4							

Annex 2: Form 4.2 - A Template of a Scheme of Service for a New Grade

SCHEME OF SERVICE FOR THE POST OF

MDA

New Scheme of Service
<p><u>Post:</u></p> <p><u>MDA:</u></p> <p><u>Grade Level:</u></p> <p><u>Effective Date:</u></p> <p><u>Qualifications:</u></p> <p><u>Roles & Responsibilities:</u></p> <p><u>Duties:</u></p> <p><u>General Competency:</u></p> <p><u>Immediate Supervisor:</u></p> <p><u>Superior Positions:</u></p> <p><u>Subordinate Positions:</u></p>

Note: The item “Roles & Responsibilities” should be included for posts from mid-management level and above.

CHAPTER FIVE: COMPETENCY AND TALENT MANAGEMENT

1. Policy Statement

The Puntland State Government of Somalia is committed to creating an enabling supporting and stimulating working environment which values and empowers employees at all levels by establishing public service competencies which shall direct performance management, recruitment and selection, training, career development, staff retention and succession well as setting out a comprehensive talent management approach.

2. Rules and Procedures

2.1 Competency Framework

2.2 Competency Framework and Individual Civil Servants

The following procedures shall guide Individual civil servants to use the competency framework to improve their career progression:

- (i) Mandatory discussions shall be held between the employer and employee on how to improve in their current job, how to improve their chances of moving to other jobs and how to identify and adapt their skills and behaviours when moving into a new role;
- (ii) Individual employees shall be provided with development tools and methods for enhancing their skills; they shall be helped to identify the success criteria required to be successful in their role; and they shall be supported to assess their strengths in specific areas for professional development; and
- (iii) Civil servants shall be equipped with a common understanding of the competences required of them to progress through the hierarchy of position nomenclature and career ladder.

2.3 Competency Framework in Recruitment and Selection

The following procedures shall guide the use of the competency framework for recruitment and selection in the civil service:

- (i) Job profiles shall be created for all positions to enhance securing and employing the right kind of people;
- (ii) The civil service shall be guided to understand types of policy skills and knowledge that are essential for a given vacancy;
- (iii) MDAs shall be guided on the sifting, interviewing, appointment and induction process;
- (iv) Candidates shall be made aware of competency requirements of position and interviewers shall be expected to know exactly what to look for in the candidate; and
- (v) HR departments shall ensure all job positions have job descriptions and person specifications.

2.4 Competency Framework in Performance Management

The following procedures shall guide the use of the competency framework for performance management in the civil service:

- (i) Performance goals and behavioural competencies shall be used to improve performance by systematically evaluating employee performance on the job and potential for development;
- (ii) HR department shall recommend standard behavioural competencies with clarity on definition of each competency;
- (iii) HR department shall link each employee competencies to their performance management process;
- (iv) The supervisor and individual employee shall identify the key competencies required to achieve each performance goal;
- (v) Each officer shall be evaluated on three to five competencies each year;
- (vi) HR department shall integrate the competencies for the employee's job into the performance management process; and
- (vii) At the end of the performance cycle, the employee's performance shall be evaluated in relation to the performance goals/objectives as well as the key competencies associated with each goal.

2.5 Competency Framework and Workforce Planning

The following procedures shall guide the use of the competency framework for workforce planning in the civil service:

- (i) The competency framework shall be used to facilitate the process of estimating the present and future HR requirements for the Civil Service, preparation of inventory of present workforce and formulation of work plans to bridge the gaps in civil service workforce;
- (ii) The CF shall be used to support the conduct of workforce analysis and gap analysis; and
- (iii) HR department shall factor the output of the analysis in strategies developed to address staffing needs.

2.6 Competency Framework and Career Development

In guiding the competency framework for career development, the HR department shall:

- (i) scale competencies according to proficiency levels to enable defined logical career paths and ladders;
- (ii) Develop clear competency profiles for all job families to examine potential options for advancement of careers;
- (iii) Study career paths trends for each job group;
- (iv) Identify the motivating factors of employees' career choices;
- (v) Create network career paths and lateral career paths;
- (vi) Document employee development plans based on competency model and training plan;
- (vii) Examine succession plan, promotion and recruitment policies; and
- (viii) Install coaching and mentoring programmes.

2.7 Competency Framework and Training and Development

In guiding the competency framework for training and development, the HR department shall:

- (i) ensure buy-in from top management on training needs;
- (ii) Assess training needs;
- (iii) Link competencies to training;
- (iv) Specify goals and determine the training climate;

- (v) Assess performance needs in response to a request for training based on competencies for assessing performance needs;
- (vi) Design and facilitate training based on competencies for facilitating training; and
- (vii) Undertake post training evaluation six (6) months after the training.

2.8 Competency Framework and Staff Retention

In guiding the competency framework for staff retention, the HR department shall:

- (i) Design a strategy for reducing staff turnover;
- (ii) Conduct organisational exit-interviews and develop strategies to specifically deal with the common issues causing staff turnover;
- (iii) Conduct stay-interviews of current staff;
- (iv) Review recruitment and on-boarding procedures, training and development and compensations and rewards strategies;
- (v) Conduct annual benchmarking surveys; and
- (vi) Identify solutions that would address staff turnover and develop a retention plan.

2.9 Competency Framework and Succession Planning

In guiding the competency framework for succession planning, the HR department shall:

- (vii) Identify the critical jobs to be filled;
- (viii) Develop a competency model from critical jobs, determining the competencies needed at each step of the job family ladder;
- (ix) Develop the most appropriate assessment methods; and
- (x) Make decision on promotable employees, for future competencies monitoring and competency requirements of target jobs.

2.10 Talent Management

2.10.1 Talent Development Framework

The following guidelines shall apply to the civil service talent development framework:

- (i) The Top Management of MDAs shall be expected to approve a Talent Development Framework (TDF);

- (ii) Organizational Talent Reviews shall be open to all staff who achieve *Strong all-round performance* for both their objectives and core/role competencies;
- (iii) Employees would require at least one year's service with the civil service. Staff on contracts of less than one year and with no prospect of staying longer shall not be eligible;
- (iv) Participation in the OTR would be voluntary. Employees who choose not to take part shall not be prevented from applying for any vacant roles that become available;
- (v) Participants in the OTR will be expected to give consent to their personal data being shared with members of the Talent Development Board;
- (vi) The HR Organization Development (HROD) Unit shall be responsible for providing a model process to allow for the OTR outcome; and
- (vii) OTRs shall be held annually.

2.10.2 Organizational Talent Review

The following procedures shall apply in reviewing talent in organizations:

- (i) The HROD Unit shall contact supervisors to initiate the OTR process one month in advance and supervisors shall in turn encourage their direct reports to consider taking part in the OTR;
- (ii) The HROD Unit shall provide staff with guidelines via email and invite them to attend a one on one discussion with the Talent Development Manager;
- (iii) The staff shall request for the OTR pack from the HROD Unit which shall consist of leadership capabilities and self-assessment documents, candidate profile template and a list of current job titles. This information shall be provided between one month and three months;
- (iv) The staff shall request for specific post profiles from HROD Unit which shall consist of the professional competencies required to function in a role and any other qualifications necessary for the role. Each post profile shall be signed off by the relevant Director;
- (v) Staff shall arrange either their first career or a second discussion with their respective supervisors to discuss OTR participation, aspirations and leadership capabilities;
- (vi) If an officer decides they want to continue with the OTR process, they shall complete their candidate profile, and get sign off from their supervisor. This data shall not be

- stored on the candidate's personal file, nor shall it be used for recruitment and selection or any other purpose other than the OTR;
- (vii) Information relating to candidate's profiles and post profiles shall be transferred by either the Talent Development Manager or the OD Manager who shall have the sole access to the data base;
 - (viii) This data base shall be used as a role based permissions model, using the https encrypted data protocol and shall be receiving clearance by the ICT Section and the Records Manager in the same directorate for security and data protection;
 - (ix) The report shall be structured to identify who aspires against each role profile, and shall summarize the matching of participants' professional competencies and leadership capabilities against the requirements of the role;
 - (x) For participants who have no specific role aspirations, their information shall be collated in the latter part of the report.; and
 - (xi) These reports shall be handed to Directors personally, in sealed envelopes, and not through the usual distribution process.

CHAPTER SIX: TRAINING

1. Policy Statement

The Government of Puntland shall pursue policies that provide civil service personnel with opportunities to expand their knowledge, skills and attitudes and promote effective, efficient and accountable job performance through development and continuous learning.

2. Rules and Procedures

2.1 Determining and addressing Human Capacity Needs

In determining the human capacity needs, the following procedures shall apply:

- (i) The Director, HR of MDAs in consultation with the other Directors shall assess the human resource capacity needs of the MDA;
- (ii) The Director, HR in consultation with other Directors shall prepare annual plans for the training of staff based on needs assessment; and
- (iii) Upon approval of the training plans, the Director, HR shall coordinate and implement the plans.

2.2 Selection for Training

The following procedures shall apply in the selection of a civil servant for training:

- (i) The selection of an officer for training and development shall be done in a transparent manner, taking into consideration the following;
 - (a) Demand and need for the training;
 - (b) Length of service of the staff concerned;
 - (c) Job grade;
 - (d) Position and training history; and
 - (e) Exigencies of the service.
- (ii) A Training Scheme Template (Annexure 1: Form 6.1) shall be used by the MDAs and the Director of HR shall fill it and submit it to MoLYS for approval. The number of staff approved for training shall at no time adversely affect the performance of the MDA; and

(iii) The Government shall carry out relevant training programmes for officers who are being separated from the civil service, by way of retrenchment or retirement, to facilitate their smooth exit from the service and prepare them for future productive lives.

2.3 Funding for Training

- (i) For training and development, the civil service shall allocate at least 1.5% of its annual budget;
- (ii) Every MDA while preparing their annual budget estimates, and demands for grant, shall calculate training expenditure at the rate of 1.5% of its overall expenditure;
- (iii) MoLYS shall also explore the possibility of support for international scholarships which shall be arranged at government level; and
- (iv) Upon completion of training, staff shall submit to the Director, HR of their MDAs, the original proof of completion, training reports and certificates from the training institution.

2.4 Resolution of Grievances Related to Training

The following procedures shall apply in the resolution of grievances related to training:

- (i) Civil servants who feel aggrieved or suspect that they have been treated unfairly in the selection, nomination or approval for training shall petition the Director, HR of the MDA for Redress;
- (ii) If the aggrieved staff is dissatisfied with the decision taken on the petition by the Director, HR the staff may appeal to the Director General of the MDA, within two weeks of receipt of the decision and the Director General shall respond within two weeks;
- (iii) If the aggrieved staff is dissatisfied with the decision taken on the petition by the Director General that staff shall appeal to MoLYS, who shall respond to the petition within two weeks; and
- (iv) If the aggrieved staff is dissatisfied with the decision taken on the petition by MoLYS, they shall appeal to a competent court that presides over such legal issues.

2.5 Study Leave

- (i) The Government shall grant study leave to civil servants, to enable them to pursue long-term courses of study within Somalia or outside the country, in accordance with the provisions of the terms and conditions of service for the civil service and study leave policy;
- (ii) Time spent on short term training courses not exceeding 30 days duration shall be considered on duty, and undergoing training shall be part of duties and responsibilities; and
- (ii) Civil servants retiring from service within five years after returning from the proposed study leave shall not be granted any study leave at the expense of the government. However, they shall pursue the study of their choice taking leave without pay from government.

2.6 Bonding

- (i) Civil servants proceeding on long courses of study, including part-time study; locally or outside; where Government is spending its resources or otherwise for the purpose of payment of training cost and living expenditure, shall be bonded in accordance with the terms and conditions of service for the Civil Service;
- (ii) Such bond shall not be less than five years of service after joining back the government service, or the duration of the training whichever is longer;
- (iii) Before proceeding for the training programme, the beneficiary shall be required to enter a bond to complete the training programme satisfactorily, return to the service and serve in the sponsoring organization for the period specified in the bond;
- (iv) A sample bond form (Annexure 2: Form 6.2) shall be filled by the beneficiary;
- (v) The Director, HR through the Director General of the MDA, shall, before granting the applicant approval for the study leave facility ensure the completion and signing of the bond forms by the applicants;
- (vi) A civil servant who applies for upgrading or conversion shall enclose a copy of completed bond form as part of the supporting documents;
- (vii) A sponsored civil servant who defaults in serving the required bond period shall be made to pay the full bond sum for the number of years in default;

- (viii) A sponsored civil servant who, voluntarily, does not complete the period of study shall not receive any further allowances from the government.
- (ix) A sponsored civil servant who has completed the course of study and fails to return to work in the organization shall be liable to redeem the bond. The value of the bond shall be equivalent to the full cost of training including salaries and allowances received during the training period.
- (x) Where a civil servant fails to fulfil the terms of the bond, the guarantors of the civil servant officer shall be required to redeem the bond by paying the total amount expended in sponsoring the public servant; and
- (xi) In addition, legal action shall be taken against an officer who breaches any of the conditions of the bond.

Annexure 1: Form 6.1 - Training Scheme Template

1. Purpose or Objective of Training.....
.....
.....
2. Type of Training
3. Eligibility.....
.....
.....
4. Selection Procedure.....
.....
.....
5. Eligibility for consideration for training.....
.....
6. Place and Duration of Training.....
7. Scope of Training.....
8. Terms of Award.....
.....
.....
9. Qualification to be acquired.....
10. Bond
(i) Obligation of Bonding or Signing a Bond.....
(ii) Length of Service of the Bond.....
(iii) Execution of Bond.....
11. Post or promotion for which a Civil servant is eligible after training.....
.....

Annexure2: Form 6.2 - Bond Form

(i) Declaration

Mr./Ms/Mrs./Dr./Prof/..... agree to be sponsored by..... (Name of the organization) under the terms stated to pursue.....(Name of training programme) at..... (Name of training institution or venue) for a period ofyears.

I agree also to avail myself to serve (Name of organization) for a period of Years immediately after the completion of my programme of study.

In the case of default, I agree to pay the full bond sum which would be equivalent to the cost of sponsorship package as spelt out in the conditions of the bond.

The (Name of organization) shall take legal action against me to redeem the bond, in the event that I breach any of the conditions.

Signature..... Date

Address.....

.....

THIS BOND is made on this day of20.....

We, the undersigned:

1. Principal Obligor (Beneficiary of the award)

Name

Organization

2. Second Obligor (Guarantor)

Name
Occupation/Position
Organization

3. Third Obligor (Guarantor)

Name
Occupation/Position
Organization

We, the obligors(names of all three obligors) hereby acknowledge ourselves to be jointly and severally bound as heirs or executors to the (name of organization) in the entire cost of sponsorship including salaries and allowances received during the period of study of the Principal Obligor, to be paid by us to the obligee (name of organization).

The condition of this bond as stated above is that, if the Principal Obligor serves the required bond period after being sponsored by the organization, then the obligation of the obligors under this bond shall be void, otherwise it shall remain in full force and effect.

Signed(all three obligors)
.....
.....

CHAPTER SEVEN: PERFORMANCE MANAGEMENT

1. Policy Statement

The Puntland State Government of Somalia is committed to providing an environment where all civil servants appreciate the impact of their work on the achievement of the vision and mission of the Government through a continuous performance management system based on a process of planning, managing and rewarding performance that culminates in an annual performance reviews.

2. Rules and Procedures

2.1 Performance Management Governance and Roles

2.1.1 The Institutional Framework for Performance Management

The following procedures shall apply to the institutional framework for performance management in the civil service:

- (i) The Director-General, heads of departments or sections, the human resources department, performance management committees, individual staff member and Puntland Civil Service Commission shall oversee the performance management process; and
- (ii) The key documents for the process shall include job descriptions, planning reports relevant to staff and MDA performance, review and appraisal reports, and reporting forms and templates.

2.2 The Role of the Director-General

The role of the Director-General of MDAs in the performance management process is as follows:

- (i) Ensures that the MDA has an Annual Plan to guide them in the formulation of their own annual or strategic plans;
- (ii) Identifies key result areas (objectives) in line with national development plan or any prevailing strategic plan and ensure prioritization for good service delivery;
- (iii) Ensures that each department or section has correct key performance indicators drawn from their own annual plans;
- (iv) Appoints performance management committees of which he/she becomes the chairperson, the HR department serves as the secretariat;

- (v) Ensures the implementation of the performance management system in the MDA; and
- (vi) Ensures that appeal cases are handled properly and where necessary are referred to the appropriate grievance management bodies.

2.3 The Role of Heads of Department/Section

The role of Heads of Departments and Sections in the performance management process is as follows:

- (i) Responsible for the achievement of objectives of the section or unit under their supervision;
- (ii) Ensures that all members of staff have valid and up-to-date job descriptions; and
- (iii) Ensures that all appraisers are trained to handle performance management issues and can discuss with all appraisees under their supervision.

2.4 The Role of the Appraiser

The role of the Appraiser in the performance management process is as follows:

- (i) Explains properly the development and planning parts of the appraisal form, to all appraisees under their supervision;
- (ii) Works with appraisees together on the form at all stages that involve them;
- (iii) Clarifies to all appraisees, the objectives of the sections or units they are in, their customers, their job descriptions, key result areas, competencies, performance standards, actual rating and timeframes;
- (iv) Assists appraisees to identify and incorporate development and other training needs; and
- (v) Ensures that all parts of the appraisal form are completed properly and within stipulated time frame.

2.5 The Role of the Appraisee

The role of the Appraisee in the performance management process is as follows:

- (i) clarifies with immediate supervisors the dates for initiating the process;
- (ii) Takes responsibility for key result areas including self-development and other aspects of their assignments, into the performance work-plans in consultation with appraisers after which, both will sign off;

- (iii) Participates in performance planning sessions as an individual or team member;
- (iv) Enters into performance agreement with appraiser;
- (v) Executes tasks listed against each of the key result areas and relevant competencies;
- (vi) Keeps personal records of achievements of outputs or shortfalls, to facilitate meaningful communication and feedback as required for progress reporting;
- (vii) Seeks support and guidance through coaching and mentorship as necessary;
- (viii) Participates in performance feedback and appraisal interviews and discussions;
- (ix) Communicates career growth and other self-development aspirations with supervisor or team leader;
- (x) Identifies customers and fellow appraisees within and outside the department to establish service requirements and obtain necessary feedback for performance improvement; and
- (xi) Takes responsibility for own work plan and ensure steady performance.

2.6 The Role of Human Resources Management Section

The role of the HRM Section in the performance management process is as follows:

- (i) distributes the necessary instructions on all performance management system to all employees;
- (ii) Ensures that all new employees are inducted and given orientation to understand the importance of performance management in the organization;
- (iii) Ensures that all phases of performance management system are adhered to;
- (iv) Provides ongoing technical support to all units of the MDA; and
- (v) Maintains records of all staff to safeguard performance information.

2.7 The Role of the Performance Management Committee

The role of the Performance Management Committee in the performance management process is as follows:

- (i) Obtains feedback of performance management system to detect problems therein and work on the improvement in the system and its procedures;
- (ii) Periodically measures and evaluates performance of the organization through identified performance indicators and reviews strategic priorities and annual work plans;
- (iii) Monitors and ensures established performance standards are correctly, realistically and consistently applied among employees at same level and ensures identified deviations are corrected;
- (iv) Reviews all assessments and ratings by heads of departments, sections and units; and
- (v) Investigates cases referred to it by employees and submit findings within 30 days.

2.8 MDA Strategic Orientation

MDAs in developing performance systems shall ensure the following:

- (i) The Performance Appraisal System (PAS) shall be realigned to Puntland Development Plan goals and objectives;
- (ii) The MDA strategic plan shall be developed and cascaded down through departmental, sectional plans and unit plans to performance agreements at individual level; and
- (iii) The strategic plans shall inform staff work plans and performance improvement plans.

2.9 Performance Management Process

Performance management in the civil service shall have a two-stage approach, the bottom-up approach which shall be managed by the PCSC and the top-bottom approach which shall be handled by designated offices.

2.10 Performance Agreements (PAs)

The following procedures shall apply in the formulation of performance agreements in the civil service:

- (i) A staff member together with his/her supervisor/manager shall meet at the beginning of the year to discuss and agree on the results and performance criteria for the ensuing year;
- (ii) After the discussion, both parties shall sign the performance agreement, which shall form the basis for the appraisal of the staff member's performance for that performance cycle; and
- (iii) The performance agreement shall be valid for a performance cycle of 12 months, starting 1st January of a year and ending on 31st December of the following year to coincide with the fiscal year.

2.11 Personal Development Plans (PDPs)

The following procedures shall apply in the development of personal development plans in the civil service:

- (i) Individual employees shall only be expected to meet a performance agreement when they have the required competencies to perform accordingly;
- (ii) Each staff member shall accordingly have a Personal Development Plan (PDP), which will describe his/her development needs and goals for the performance cycle; and
- (iii) The PDP shall be drawn up in consultation between the supervisor/manager and staff member and will support the accomplishment of the performance agreement.

2.12 Work Planning and Setting of Performance Targets

The following procedures shall apply in the development of work plans and setting of performance targets in the civil service:

- (i) MDAs shall be required to prepare a Strategic Plan, which shall be cascaded to all departments/ sections and units;
- (ii) Work Plans shall include the Departmental priority objectives from which individual performance targets will be derived as per the prescribed format (Annexure 1: Form 7.1);

- (iii) Departmental/ section Heads shall meet with staff under their direct supervision to discuss and ensure that the objectives and performance targets of the department/ section are understood;
- (iv) The preparation of the Individual Work Plans shall be undertaken and concluded from 1st – 30th November of each year;
- (v) Individual Work Plans shall be derived from the Departmental/ section Work Plans and the officer's job description;
- (vi) The work plan shall briefly describe the performance targets or expected results on specific assignments and activities for which the staff member is responsible during the performance year;
- (vii) The appraisee shall hold discussions with the immediate Supervisor to agree on the work plan;
- (viii) The performance targets shall be set as agreed in the discussions by latest 30th November of each year. The expected results may include completion of projects/assignments during the period of assessment. For each assignment, there shall be an indication of how success shall be determined; and
- (ix) As part of the Staff Training and Development Plan, every staff member shall indicate at least one professional development goal to be achieved in the reporting period as agreed with the supervisor. This may include special assignment, continuing education, on the job training, seminars, conferences and study tours.

2.13 Process Coordination

To ensure sustainability of performance management in the civil service the following coordination mechanisms shall be adopted:

- (i) At organizational level, strategic priorities, key result areas and key performance indicators for each activity shall be determined.;
- (ii) Each section or unit shall strive to achieve own plans by ensuring that each member of staff understands his or her role in the performance of the section or unit; and
- (iii) Everyone shall work with his or her supervisor to prepare SMART work plans which include self-development aspirations.

2.14 Performance Planning Procedures

The following procedures shall apply in the performance planning process in the civil service:

- (i) Each employee shall have an individual performance plan based on assigned responsibilities from the employee's job description;
- (ii) Performance plans shall be updated continuously, throughout the performance period, and shall be the basis for the annual performance appraisal;
- (iii) Each department or section in the MDA shall develop their own annual operational plan with clear performance management strategy;
- (iv) Each department or section in the MDA must group the goals in the annual operational plan into three key result areas: strategic, operational and administrative, each supported with various key tasks and key performance indicators;
- (v) Each departmental operational plan shall be completed sixty (60) days at the start of each fiscal year;
- (vi) Performance planning session shall be a two-way process between the supervisor and the employee and each employee shall discuss their individual performance plans with their supervisors;
- (vii) The supervisor shall review the employee's job description to tally with current work or update if new responsibilities have been added, reviewing and identifying linkage between job description, individual work plan, and the MDA's strategic plan;
- (viii) Each employee shall develop an individual performance plan based on these discussions with specific, measurable, achievable, and time based (SMART) goals that shall be used to evaluate performance;
- (ix) The individual's career plan and the departmental operational plan and strategy shall be guided by the strategic plan. The employee shall identify three to five areas that shall be key performance objectives for the year;
- (x) Supervisors shall ensure that the objectives are a good representation of the full range of duties carried out by the employee, especially those everyday tasks that can take time but are often overlooked as significant accomplishments;
- (xi) If the employee does not meet his/her critical objectives, then overall performance shall be evaluated as unsatisfactory;

- (xii) The supervisor shall guide in identifying training objectives that shall help the employee grow his or her skills, knowledge, and competencies related to their work and identifying career development objectives that can be part of longer-term career planning;
- (xiii) The individual performance plans shall form the basis for the performance appraisal evaluation;
- (xiv) Individual performance plans shall be developed and implemented within thirty (30) calendar days of an employee's recruitment or an employee's updated job description;
- (xv) All completed performance plans shall be dated and signed off by the employee and the supervisor; and
- (xvi) A copy of the plan shall be given to the employee and the original kept in his confidential personnel file.

2.15 Performance Review

The following procedures shall apply in reviewing performance in the civil service:

- (i) The appraisal period shall cover one year from 1st January to 31st December of the following year; and
- (ii) The annual performance appraisal report shall be a summation of the year's performance.

2.16 Performance Appraisal Procedure

The following procedures shall apply appraising performance in the civil service:

- (i) The supervisor/manager shall be responsible for arranging a meeting with the staff member to discuss the performance appraisal report;
- (ii) The meeting shall be confirmed (in writing) with the staff member at least three (3) working days in advance of the scheduled time to allow for preparation;
- (iii) The supervisor/manager and staff member shall mutually determine the formality and period of notification;
- (iv) Copies of any information which shall or may be used in the performance appraisal shall be provided to both parties together with or on the date of the (written) confirmation of the meeting;

- (v) Both the supervisor/manager and staff member shall individually complete a performance appraisal summary prior to the agreed date of the meeting in the prescribed form (Annexure 2: Form 7.2);
- (vi) Both parties must substantiate their views/ appraisal through sources of evidence which must present a complete picture of the performance for the appraisal period;
- (vii) The meeting shall be in form of discussions and shall be centered on what has been achieved;
- (viii) Any changes, additions or removal of performance targets shall only be made if there have been significant changes in functions carried out by the Appraisee, and which may necessitate revision of performance targets;
- (ix) The supervisor/ manager shall complete the performance appraisal summary form for the appraisal period based on and as agreed during the performance appraisal summary after the meeting;
- (x) This shall be done during or as soon as possible after, but not exceeding three (3) workdays following the meeting;
- (xi) The fully completed original form shall be handed over to the staff member within this three (3) working days' time frame; and
- (xii) The staff member shall return the form, fully completed, to the supervisor/manager within three (3) working days of receiving it.

2.17 Performance Appraisal Review

The following rules shall govern the performance appraisal review process in the civil service:

- (i) Performance reviews shall be mandatory each year and new goals and objectives shall be set during each performance review session;
- (ii) Performance review sessions shall be both formally and informally undertaken.
- (iii) Self-assessments shall form the basis of the review;
- (iv) Continuous performance meetings that have been undertaken throughout the year shall be the basis for the supervisor's review of the employee and shall be recorded in the prescribed form (Annexure3: Form 7.3);

- (v) Supervisors shall be required to discuss performance problems as they arise, performance reviews shall only be based on performance issues that have been discussed in the assessment year;
- (vi) Adequate notice shall be given to each employee prior to the review session and the HR department must orientate staff on the performance appraisal review form;
- (vii) Clear communication shall be relayed to staff on the implications of their performance review rating;
- (viii) The supervisor and the employee shall relate the goals set at the beginning of the year to the tasks accomplished at the end of the year. This includes the key individual objectives;
- (ix) Any challenges faced in achieving the objectives shall be documented during the meeting and corrective measures that could be achieved through coaching, training and development must be identified;
- (x) The supervisor and the employee shall go through the performance review form and discuss the rating and reasons for the ratings allocated;
- (xi) Supervisors shall avoid evaluation rating biases;
- (xii) The performance rating shall be ranked as: outstanding, exceeds expectation, meets expectation, below expectation/unacceptable;
- (xiii) Supervisors shall identify the training and development needs to be undertaken;
- (xiv) The supervisor shall openly discuss with the employee on the appeals procedure against a review;
- (xv) The supervisor and the employee shall date and sign off the review form;
- (xvi) When an employee refuses to sign, the supervisor shall write “declined to sign” and enter the date that the performance review session was undertaken;
- (xvii) A copy of the performance review form shall be given to the employee and the original form kept in the employee’s confidential personnel file;
- (xviii) After the review session, the supervisor shall continue giving the employee periodic and frequent feedback and ensure effective feedback immediately follows key incidents of performance;
- (xix) The supervisor shall provide continuous support to the employee to help him or her achieve the goals;
- (xx) All appraisals and observations shall be kept confidential;and

- (xxi) The supervisor shall submit a summary of the employees' ratings in the prescribed form (Annexure4: Form 7.4) to the PMC.

2.18 Providing Feedback

Provision of feedback on performance by the Supervisor shall be guided as follows:

- (i) Build feedback into the job;
- (ii) Provide feedback on actual events backed by evidence;
- (iii) Describe, don't judge;
- (iv) Refer to and define specific behaviours;
- (v) Emphasize the task which was given and not the results;
- (vi) Ask questions;
- (vii) Select key issues only;
- (viii) Focus on aspects of performance the individual can improve;
- (ix) Provide positive and constructive feedback covering the things that the individual did well in addition to areas for improvement; and
- (x) Ensure feedback leads to develop skills for performance.

2.19 Rewards and Sanctions

The process for applying rewards and sanctions in the civil service shall be guided as follows:

- (i) Performance appraisals shall be tied to the performance review ratings and shall result in rewards or sanctions of employees as recommended the MDAs through the prescribed form (Annexure5: Form 7.5);
- (ii) Performance appraisals shall be formal sessions undertaken to coincide with each fiscal year;
- (iii) The PCSC shall coordinate the design and implementation of the performance appraisal programs and the HR Departments in each MDA shall manage the implementation;
- (iv) Performance appraisal period shall embrace effective and timely feedback;
- (v) Every MDA shall have a Reward and Sanctions Committee appointed by the Director General;
- (vi) The performance appraisal review form shall form the basis for the reward or sanction of the employee;

- (vii) Rewards and sanctions shall be based on the overall assessment scored by the staff member; and
- (viii) Rewards shall be in the form of financial and non-financial rewards as prescribed in Chapter 14 of this Policies, Rules and Procedures document.

2.20 Dealing with Poor Performance

2.20.1 Informal Approach of Dealing with Poor Performance

The following procedures shall apply in dealing informally with poor performance:

- (i) The supervisor shall ensure that employee's identified training needs are met as quickly as possible and that the action plan is reviewed and monitored within an agreed timescale in consultation with the HR Team; and
- (ii) The supervisor shall keep a note of the meeting and if agreed an action plan with the supervisor containing appropriate training and support, shall be documented by the supervisor and a copy kept for future reference without keeping record or details of the meeting in employee's personnel file.

2.20.2 Formal Approach of Dealing with Poor Performance

The following procedures shall apply in dealing formally with poor performance:

- (i) When an employee's performance has not improved a formal meeting shall be arranged to discuss the employee's performance and he/she shall be notified, in writing, of the date and time at least five days before hand;
- (ii) The letter shall contain any supporting information relating to the issue of the performance, such as: employee's skills/knowledge shortfalls and the standards expected; specific evidence of employee inability to deal with reasonable workloads or distinguish appropriate work priorities; and
- (iii) The employee shall be informed in the letter who shall be hearing the case and which (if any) witnesses shall be giving evidence at the meeting.

2.21 Deciding on the Formal Action to be taken

The following procedures shall apply in determining formal action relating to poor performance:

- (i) The Chair who has listened to the information presented during the formal meeting shall make decisions as to if formal action needs to be taken or not. The decision must consider the following:
 - (a) the nature of performance problems;
 - (b) employee's employment record;
 - (c) the fairness, consistency and merits of the information presented;
 - (d) the efforts employee has made to improve his/her performance, either during the informal stage or since the previous warning was issued;
 - (e) the extent to which the employee may have contributed to the situation;
 - (f) the requirements of employment legislation that "we act reasonably, and treat each case fairly and on its own merits"; and
 - (g) the existence of a current warning. Any warnings issued under the disciplinary procedure are not relevant to this procedure.
- (ii) Where the informal process has failed to bring about an improvement in performance, the employee shall be given a first written warning which shall be valid for 12 months;
- (iii) The supervisor shall, at any point, refer the matter to a further formal performance meeting if they feel that the employee is not making sufficient progress until appropriate performance standard is reached;
- (iv) Where a first written warning is in force and employee's performance has failed to improve, he/she shall be given a final written warning;
- (v) Where a final written warning is in force and employee's performance has failed to improve, despite encouragement and assistance, a further formal meeting shall be arranged; and
- (vi) The decision taken at this meeting shall be to terminate the contract of employment on the grounds of lack of capability.

2.22 Performance Improvement Procedures

The following procedures shall guide the performance improvement process in the civil service:

- (i) All performance improvement processes shall be guided by performance improvement plans which shall be developed by the supervisor in conjunction with the staff;
- (ii) Performance improvement plans shall be introduced to all employees whose rating is below expectation;
- (iii) The supervisor, using the prescribed format (Annexure6: Form 7.6), shall document the employee's main performance issues drawing on the job description and the HR policies
- (iv) The supervisor shall establish an action plan for discussion with the employee and document it in the prescribed form (Annexure7: Form 7.7);
- (v) The supervisor shall then seek third party intervention to review the plan – e.g. HR professionals;
- (vi) The supervisor shall then meet the employee and clearly lay out the areas for improvement and plan of action;
- (vii) Regular follow ups shall be established as outlined in the plan and successful progress recognized;
- (viii) When an employee is deemed unable to improve, the performance improvement plan shall be closed and the supervisor shall consider reassignment, transfer, demotion or termination of employment; and
- (ix) When an employee disagrees with the decision, the employee may appeal using the grievance and appeal procedure.

2.23 Performance Monitoring, Coaching and Feedback

The following procedures shall guide the performance monitoring, coaching and feedback process in the civil service:

- (i) First-time minor or marginal performance rating shall be assisted through coaching and counselling;
- (ii) Supervisor and employee shall assess progress in meeting the set key performance objectives, identifying any challenges and measures to undertake to overcome the challenges;

- (iii) Supervisor shall review the MDAs strategic plan viz-a-viz the plan and identifying any changes that would entail a change in employee's responsibilities;
- (iv) Supervisor shall recognize the strengths and weaknesses of the employee and work with him/her in identifying opportunities and methods to maximize strengths and improve weak areas;
- (v) Supervisors shall provide constructive and honest feedback with constant focus on the employee's performance and not individual circumstances;
- (vi) Performance problems shall be reviewed as soon as each case arises;
- (vii) Agreements shall be based on a corrective action plan to counter non-performance and tailor a performance improvement plan specifying the consequences if the performance issue is not resolved;
- (viii) The supervisor shall monitor results, periodically meet the employee to discuss progress, and avail positive reinforcement for improvement;
- (ix) In cases where performance has not improved or been resolved over the specified period, corrective action processes shall be enacted as highlighted in the performance improvement plan; and
- (x) Confidentiality shall be maintained for all corrective action processes.

2.24 Grievance, Appeals and Dispute Resolution

The following rules shall guide the grievance, appeals and dispute resolution process in the civil service:

- (i) Each MDA shall adopt the Employee Grievance/Appeals Policy as approved by the Government;
- (ii) A grievance or complaint shall be filed within 15 calendar days of the alleged event or action that is the basis of the grievance; and
- (iii) The PCSC shall review all cases of alleged unfair practices in performance ratings and/or performance evaluation decisions and shall together with MOLYS be the final arbitrator in any dispute.

2.24.1 Grievance procedure

The following procedures shall be adopted when dealing with poor performance grievances in the civil service:

- (i) The employee shall informally discuss the grievance with his immediate supervisor within three (3) days of the alleged incident;
- (ii) If an agreement cannot be reached at this informal stage, then the Employee shall begin the formal Appeals Process;
- (iii) The Employee shall appeal in writing to the HR Department of the MDA;
- (iv) A request for appeal must be received within fifteen (15) working days of the date of the Employee's signature on the Performance Evaluation Form;
- (v) The deadline for all written appeals shall be set by the MDA's HR Department. Late applications shall under no circumstances be subject to appeal;
- (vi) All appeals shall be submitted using the Performance Evaluation Appeal Form approved by the PCSC;
- (vii) At the first level of the Appeals Process, the HR Department shall conduct a confidential investigation, gathering information in discussion with the Employee, the Supervisor, and where necessary other informed parties;
- (viii) A recommendation for resolution shall be put forward by HR to the Supervisor and Employee;
- (ix) If an agreement cannot be reached at this level, then the appeal shall move to the second level of the Appeals Process;
- (x) At the second level of the Appeals Process, the appeal shall be brought before a Performance Evaluation Committee whose membership shall include representatives from PCSC and MOLYS and the composition of the Committee shall remain consistent for all appeals relating to the evaluation period except in circumstances where members with a substantial personal or professional relationship with the employee under appeal shall not participate in the review (conflict of interest);
- (xi) The Committee shall consider the information collected by Human Resource Department at the first level, as well as any relevant evidence that may be deemed relevant to the appeal;
- (xii) The Committee shall have five (5) working days to review the evidence and then formally issue a ruling;

- (xiii) If an agreement is not reached at this level, then the matter shall be escalated to the third and final level of the Appeals Process;
- (xiv) At the third level of the Appeals Process, the appeal shall be brought before a Panel consisting of HR Directors whose composition shall be agreed upon by the Chairman PCSC and the Director General of MoLYS;
- (xv) The composition of these Directors shall not be changed during the evaluation year and members shall only be subject to holding that office for a maximum of two years;
- (xvi) If an agreement is not reached at the third level of the Appeals Process, the Chairman of the PCSC shall have the right to submit the grievance to arbitration;
- (xvii) The PCSC shall review all cases of alleged unfair practices in performance ratings and/or performance evaluation decisions and shall be the final arbitrator in any dispute.
- (xviii) The arbitrators ruling shall be final and binding upon the parties;
- (xix) All these levels of Appeals Processes may be waived by all parties at any time once a consensus has been reached and the agreement form signed;
- (xx) The revised Performance Evaluation Form shall be deemed as final and forwarded to the MDA's HR Department; and
- (xxi) All resolution shall remain confidential.

ANNEXURE 1: Form 7.1 - Annual Work Plan for Departments/Sections

Ministry/ Agency.....

Dept. / Section.....

Period: From.....To.....Year.....

[Prepared by Head of Department/Section for Director General to approve]

Note: Maximum KRAs are five and each to have KT of up to five in number

Key Result Area (KRA)	Key Task [KT]	Key Performance Indicator [KPI] for each KT	Time Frame
1			
2			
3			
4			

5			

Signed by Director/ General/ Head of Agency.....Date.....

ANNEXURE 2: Form 7.2 - Staff Performance Planning, Review and Appraisal Template

SECTION 1 – A: Appraisee Personal Information		
PERIOD OF REPORT	From (dd/mm/yyyy):	To: (dd/mm/yyyy)
Title: <input type="checkbox"/> DR. <input type="checkbox"/> MR. <input type="checkbox"/> MRS <input type="checkbox"/> Ms <input type="checkbox"/> OTHER (Please specify).....		
Surname _____		First Name: _____
Other Name(s) _____		
Gender: <input type="checkbox"/> Male: <input type="checkbox"/> Female		Grade _____
Present Job Title/Position: _____		
Ministry/Department/Position: _____		
Date of Appointment to Present Grade (dd/mm/yyyy): _____		
<u>TRAINING RECEIVED DURING THE PREVIOUS YEAR</u>		
Institution	Date (dd-mm-yyyy)	Programme
.....
.....
.....
.....
SECTION 1 – B: Appraiser Information		
Title: <input type="checkbox"/> MR. <input type="checkbox"/> MRS <input type="checkbox"/> Ms <input type="checkbox"/> OTHER (Please specify).....		

Surname _____ First Name: _____

Other Name(s) _____

Gender Male ☐ Female ☐

Position of Appraiser _____

SECTION 2 : Performance Planning Form

To be agreed between the appraiser at the start of the annual appraisal cycle or when a new employee is engaged

KEY RESULT AREAS (not more than 5 – to be drawn from the employees job description)	TARGETS (Results to be achieved, should be specific, measurable, realistic and time – framed)	RESOURCES REQUIRED

--	--	--

Key competencies required: (see section 5)

--

APPRAISEE'S SIGNATURE

--

APPRAISER'S SIGNATURE

SECTION 3 : Mid-Year Review Form

To be agreed between the appraiser at the start of the annual appraisal cycle or when a new employee is engaged

NO.	TARGET	PROGRESS REVIEW	REMARKS

NO.	COMPETENCY	PROGRESS REVIEW	REMARKS

APPRAISEE'S SIGNATURE

DATE (dd/mm/yyyy)

DATE (dd/mm/yyyy)

DATE (dd/mm/yyyy)

SECTION 4 : End-Year Review Form

This is to be completed in December by the Appraiser and Appraisee

- Please refer guidance section for to the scoring

END-YEAR REVIEW FORM

NO.	TARGET	PROGRESS ASSESSMENT	WEIGHT OF TARGET	OF SCORE	COMMENTS

			TOTAL (Q)	=	
			(A) AVERAGE (Q/n)	=	
			(M) = (A) X 0.6	=	

APPRAISEE'S SIGNATURE
DATE (dd/mm/yyyy)

APPRAISER'S SIGNATURE
DATE (dd/mm/yyyy)

SECTION 5 : Annual Appraisal

Assessing of Core Competencies

Rate Explanation

4. Outstanding exceeds expectations: Has consistently demonstrated this behavior competency and always encourage others to do same. Four (4) or more examples can be evidenced to

support this rating. Exceptionally, exceeded expectations on this behavioural competency equipment's.

3. Exceeds Expectations: Has frequently demonstrated this behavior competency and sometimes encouraged others to do same. Three (3) or more examples can be evidenced to support this rating. Exceeded expectations on this behavioural competency requirement.
2. Meets expectations: Has demonstrated this behavior competency and at least two (2) examples can be evidenced to support this rating. Meets expectations on this behavioural competency requirement.
1. Below expectations: Has rarely demonstrated this behavior competency and two (2) or more examples can be evidenced to support this rating. Demonstration of requirements of this behavioural competency was below expectation.

A/ CORE COMPETENCIES	(W) Weight	(S) Score on Scale	W X S	COMMENTS
(i) Organization and Management:				
▪ Ability to plan, organize and manage work load	0.3	-1- -2- -3- 4- -5-		Total..... Average.....
▪ Ability to plan, organize and manage work load	0.3	-1- -2- -3- 4- -5-		
▪ Ability to manage others to achieve shared goals	0.3	-1- -2- -3- 4- -5-		
(ii) Innovation and Strategic Thinking				
▪ Support for organizational change	0.3	-1- -2- -3- 4- -5-		Total..... Average.....

▪ Ability to work broadly and demonstrate creativity	0.3	-1- -2- -3- 4- -5-		
▪ Originality in thinking	0.3	-1- -2- -3- 4- -5-		
(iii) Leadership and decision Making				
▪ Ability to initiate action and provide direction to others	0.3	-1- -2- -3- 4- -5-		Total..... Average.....
▪ Accept responsibility and decision making	0.3	-1- -2- -3- 4- -5-		
▪ Ability to exercise good judgment	0.3	-1- -2- -3- 4- -5-		
(iv)Developing and Improving				
▪ Commitment to organization development	0.3	-1- -2- -3- 4- -5-		Total..... Average.....
▪ Commitment to customer satisfaction	0.3	-1- -2- -3- 4- -5-		
▪ Commitment to customer satisfaction	0.3	-1- -2- -3- 4- -5-		
(v) Communication (oral, written & electronic)	0.3	-1- -2- -3- 4- -5-		Total..... Average.....
▪ Ability to communicate decisions clearly and fluently	0.3	-1- -2- -3- 4- -5-		
▪ Ability to negotiate and management conflict effectively	0.3	-1- -2- -3- 4- -5-		
▪ Ability to relate and network across different levels and departments	0.3	-1- -2- -3- 4- -5-		

SECTION 5 : Annual Appraisal (Continuation)				
(vi) Job Knowledge and Technical Skills				
<ul style="list-style-type: none"> Demonstration of correct mental, physical and manual skills 	0.3	-1- -2- -3- 4- -5-		Total..... Average.....
<ul style="list-style-type: none"> Demonstration of cross – functional awareness 	0.3	-1- -2- -3- 4- -5-		
<ul style="list-style-type: none"> Building, applying and sharing of necessary expertise and technology. 	0.3	-1- -2- -3- 4- -5-		
(vii) Supporting and cooperating				
<ul style="list-style-type: none"> Ability to work effectively with teams, clients and staff 	0.3	-1- -2- -3- 4- -5-		Total..... Average.....
<ul style="list-style-type: none"> Ability to show support to others 	0.3	-1- -2- -3- 4- -5-		
<ul style="list-style-type: none"> Ability to adhere to organization's principles, ethics and values. 	0.3	-1- -2- -3- 4- -5-		
(viii) Maximizing and maintaining Productivity				

<ul style="list-style-type: none"> Ability to motivate and inspire others 	0.3	-1- -2- -3- 4- -5-		Total..... Average.....
<ul style="list-style-type: none"> Ability to show support to others 	0.3	-1- -2- -3- 4- -5-		
<ul style="list-style-type: none"> Ability to adhere to organization's principles, ethics and values. 	0.3	-1- -2- -3- 4- -5-		
(ix) Developing/Managing budgets and saving cost:	0.3	-1- -2- -3- 4- -5-		Total..... Average.....
<ul style="list-style-type: none"> Firm awareness of financial issues and accountabilities 				
<ul style="list-style-type: none"> Understanding of business processes and customer priorities 	0.3	-1- -2- -3- 4- -5-		
<ul style="list-style-type: none"> Executing result based actions 	0.3	-1- -2- -3- 4- -5-		
B. NONE – CORE COMPETENCIES				
(xi) Ability to Develop Staff				
<ul style="list-style-type: none"> Able to develop others (subordinates) 	0.1	-1- -2- -3- 4- -5-		Total..... Average.....
<ul style="list-style-type: none"> Able to provide guidance and support to staff for their development 	0.1	-1- -2- -3- 4- -5-		
(xii) Commitment to Own Personal Development and training:	0.1	-1- -2- -3- 4- -5-		Total.....
<ul style="list-style-type: none"> Eagerness for self-development 				

				Average.....
▪ Inner drive to supplement training from organization	0.1	-1- -2- -3- 4- -5-		
(xiii) Delivering Results and Ensuring Customer Satisfaction	0.1	-1- -2- -3- 4- -5-		Total..... Average.....
▪ Ensuring customer satisfaction				
▪ Ensuring the delivery of quality service and products	0.1	-1- -2- -3- 4- -5-		
(xiv) Following Instructions and Working Towards Organizational Goals	0.1	-1- -2- -3- 4- -5-		Total..... Average.....
▪ Keeping to laid-down regulations and procedures				
▪ Willingness to act on 'customer feedback' for customer satisfaction	0.1	-1- -2- -3- 4- -5-		
(xv) Respect and Commitment				
▪ Respect for superiors, Colleagues and Customers	0.1	-1- -2- -3- 4- -5-		Total..... Average.....
▪ Commitment to work and organizational Development	0.1	-1- -2- -3- 4- -5-		
SECTION 5 : Annual Appraisal (Continuation)				
(xi) Ability to work effectively in a Team				
▪ Ability to function in a team				

		0.1	-1- -2- -3- 4- -5-		Total.....
					Average.....
	▪ Ability to work in a team	0.1	-1- -2- -3- 4- -5-		
Average	to	ALL	averages	for	NONE
				CORE	COMPETENCES
					(O)
					=

SECTION 5 : Annual Appraisal (Continuation)

OVERALL ASSESSMENT = _____

PERFORMANCE ASSESSMENT (M) = _____

CORE COMPETENCIES ASSESSMENT (N) = _____

NON-CORE COMPETENCIES ASSESSMENT (O) = _____

OVERALL TOTAL = _____

OVERALL ASSESSMENT/SCORE (Z) = T/5 X 100 = _____

SECTION 6 : Annual Appraisal (Continuation)

Appraiser's Comments on Performance Plan Achievements

APPRAISER'S SIGNATURES

APPRAISEE'S SIGNATURES

SECTION 7 : Annual Appraisal (Continuation)

SECTION 8 : ASSESSMENT DECISION

Assess the Appraisee's potential to perform the duties of the next grade, taking account of the assessment of performance in Section 5 above).

- ☐ Outstanding – should be promoted as soon as possible (promotion out-of-turn, study visits, commendations, salary increments and etc.)
- ☐ Suitable for promotion (encourage through mentoring, coaching, training and etc.)
- ☐ Likely to be ready for promotion in 2 to 3 years (encourage through mentoring, coaching, training and etc.)
- ☐ Not ready for promotion for at least 3 years (forfeit yearly increment, reassignment and etc)
- ☐ Unlikely to be promoted further: (apply sanctions: demotion, dismissal, removal and etc).

SECTION 9 : APPRAISEE'S COMMENTS

APPRAISER'S SIGNATURES

APPRAISEE'S SIGNATURES

CHAPTER EIGHT: COACHING AND MENTORING

1. Policy Statement

The Government of Puntland shall pursue coaching and mentoring policies intended to encourage and develop civil servants to unlock their potential to maximise their performance. The Government further intends to adopt coaching and mentoring as effective methods to assist civil servants to develop skills and knowledge and transfer learning to the work place in the civil service.

2. Rules and Procedures

2.1 Coaching

The following procedures shall apply in the coaching process of a civil servant:

- (i) The employee shall be expected to have faced a challenge in their work-related role and is interested in developing at a professional and/or personal level;
- (ii) The employee shall have discussion with the Director of a department, usually via their immediate supervisor, and decides whether coaching is an appropriate form of development for him/her;
- (iii) The prospective coachee shall submit a request for coaching;
- (iv) The coachee shall be matched with a coach;
- (v) Selection of a coach shall be based on the coach's experience and potential for objectivity;
- (vi) The coachee shall choose from available coaches only and confirm which coach they will approach;
- (vii) The coachee shall initiate contact with their first-choice coach to set up the introductory conversation and decide whether or not to continue;
- (viii) The coachee and coach shall agree on the coaching agreement covering: goals and expectations, method, timing, duration and frequency of coaching sessions, ground rules e.g. confidentiality, feedback to Director of a department and ending agreement (either party having the freedom to terminate the arrangement and inform each other), and commitment to appointments;
- (ix) Coach shall record information of the coaching conversation with a coachee in Annexure 1: Form 8: Template A.

- (x) Coaching activity shall take place, and the coach shall provide a summary of information at the end of every coaching session using Annexure 1: Form 8: Template B;
- (xi) An evaluation of the coaching sessions (in relation to achievement of coaching goals, the coaching service, and as part of the individual's personal development plan) shall be completed by the coachee and the Director of a departments; and
- (xii) The evaluations shall be shared with the individual coach and may be used to inform their supervision.

2.2 Mentoring

The following procedures shall apply in mentoring a civil servant:

- (i) The Mentoring Program Coordinator shall begin the match selection process by reviewing the application, interview notes, and interest survey information of both the mentee and mentor to determine match suitability between a mentor and mentee;
- (ii) Once a potential match is identified, and prior to contacting any of the prospective participants, the Program Coordinator shall review the files of the potential mentor and mentee to ensure all screening procedures have been completed and both have met all the eligibility criteria;
- (iii) The Program Coordinator shall first contact the prospective mentor and without using last names, describe and provide information about the mentee to determine if there is interest by the mentor;
- (iv) Given initial interest by the mentor, the Program Coordinator shall provide the mentee with a description and information about the prospective mentor;
- (v) If both the mentor and the staff agree, the coordinator shall contact the mentee and describe the prospective mentor to him/her;
- (vi) Once both parties tentatively agree to the match, a time shall be scheduled for an introductory meeting. The Program Coordinator shall facilitate this introductory meeting of the mentor, and mentee;
- (vii) If anyone is uncertain, the parties shall be given time to consider the match further;
- (viii) If all agree to move forward with the match, match contracts shall be completed and signed by the parties and copies shall be given to the mentor and mentee;

- (ix) The first mentor and mentee match meeting date and time shall be confirmed. Telephone numbers and addresses shall be exchanged at this time and the mentorship shall commence; and
- (x) The Program Coordinator shall monitor the development progress of the mentee and submit progress reports to MoLYS and the PCSC.

Annexure 1: Form 8: Coaching Template

Template A: Coaching Conversation

1. Goals:

What do the coachees want to achieve

- (i) In the session?
- (ii) In their life or work?

2. Reality:

What is their situation now in relation to the life or work goal?

3. Options:

What are the different things they could do to achieve the goal?

4. What will they do?

What actions have they decided to take to work towards their goal?

Template B: Coaching Summary Report

Session #	Date/Time	Content	Note
1			
2			
3			
4			
5			

CHAPTER NINE: RECORDS MANAGEMENT

1. Policy Statement

The Government of Puntland will pursue policies that ensure efficient and systematic management of records that is consistent with legislative, regulatory and ethical requirements, and meets international best practice. Public sector records will be created, maintained and retained to provide information and evidence of government and civil service transactions and activities. The policy will ensure that records management training is mandatory for all civil servants.

2. Rules and Procedures

2.1 Mail Management Services

2.1.1 Receiving Internal Mail

The following procedures shall apply in receiving internal mail:

- (i) The records management officer shall receive the mail from the internal source;
- (ii) The records management officer shall verify the condition of the mail to ascertain if it has been delivered properly and whether it is reflected in the delivery book;
- (iii) The records management officer shall ascertain the mail by checking the address, ascertaining that it has not been tampered with, determines its action and processes it accordingly;
- (iv) If the delivered mail is satisfactory, the records management officer shall sort the mail;
- (v) Mails are sorted based on staff personal, official or registered parcels;
- (vi) If the delivered mail is not satisfactory, the records management officer shall inform the head of records management unit for the appropriate action;
- (vii) The records management officer shall immediately open all official mail using a mail opener;
- (viii) The records management officer shall verify that the items delivered are in acceptable condition and the delivery documentation (delivery notes) is accurate;
- (ix) The Assets Officer shall verify that the items delivered are in acceptable condition and the delivery documentation (delivery notes) is accurate;
- (x) If the delivery documentation is satisfactory, the records management officer shall confirm the delivery by stamping the delivery notes;

- (xi) If the delivery documentation is not satisfactory, the records management officer shall advise the addressee and the sender;
- (xii) The records management officer shall sort the mail according to the departments/sections;
- (xiii) The records management officer shall register the mail in the incoming mail register or a computerized database;
- (xiv) The records management officer shall date stamp all incoming mail at the top of right corner of the mail without interfering with any writings;
- (xv) The records management officer shall ensure that the mail is registered in the inward register to ease providing evidence of receipt and tracing filed mail;
- (xvi) The records management officer shall prepare the mail for circulation and movement with all the necessary information and documents (circulation list);
- (xvii) If the mail is received with valuables such as cheques, bank drafts, money orders, certificates and other valuable documents, it shall be registered and signed in the remittance register;
- (xviii) The records management officer shall file and organize the mail by identifying the appropriate class based on the existing filing classification scheme and assign the appropriate details or information; and
- (xix) The records management officer shall always keep track of the mail and file that leave the records storage area by recording in the outward file movement register and /or the file movement card.

2.1.2 Receiving External Mail

The following procedures shall apply in receiving external mail:

- (i) The records management officer shall receive the mail from the external source;
- (ii) The records management officer shall verify the condition of the mail to ascertain if it has been delivered properly and whether it is reflected in the delivery book;
- (iii) The records management officer shall ascertain the mail by checking if the correspondence is correctly addressed and envelope correctly indicated with the necessary attached documents and enclosed documents;
- (vi) The records management officer shall register the mail in the out-going mail and delivery book;

- (v) The mail for dispatch to the post office must be weighed, priced and franked;
- (vi) Mails are sorted based on staff personal, official or registered parcels; and
- (vii) The records management officer shall then make appropriate arrangements to deliver the mail accompanied with the necessary information and documents for signing and approval.

2.2 Filing and Maintenance of Records Services

The following procedures shall apply in the filing and maintenance of records in the civil service:

- (i) The records management officer shall before the opening of the new file check the classification scheme to ascertain that no similar file exists;
- (ii) After completing the verification process, the records management officer shall consult the head of the management unit to determine the title of the file based on the existing file classification scheme;
- (iii) The records management officer shall authorize the opening of a new file guided by the classification rules and regulations;
- (iv) The records management officer shall determine the right file for the mail and its title and open accordingly;
- (v) The records management officer shall select and assign the right title and subject from the controlled list of terms;
- (vi) The records management officer shall use the right words from the provided vocabularies to avoid misfiling of documents;
- (vii) The records management officer shall file the mail as guided by the rules and regulations;
- (viii) The records management officer shall file and organize the new mail by identifying the appropriate class based on the existing filing classification scheme and assign the appropriate details or information;
- (ix) The records management officer shall assign the file reference number based on the existing filing classification scheme in which all the files have been logically organized and relation to each other; and
- (x) The records management officer shall assign folio number to the correspondence after being filed in order of receipt and when responding to a correspondence for easy identification and cross referencing.

2.3 File Classification and Organization of Records

The following procedures shall apply in the classification of files and organization of records:

- (i) The records management officer shall be conversant with the application and use of the business file classification systems and procedures in the organization;
- (ii) The records management officer shall review background in the organization in order to get a clear understanding of the system;
- (iii) The records management officer shall take inventory and document all existing records and documents;
- (iv) The records management officer shall establish the broad classes, titles and subjects based on functions and operations;
- (v) The records management officer shall place items related by functions and activities to the established classes, sub-classes, series and sub-series;
- (vi) The records management officer shall assign appropriate codes and references number to the mail for cross-reference purposes;
- (vii) The records management officer shall attach searchable terms and labels from the classification scheme. This index file process involves assigning subject terms from the keyword list or controlled vocabulary to avoid indexing the document on the same subject under different terms;
- (viii) The records management officer shall identify the subject of the file and select appropriate terms from the controlled vocabulary;
- (ix) If the appropriate term does not exist, the records management officer shall consult head of the records management unit to create a new term;
- (x) The records management officer shall attach all the necessary documents during file process to provide support in tracking and tracing the mail;
- (xi) The records management officer shall maintain a file movement registers for recording files from and returned to the records management unit;
- (xii) The records management officer shall ensure that all the necessary information and details are entered into the register at all times before a file is released to an action officer;

- (xiii) The records management officer shall document file title, file reference number, date of issue, name and signature), issuing officer, date received back in the records management unit, and receiving officers' name and signature;
- (xiv) The records management officer shall ensure that all action officers use file transit slips and upon receipt update both file movement registers;
- (xv) The records management officer shall regularly conduct file census exercise to take stock of the movement of the file;
- (xvi) The records management officer shall attach on top or inside a file folder to mark a correspondence to action officer detailing the date a file is issued out, folio number, and name and signature of the officer;
- (xvii) The records management officer shall bring up notice to the records management unit when unable to act on a correspondence marked for action; and
- (xviii) If the action officer stays with a file exceeding the permitted period of two (2) days a note from the records management unit should be submitted asking the officer to finalize with the file and release it back to the records management unit;

2.4 Tracking and Tracing Missing Files

The following procedures shall apply in tracking and tracing missing files:

- (i) Establish from the records that the file was last marked to;
- (ii) Conduct a file census in all offices and any other place where the file is likely to be found;
- (iii) Circulate an internal memo to all action officers in the organization requesting them to confirm that the file is not in their possession;
- (iv) When the file cannot be traced, open a temporary file with the same number and title as the original file, but which must have the word temporary;
- (v) When the original file is found, the contents of the temporary file must be transferred to the original file;
- (vi) The folio numbers should be neatly crossed or cancelled to form a running number in the original file;
- (vii) In case there are any entries on the file grid they should also be indicated on the original file grid;

- (viii) If a file is declared lost then an enquiry should be carried out and those responsible put to account; and
- (ix) Should the file be declared lost, then the temporary file should be converted to be the original file.

2.5 Storage of Records

The following procedures shall apply in the storage of records:

2.5.1 Storage of Current Records

- (i) The records management officer shall ensure that all current records are kept in the records management unit;
- (ii) The records management officer shall ensure that the semi-current /semi-active records to be kept temporally in the Record center to facilitate completion of unfinished business; and
- (iii) The records management officer shall ensure that the records are only transferred to the departmental records center after ascertaining that they are not regularly required for the transaction of current business.

2.5.2 Storage of Semi-Current Records

- (i) The records management officer shall ensure that all semi-current /semi-active records are transferred to the departmental records center in order to decongest the records management unit;
- (ii) The records management officer shall ensure that the record center serves as a temporary storage area for records pending disposal and maybe referred to when need arises; and
- (iii) The records management officer shall ensure that records centers are easily accessible and should only be designated for storage of records and not any other items.

2.5.3 Storage of Non-Current Records

- (i) The records management officer shall ensure that all non-current records are appraised to determine the records with archival value, continuing value and valueless records;
- (ii) The records management officer shall ensure that records with archival value are transferred to the archives and documentation management section for storage but can easily be accessed;

- (iii) The records management officer shall ensure that records with continuing value are kept in the institutional records center; and
- (iv) The records management officer shall ensure that valueless records are destroyed in accordance with the laid down regulations after obtaining authority from the respective authorized officers and personnel.

2.6 Records Maintenance

The following procedures shall apply in the maintenance of records:

- (i) The Head of records management unit shall establish for receiving, recording and distributing mails;
- (ii) The records management officer shall ensure the application and use of classification and indexing schemes for proper management of records;
- (iii) The records management officers shall ensure preparation of appropriate records retention and disposition practices;
- (iv) The records management officers shall ensure provision of manual documents and tools for reference purposes;
- (v) The records management officers shall ensure preparation of adequate registries with storage space and facilities to management current, semi-current and archival records;
- (vi) The records management officers shall ensure provision of equipment and accessories for managing, storing and preserving of records;
- (vii) The records management officers shall ensure provision of equipment and accessories for archiving and preservation of valuable records and information; and
- (viii) The records management officers shall ensure preparation of adequate disaster preparedness and recovery programme for business continuity in case of any calamity.

2.7 Records Disposal and Retention

The following procedures shall apply in records disposal and retention:

2.7.1 Conducting Records Survey

- (i) The records management officer shall locate and inspect every physical storage location in all areas (cabinets, shelves, attics, basements, closets, desks and boxes);

- (ii) The records management officer shall ask staff if staff members use disks and other drives to store files, and if they transport files from the office to home or other locations to work on them;
- (iii) The records management officer shall try to establish the relationship between paper and electronic records; and
- (iv) The records management officer shall document all information gathered, using a pre-established checklist if possible to ensure accuracy and consistency in the research.

2.8 Records Appraisal

The following procedures shall apply in the appraisal of records:

- (i) The records management officer shall locate separate records from non-records. When separating records, the officer shall keep track of records series, collect key record information, and weed out obvious duplicates;
- (ii) The records management officer shall locate group similar records together. Records are grouped together in relation to a subject or function, same activity, document a specific kind of transaction, take a physical form or have some other relationship arising out of creation, receipt or use;
- (iii) The records management officer shall locate and create records retention schedules based on the value of the records;
- (iv) The records management officer shall examine the records retention and disposal schedule and where the disposal schedule does not exist, determine the information value of the closed records as outlined in the records management policy manual;
- (v) The records management officer shall collect and keep track of key information while separating records from non-records;
- (vi) The records management officer shall re-house the records using appropriate boxes and folders as necessary; and
- (vii) The records management officer shall compile a detailed inventory of the records to provide information on all records and their previous physical location, quantity, date range, reference activity, required floor or disc space, and supporting equipment and supplies.

2.9 Records Disposal

The following procedures shall apply in the disposal of records:

- (i) The records management officer shall document all information gathered, using a pre-established checklist if possible to ensure accuracy and consistency in the research;
- (ii) The records management officer shall keep a list of all records and documents for reference and accountability purposes; and
- (iii) The records management officer shall ensure that destruction of valueless records shall be done in accordance with the rules and regulations of the civil service.

2.10 Records Retention

The following procedures shall apply in the retention of records:

- (i) The records management officer shall take the inventory documenting all the records;
- (ii) The records management officer shall appraise all the records and documents using the policy guidelines and regulations;
- (iii) The records management officer shall establish the retention periods for the records and documents;
- (iv) The records management officer shall develop the retention schedules and programmes;
- (v) The records management officer shall approve the retention schedules and programmes; and
- (vi) The records management officer shall apply and use the retention schedules and programmes.

2.10.1 Retention Schedule Programme

- (i) The records management officer shall develop retention schedules by establishing a network of key contacts, or records coordinators, within each department or function;
- (ii) The records management officer shall initiate communication on retention scheduling methodology and the importance of retention schedules to the organization;
- (iii) The records management officer shall use appropriate methods and techniques for data collection and information gathering approaches; and
- (iv) The records management officer shall begin to formulate a determination regarding the value of records and documents.

2.11 Records Security

The following procedures shall apply in the protection of records and information:

- (i) The head of records management unit and records management officer shall enforce access rules and regulations to prevent unauthorized access and leakage of classified records and information;
- (ii) The head of records management unit and records management officer shall ensure that access to classified records is protected and restricted to the concerned personnel;
- (iii) The head of records management unit and records management officer shall ensure that confidential, secret or top-secret information is handled with professional ethics and integrity;
- (iv) The head of records management unit and records management officer shall ensure that persons or staff concerned with classification of documents hold professional values;
- (v) The head of records management unit and records management officer shall ensure application and use of appropriate storage equipment and facilities always;
- (vi) The head of records management unit and records management officer shall ensure preparation of adequate disaster preparedness and recovery programme for security and protection of records;
- (vii) The head of records management unit and records management officer shall ensure adequate preservation and conservation methods and technological systems for archiving materials and documents must be put in place; and
- (viii) The head of records management unit and records management officer shall ensure application and use of quality management systems in maintaining and improving the security and use of records.

2.12 Records Access and Use

The following procedures shall apply in the access and use of records:

- (i) The records management officer shall ensure access and use of records and information within the civil service rules and regulations, and procedures of the MDA;
- (ii) The records management officer shall ensure that access and use of records and information is guided with the laid down legislative and regulatory framework of top secret/red, secret/pink, confidential/green and restricted/any other colour;
- (iii) The records management officer shall protect access and use of records and information by using the designated colours and security codes as entailed in the records management policy manual;
- (iv) The records management officer shall provide operational manuals, policy regulatory frameworks, rules and regulations regarding access and controls to manage records; and
- (v) The records management officer shall regularly review records management practices, provide the means of ensuring security and protection of records.

2.13 Electronic Records Management Services

The following procedures shall apply in electronic records management services:

2.13.1 Electronic Records

- (i) The records management officer shall capture adequate and comprehensive metadata for all electronic records to ensure effective description of the resources;
- (ii) The records management officer shall ensure that file naming conventions and policies are applied and used;
- (iii) The records management officer shall ensure that scanning and converting of digital objects is effectively done;
- (iv) The records management officer shall ensure that retention and disposal of electronic records is done using the regulatory framework of records practices;
- (v) The records management officer shall ensure that preservation of electronic records is done using the regulatory framework of records practices; and
- (vi) The records management officer shall ensure that use, management and preservation of electronic mails are done through authorized personnel.

2.13.2 Electronic Mails

- (i) The head of records management unit and records management officer and other officers shall ensure that the use of official email address is applied for business functions and services;
- (ii) The head of records management unit, records management officer and other officers shall inform the staff members that confidentiality of records shall be maintained;
- (iii) Personnel and staff of civil service organizations shall ensure that both incoming and outgoing e-mail records are saved and printed to document transactions and responsibilities;
- (iv) The head of records management unit, records management officer and other officers shall provide clear guidelines to relevant civil servants to determine which e-mail messages are records and need to be retained or preserved;
- (v) The head of records management unit, records management officer and other officers shall ensure that there are clear procedures for planning, controlling, organizing, storing, maintaining, accessing and disposing of email records;
- (vi) The head of records management unit, records management officer and other officers shall inform relevant civil servants of their responsibilities in managing email; and
- (vii) After receiving and sending email messages, relevant staff of the civil service shall print the messages and file them in paper based filing systems, and transfer email message to an electronic classification system or repository for storage.

2.13.3 Magnetic Media

- (i) The records management officer shall wear lint-free gloves, or ensure that hands are clean and dry;
- (ii) The records management officer shall support op-reel tapes by the hub of the tape when handling and during transportation;
- (iii) The records management officer shall ensure maximum care is maintained while using and handling magnetic media;
- (iv) The records management officer shall ensure labeling is done in ink rather than pencil as graphite dust from the pencil can interfere with the reading of the disk or tape;

- (v) The records management officer shall ensure that items removed from protective packaging for use are returned to the containers immediately after use;
- (vi) The records management officer shall ensure that recording surfaces are not touched, folded, bent, or written on;
- (vii) The records management officer shall keep food and drinks away from the equipment and accessories;
- (viii) The records management officer shall store disks and tapes in a vertical position in a storage container;
- (ix) The records management officer shall store disks under normal office conditions, taking care to avoid extreme fluctuations of temperature or humidity; and
- (x) The records management officer shall ensure that the storage environment is climatically controlled and maintained.

2.14 Registry Records Management Services

The following activities shall be performed as registry records management services for incoming and outgoing mail:

2.14.1 Incoming mail

- (i) Receiving;
- (ii) Sorting;
- (iii) Opening of mail and removing contents;
- (iv) Registering of mail;
- (v) Date Stamping;
- (vi) Taking to marking officer for Comments;
- (vii) Indexing; and
- (viii) Filing and marking as per comments to action officer by use of file grid.

2.14.2 Outgoing mail

- (i) Sorting;
- (ii) Registration;
- (iii) Dispatching; and
- (iv) Placing copies of outgoing mail in relevant files.

2.15 Record Centres Management Services

The following activities shall be performed as center management services:

- (i) Cleaning and mending of worn out records;
- (ii) Recording of the cleaned documents and creation of file index;
- (iii) Storage of records in archival cantons; and
- (iv) Arranging the archival cantons in their respective place.

2.16 Archives Management Services

The following activities shall be performed in registry records management services:

- (i) The archivist shall conduct appraisal of archival materials and make the decision as to whether the records should be acquired in the archives section based on their potential value;
- (ii) The archivist shall physically transfer the records and documents together with ownership and responsibility to the archives;
- (iii) The archivist shall ensure that there is orderly arrangement and description of records and documents so as to enhance access and use of the resources;
- (iv) The archivist shall maintain updated records and information on all records and documents preserved and managed in the archives;
- (v) The archivist shall provide intellectual, legal and physical access to enable utilization of the records and documents by the user community; and
- (vi) The archivist shall be involved in outreach and advocacy application programmes and activities to help the public understand and use the archives.

2.17 Disaster Management Programme Services

The following procedures shall apply in disaster management programme services:

- (i) The head of records management unit and records management officer shall ensure that there is an effective and efficiency disaster management programme in place;
- (ii) The authorized officers shall also carry out regular inspections activities to all records storage systems and facilities with a view of ensuring security and protection of the records. To achieve this objective, the head of the management unit shall put in place an effective disaster management programme;
- (iii) The head of records management unit, records management officer and other officers shall put human life first and ensure premises are vacated in the event of a disaster;
- (iv) The head of records management unit, records management officer and other officers shall inform all relevant authorities immediately during a disaster, e.g. fire brigade, police, ambulance and records conservators;
- (v) The head of records management unit, records management officer and other officers shall be alerted on time to prevent deterioration of the records;
- (vi) The head of records management unit and records management officers shall ensure that relevant institutions are called upon to investigate the cause of the disaster;
- (vii) The records management officer shall ensure that office operations are back to normal by treating the damaged records, restoring information on computers, implementing appropriate measures to resume critical functions, and undertake long term restoration after things are back to normal;
- (viii) The records management officer, after a disaster had taken place, shall establish priorities and procedures for restoring office operations and salvaging records by putting and doing the right things; and
- (ix) The records management officer shall identify vital records early enough and establish priorities and procedures for protecting them.

2.18 Quality Management Systems Services

The following procedures shall apply in Quality Management Systems Services:

- (i) The head of records management unit, records management officer and other officers shall ensure that records are established and maintained to provide evidence of conformity to requirements and the effective operation of the quality management system documented;
- (ii) The head of records management unit, records management officer and other officers shall establish a documented procedure to define the controls needed for: Identification; Storage; Protection; Retrieval; Retention time; and Disposal of records; and
- (iii) The head of records management unit, records management officer and other officers shall ensure that records remain legible, readily available and retrievable when needed.

2.19 Capacity Development Services

- (i) The head of records management unit shall audit the needs assessment of the staff and prepare for appropriate training programmes;
- (ii) The head of records management unit shall identify appropriate and relevant training programmes for records management professionals;
- (iii) The head of records management unit shall ensure that the training needs for staff members are identified and training action plans developed;
- (iv) The head of records management unit shall ensure that training projections are done and implemented to enable the staff to acquire relevant knowledge and skills in the records management function;
- (v) The head of records management unit shall ensure that induction training for records management officers is carried out;
- (vi) The head of records management unit shall ensure effective monitoring and evaluation of records management activities to achieve established goals and objectives; and
- (vii) The head of records management unit shall produce and submit regular reports regarding performance of the records management officers.

2.20 Acquisition of Equipment and Accessories

Acquisition of records management equipment and accessories shall be guided by the following procedures:

- (i) The head of records management unit shall initiate a request for quotations for the purchase of equipment and accessories for records management programmes and systems;
- (ii) The head of records management unit shall analyze quotations received from suppliers and prepare supplier analysis report detailing the specific prices for specific information resource quoted by each supplier;
- (iii) The head of records management unit shall submit the price analysis report to the procurement office;
- (iv) Procurement committee shall evaluate the analysis supplier report and identify the best suitable supplier for each of the equipment and accessories;
- (v) If the supplier analysis report is satisfactory, the Procurement Committee shall approve it and authorize the procurement office to create local purchase orders for each identified supplier to supply the equipment and accessories;
- (vi) If the supplier analysis report is not satisfactory, the procurement committee shall reject and advice on the appropriate action to be taken within; and
- (vii) The Procurement officer will write local purchase orders and disseminate them to the respective suppliers or follow approved procurement procedures for the purchase of the equipment and accessories.

2.21 Information, Communication and Technology Services

The following procedures shall guide the provision of information communication technology services:

- (i) The records management officer shall present a user request directly to the ICT staff;
- (ii) The ICT staff shall assess the request and perform a diagnosis of the problem;
- (iii) If the problem can be solved locally and immediately, the ICT staff will solve the problem; and
- (iv) If the problem cannot be solved locally, it shall be referred to the ICT section.

CHAPTER TEN: TRANSFERS, SECONDMENT, REDEPLOYMENT AND RETRENCHMENT

1. Policy Statements

Transfers

The Government of Puntland will pursue policies which promote lateral movement of civil service staff from one job, section, department or position to another either at the same place or to another place without necessarily changing his/her status, salary and duties, and responsibilities.

Secondment

The Government will ensure a structured, systematic and consistent approach to secondment (temporary transfer) of a civil servant from his/her MDA to an external organization (outward secondment) and from an external organization to work in another MDA (inward secondment).

Redeployment

The Government will pursue redeployment policies with the objective of providing suitable alternative work to facilitate retention of valuable skills and experience in the civil service, and ensuring that new skills and talent are recruited to maintain a competitive edge in the labour market.

Retrenchment

The Government will ensure that retrenchment of staff in the civil service is carried out only when necessitated by unavoidable technological changes, restructuring or reorganization of MDAs leading to operational changes, staff rationalization and job redundancies, after exhausting all alternative options to retrenchment.

2. Rules and Procedures

2.1 Transfers

The following procedures shall apply in the transfer of a civil servant:

2.1.1 Inter-departmental Transfer

- (i) Transfers shall only be affected to build a more satisfactory work team; increase the effectiveness of MDAs and versatility and competence of civil servants; address fluctuations in job requirements and correct incompatibilities in employee relations; correct wrong placement of staff and relieve monotony of work;
- (ii) Transfers shall be applied to civil servants as punishment under extremely rare circumstances;
- (iii) Transfer of civil servants shall be devoid of favoritism and nepotism;
- (iv) MDA shall make an internal assessment before deciding employee transfer;
- (v) Official request shall be made indicating all reasoning and specifications of the transfer, which shall be processed and approved transparently, and follows a clearly laid down procedure involving adequate consultation with the affected staff;
- (vi) Merit and competence based criteria shall always be applied in the process of selecting the right person for the transfer;
- (vii) The HR department shall seek employee consent for the transfer where necessary;
- (viii) The consent letter shall be signed by both Director of HR and the employee;
- (ix) Transferred employees shall be given 30 days of admissible joining time; and
- (x) During the 30 days of joining time, transferred employees shall complete clearance process from their old department and at the same time get proper induction in the new department.

2.1.2 External Transfer

- (i) The receiving MDA shall first make internal assessment before requesting employee transfer;
- (ii) The Parent MDA shall work out a mutually agreeable transfer date, duration and admissible joining time with the requesting MDA.
- (iii) Directors of HR of both MDAs shall sign the transfer agreement;
- (iv) Director General of the MDA shall approve the transfer of a Civil Servant;
- (v) A joining time of 30 working days shall be given to the employee to complete all necessary clearance from the releasing MDA and at the same time complete the induction process arranged by the new MDA;

- (vi) HR Information System of both MDAs shall be updated to reflect the updates of employee transfer. Both MoLYS and PCSC shall have their records updated accordingly;
- (vii) Transfer order shall be implemented stringently and may be cancelled only under special circumstances. When a transfer order is cancelled, the transfer cancellation order shall be issued; and
- (viii) Additional criterial conditions shall be applied in the case where the transfer is related to senior government officials.

2.1.3 Employee Rights

- (i) Host MDA shall place transferred employee in the right position as specified by the transfer agreement;
- (ii) Host MDA shall ensure that transferred employee will have continuity of service (not to be considered as new starter) for future promotions, seniority and retirement purposes;
- (iii) Transfer of civil servants shall not cause any demotions or loss of any sort of benefits to the employee; and
- (iv) The terms and conditions of service applicable to the employee after such transfer shall not in any way be less favorable to the employee than those applicable to him/her immediately before the transfer.

2.1.4 Refusal to Transfer

Failure by a civil servant to obey a lawful instruction regarding a transfer shall result in disciplinary action under the provisions of the disciplinary breaches of the code of conduct and sanctions regime of the civil service.

2.2 Secondment

The following procedures shall apply in the secondment of a civil servant:

2.2.1 Secondment to Local or National Government Bodies /Organizations

- (i) Seconded civil servant shall not sever the civil servant's relationship with the parent organization or department;
- (ii) A civil servant on secondment shall retain the service rights and privileges as if that Civil servant were still serving in the substantive post;
- (iii) A civil servant shall be expected to carry out the instructions of the superior in the organization to which the Civil Servant is seconded;
- (iv) A civil servant on secondment though not a permanent employee of the new organization, shall be subject to its disciplinary procedures. However, where disciplinary action may lead to a major penalty, that action shall be taken only in consultation with the Head of the civil servant's parent organization;
- (v) Requests for secondment shall be addressed to the Director-General and approved by the Minister of MoLYS.
- (vi) The secondment of an employee to the service of local or national government bodies or organizations at their own request shall be for a period of two years in the first instance after which the employee shall apply for an extension or return to his former post; and
- (vii) The total period of such secondment shall not exceed four years.

2.2.2 Secondment to Foreign Entities

- (i) The foreign entity shall submit a formal request to the concerned MDA through the MoLYS.
- (ii) The Head of the MDA shall consider the request taking into consideration the exigencies of work within the organization and where appropriate, recommend to the President through MoLYS for approval;
- (iii) MoLYS shall convey the approval to the Head of the MDA with a clear statement of the terms and conditions attached to the secondment;
- (iv) The secondment of an employee of Puntland civil service to an international organization at his own request shall be for a maximum of five years, after which the officer may exercise the option to either revert to the Service or retire or resign;
- (v) An employee on secondment at his/her own request, shall continue to hold their substantive post;

- (vi) Where it is in the interest to second a civil servant to the service of an approved body or recognized international organization, the period of secondment shall be determined by the organization, and the employee shall be treated as being on special duty;
- (vii) An employee on special duty shall be entitled to increment and promotion, notionally. The head of the management of such body, organization/institution, is required to provide an appraisal/ assessment report on the employee on secondment to the Director-General of their MDA; and
- (viii) No later than 4 months prior to the expiry of a secondment, the employee shall notify the Director-General as to whether the employee will revert to the civil service, or resign or retire from the civil service.

2.3 Redeployment

The following rules shall apply in the redeployment of civil servants in Puntland:

2.3.1 Reasons for Redeployment

- (i) Civil servants shall be redeployed from one MDA to another only if one or more of the following reasons apply:
- (ii) Restructuring/reorganization of the MDA leading to loss of employee's job or substantial changes in employee's job;
- (iii) Health with specific reference to disability or other medical reasons that make the employee unable to continue in his/her current role despite providing support and reasonable adjustments in that role; and
- (iv) Avoidance of redundancy necessitating the MDA to implement measures to seek suitable alternative work on comparable terms and conditions for the employee including the employee's acceptance of new training and skills development opportunities.

2.3.2 Criteria for Redeployment of Civil Servants

The following criteria shall be considered in redeployment of civil servants:

- (i) Suitability of the alternative job/position;
- (ii) Pay/grade;
- (iii) The employee's personal circumstances, qualifications and career aspirations;
- (iv) Working environment;

- (v) Hours of work;
- (vi) Nature of work, e.g. minimum skills required to do the job;
- (vii) Adequate consultation with the employee to consider the opportunity if the job grade is lower than he/she currently holds;
- (viii) Positions of higher level/grades shall be filled through merit-based competitive process per prevailing recruitment rules and procedures

2.3.3 The Process of Redeployment

The following procedures shall be followed in the redeployment of civil servants:

Redeployment of staff to a similar role from one unit or section or department to another:

- (i) The MDA shall hold discussion with the affected employee to inform him/her of the need for redeployment to a different Unit, section or department;
- (ii) There shall be not less than three (3) separate meetings with the affected employee on the matter. The last meeting shall address issues of transition to the new unit, section or department;
- (iii) Where the employee belongs to a trades union, he/she shall be permitted to attend the meetings with the trade union representative or a work colleague if he/she so desires;
- (iv) Civil servants who are identified for redeployment to similar roles but new unit, section or department shall be provided with adequate support during the transition period, including opportunities for induction and skills training as a necessary requirement.

Redeployment of staff to a different role in the MDA

- (i) The MDA shall hold discussion with the affected employee to inform him/her of the need for redeployment to a different role in the MDA;
- (ii) There shall be not less than three (3) separate meetings with the affected employee on the matter. The last meeting shall address issues of transition to the new role;
- (iii) Where the employee belongs to a trades union, he/she shall be permitted to attend the meetings with the trade union representative or a work colleague if he/she so desires;

- (iv) (viii) Civil servants who are identified for redeployment to new roles shall be provided with adequate support during the transition period, including opportunities for induction and skills training as a necessary requirement;

Employees with Disability

Where staff have a disability or other medical reason which has resulted in the employee being unable to continue in their current role despite the implementation of reasonable adjustment, the following procedure shall be followed:

- (i) The MDA shall hold discussion with the affected employee in the presence of his/her supervisor and a designated HR Officer;
- (ii) There shall be not less than five (5) separate meetings with the affected employee on the matter. The last meeting shall address issues of transition to the new role;
- (iii) The meeting shall explore the types of roles for which he/she would like to be considered, together with relevant skills, experience and any training needs;
- (iv) (xii) The HR Officer shall outline the process that will be followed to find a suitable alternative position for the employee;
- (v) Where the employee belongs to a trades union, he/she shall be permitted to attend the meetings with the trade union representative or a work colleague if he/she so desires;
- (vi) (xiv) The Director General of the MDA shall as a first mandatory step identify suitable opportunities for redeployment within the employee's organization. If there is nothing suitable within the MDA, further opportunities may then be explored in other MDAs;
- (vii) The affected employee may also seek vacancies and suitable alternatives from vacancy bulletins including print and electronic channels;
- (viii) Once a likely suitable position has been identified the HR Officer shall assist in submitting the employee's CV/Application form for the position. The Hr Officer shall liaise with the recruiting manager to ensure that the individual meets the essential criteria for the job;
- (ix) If the individual seeking redeployment meets the essential criteria for the job, he/she will be given prior consideration for the post by means of an interview in advance of any other internal/external candidates being considered;
- (x) If the employee does not meet the essential criteria but with a reasonable amount of training would, he/she shall still be considered prior to other candidates. The interview shall take

place as quickly as possible as any external advert may be delayed because of this process;
and

- (xi) If more than one employee seeking redeployment expresses an interest in a particular post, a competitive selection process in line with the civil service procedures shall take place, limited to those seeking redeployment. This rule shall apply to both situations of employees with disability and employees considered without disability.

2.3.4 Other Binding Rules

- (i) As a matter of principle, where there is breakdown of working relations, HR will liaise with the appropriate Director Generals to determine the cause of action including option for redeployment;
- (ii) All decisions of redeployment shall be subject to a trial period whose duration shall be agreed in advance during the meetings with the affected staff;
- (iii) The pay of employees redeployed to similar jobs shall be protected but this shall not be applied to employees who are redeployed to lower grade jobs; and
- (iv) MDAs shall facilitate and fund reasonable training to enable employees to be redeployed to a suitable alternative position.

2.4 Retrenchment

2.4.1 Reasons for Employee Retrenchment in Puntland Civil Service

Employees may be retrenched from the civil service for any of the following reasons:

- (i) When there are changes in the scope of business in an MDA resulting from technological changes;
- (ii) When an MDA undergoes restructuring or reorganization resulting in operational rationalization and changes in staffing requirements and job redundancies;
 - (a) When there is evidence of over-staffing in an MDA;
 - (b) When options for voluntary retrenchment and early retirement fails or is not applicable; and
- (iii) When an MDA agrees with PCSC and MoLYS to minimise, change the timing, avoid or mitigate the effects of potential dismissals;

2.4.2 Criteria for Retrenchment

The following criteria shall guide employee retrenchment in the civil service:

- (i) Fair, transparent and objective process for deciding which employees may be retrenched;
- (ii) Clear statement on the reasons for retrenchment, the number of employees likely to be affected, job categories to be affected, method of selecting employees to be retrenched, and the period planned for the employees to be retrenched;
- (iii) A clearly defined laid down procedures and guidelines of consultation with affected employees and their representatives;
- (iv) A clear demonstration of failed effort to find alternatives to retrenchment;
- (v) Reasonable time off work will be permitted in the notice period to seek alternative employment;
- (vi) A clear demonstration of effort to alleviate the hardship which may be caused by the decision to terminate an employment
- (vii) The severance pay/package proposed;
- (viii) Any additional assistance that may be offered to the retrenched employees including assistance to prepare CVs if requested by the affected employee; and
- (xi) The possibility or otherwise of future re-employment of the retrenched employees.

2.4.3 Criteria for Declaring Staff Redundant

- (i) Staff deployed in the pool or establishment(s) affected by redundancy;
- (ii) Staff who belong to the cadre or category affected by redundancy;
- (iii) Staff who lack operational requirements of the job following re-organization or as may be occasioned by disability;
- (iv) Lack of alternative establishments or places of deployment where affected staff may be transferred; and
- (v) Where it is not practically feasible to upgrade skills of staff in order to enable him/her effectively performs other tasks within the MDA;

2.4.4 Severance Scheme

The following procedures shall apply in implementing severance schemes:

- (i) The Director General of an MDA shall declare a position or job redundant stating the reasons and contingencies which are consistent to provisions in this document;
- (ii) The MDA shall notify both MoLYS and PCSC within 5 days after declaration of the redundancy;
- (iii) The MDA shall prepare a communication plan and meeting schedules involving the affected staff, worker representatives and MoLYS.
- (iv) MoLYS shall organize a meeting to (a) develop options to support the affected staff to find alternative jobs; (b) Define measures to mitigate the effects of redundancy; and (c) Determine severance package which shall include severance pay and counseling;
- (v) MoLYS shall apply internationally acceptable/best practice method to calculate severance pay for the affected employee in a currency approved by the cabinet and agreeing on method of payment; and
- (vi) MoLYS shall provide adequate controls to prevent re-entry of employees who benefit from severance payments back into the civil service.

2.4.5 Critical Considerations in Making Severance Payment

The following considerations shall guide severance payments in the civil service:

- (i) Approval by Cabinet;
- (ii) Thorough audit of documents and procedure;
- (iii) Assigning roles and tasks to officials who shall be involved in the exercise including arrangements for reporting and supervision. Critical aspects of reporting shall be in writing;
- (iv) Dedicating equipment and facilities to the exercise;
- (v) Compiling progress reports after agreed period;
- (vi) Compiling final report with recommendations on follow up unresolved issues;
- (vii) Ensuring the preparation of Auditor's report and recommendations; and
- (viii) Confirmation of identity of recipients and banks or outlets through which payment will be made.

2.4.6 Payment Considerations

The following considerations shall be taken into account when severance payments are being made:

- (i) Payment shall be made based on identification of claimant;
- (ii) Payment shall be made through financial institutions and outlets approved by the cabinet;
- (iii) Payment shall be exempt from tax; and
- (iv) Payment shall be made in lump sum or a combination including monthly payments as may be approved by the cabinet.

CHAPTER ELEVEN: LEAVE

1. Policy statement

The Government of Puntland State of Somalia shall provide civil servants with a variety of leave arrangements (paid and unpaid) that enable them to balance work with rest and recreation and family responsibilities. The policy will seek to clarify the employee's entitlements and obligations in relation to leave as well as defining policy positions for those matters that are not governed by legislation.

2. Rules and Procedures

2.1 Procedure for Application for Leave

The following procedures shall apply when filing application for leave:

- (i) The Director General and Head of HR of an MDA shall plan the way in which Civil Servants will take their leave considering the needs of the employee and public work interest;
- (ii) An employee wishing to proceed on leave shall complete the prescribed application leave forms indicating the category of leave being applied for and the details;
- (iii) The employee's supervisor shall review and approve the leave application and forward it to the Human Resource Department for processing;
- (iv) Annual leave for a newly appointed officer shall be calculated on a pro-rata basis only for the year of his appointment;
- (v) When proceeding on leave, an employee shall be expected to hand over his/her duties to an appropriate person as agreed with the HR department or his/her Supervisor;
- (vi) The Director General of the MDA in conjunction with the Ministry of Finance shall be responsible for authorizing deferment and commutation of leave for cash where leave is not taken due to exigencies of service; and
- (vii) Civil servants shall be encouraged to utilize their leave in each year.

2.2 Leave in the Weeks and Holidays

The following rules shall apply to processing of leaves in weeks and Public holiday:

- (i) Employees shall have the right to get one day off from work for every week which shall normally be on Friday;
- (ii) Employees shall have the right to be free and rest from work during holidays recognized officially by Government;
- (iii) Leave of absence on religious festivals may be granted without loss of pay for not more than two days in a leave year, subject to the exigencies of the service. An application for leave on such an occasion should be addressed to the Director General through the Head of HR at least 10 days earlier than the date on which the particular religious festival is celebrated; and
- (iv) The Director General at his discretion and subject to the exigencies of the service may also allow members of his staff an hour or so off-duty for the purpose of attending religious services or festivals other than those on which a full holiday has been granted;

2.3 Annual Leave

The following rules shall apply to processing of annual leave:

- (i) An employee of the civil service shall be eligible for annual leave at the commencement of a 'leave year' except in the case of a newly appointed staff who will be required to serve for a minimum of three (3) months before being granted annual leave;
- (ii) The Civil Servant has the right of thirty (30) working days' annual leave every year, and his/her salary shall be fully paid while on annual leave;
- (iii) "Leave year" shall commence on 1st January up to 31st December every year. (according to the government financial year);
- (iv) Annual leave excludes Fridays and Public Holidays;
- (v) Annual leave shall be taken within the leave year it falls due or forfeited. Deferment of annual leave from one leave year to another shall not be permitted save if the government ceases the workers leave due to common interest of the nation it can be preserved for two years;

2.4 Maternity Leave

The following rules shall apply to processing of Maternity leave:

- (i) A female officer who is required to be absent from duty on account of confinement shall be granted maternity leave with full salary for a maximum period of a hundred and twenty (120) calendar days;
- (ii) A female officer who is granted maternity leave shall forfeit the annual leave due for that year;
- (iii) An application for maternity leave shall be submitted to the Head of Department at least one month before the expected date of confinement. The application shall be supported by a medical certificate indicating the date on which maternity leave shall commence;
- (iv) Upon completion of her maternity leave, a female officer shall have the right of two hours leave for child breastfeeding every working day. Such leave shall continue for a period of one year from the day she resumed her duties after the maternity leave;
- (v) Should it be necessary to extend maternity leave beyond the prescribed period of 4 months on grounds of sickness of the mother, the female employee shall be granted sick leave subject to confirmation by a recognized medical practitioner;
- (vi) A female employee may choose to begin her maternity leave 8 weeks before the expected week of childbirth;
- (vii) The female officer shall be required to give at least 30 days' notice of the day they wish to start maternity leave or of any change to the start date of their maternity leave that differs from the original written confirmation to allow the Head of department and HR to plan to cover the female officer's responsibility whilst they are on leave;
- (viii) All pregnant female employees shall be eligible to have reasonable time off to visit antenatal clinic regardless of length of service. This time off shall be paid if the amount of time required is reasonable and approved; and
- (ix) A female employee shall provide evidence of her pregnancy and written confirmation of an antenatal appointment if requested.

2.5 Paternity Leave

The following rules shall apply to processing of paternity leave:

- (i) A male employee shall be eligible for paternity leave for a maximum period of seven (7) working days during the period of the spouse's maternity leave; and
- (ii) A male employee shall be required to bring a certification of child birth as proof to qualify for paternity.

2.6 Sick Leave

The following rules shall apply to processing of sick leave:

- (i) A member of staff who is prevented by illness from carrying out his or her duties shall be required to produce a medical certificate signed by a medical officer. This shall be done within two consecutive working days of absence from duty;
- (ii) Sick leave shall include weekends and public holidays;
- (iii) Sick leave shall be granted only because of personal illness or legal quarantine;
- (iv) The sick leave shall be authorized by the MDA for which the employee works, however, sick leave regarding prolonged sickness beyond one month shall be granted by MOLYS in collaboration with PCSC;
- (v) Sick leave on full pay shall be granted for a period of up to six months. If the sickness is more than 6 months the employee shall be paid half salary, if however, his sickness or injury occurred while performing government service duty, he/she will be given full salary (without any deduction) until the end of his sick leave;
- (vi) The employee shall be offered up to 10 days of light sick leave per year, more than 10 days shall be justified by a doctor;
- (vii) Any employee claiming light sick leave more than 10 days shall, unless instructed otherwise by his supervisor, produce a medical certificate, signed by a recognized medical practitioner, which states the nature of the illness;
- (viii) If light sick leave exceeds 10 days without a doctor's justification the extra duration shall be deducted from the officer's normal annual leave; and
- (ix) If an employee fails to submit a medical opinion justifying absence from work, he/she shall be deemed absent without leave and will not be entitled to salary for such period of

absence unless the Head of MDA is satisfied that the employee was genuinely ill and that it was impossible for him/her to obtain and present the medical opinion.

2.7 Study Leave

The following rules shall apply to processing of study leave:

Once Government offers an employee a scholarship or a training course either within or outside the country such an employee will be given a leave of which its duration shall be fixed per the rules below:

- (i) If the scholarship is university level or its equivalent, the duration of the leave shall be set up by MoLYS while making consultations with the MDA
- (ii) The period of leave for an employee offered a training course below a university level, shall be fixed by the MDA for which the employee works in consultations with the institution offering the training course;
- (iii) if the employee gets a scholarship or special training course on his own which the MDA has not extended to him, he shall be allowed a leave without pay for the period of his course if the course or training is deemed necessary for the MDA; and
- (iv) An employee offered a scholarship by the government shall sign a written guarantee declaring that he/she will work for the government for a period not less than 3 years as from the time he completes his scholarship education.

2.8 Unpaid leave

The following rules shall apply to processing of unpaid leave:

- (i) An employee shall be entitled to leave without payment of salary that shall not exceed 4 months within every three years; and
- (ii) Such leave with no salary payment shall be authorized by the MOLYS in collaboration with PCSC after receiving a report from the MDA for which the employee workers for.

2.9 Terminal Leave

The following rules shall apply to processing of terminal leave

- (i) An employee who has not availed himself/herself of the annual leave due for the year in which his/her employment ceases shall be entitled to annual leave on pro-rata basis;
- (ii) In addition to the leave granted under this Decree, an officer may be granted annual leave carried forward from the previous leave year; and
- (iii) Notwithstanding (i) and (ii) above, an officer who is due for retirement shall also be entitled in addition to his/her annual leave, thirty days (30) leave pending retirement. This leave shall be taken a month preceding retirement and shall neither be commuted for cash nor shall the officer qualify for additional leave allowance.

2.10 Leave for Cultural and Sporting Events

The following rules shall apply to processing of leave for cultural and sporting events:

- (i) A Civil Servant shall be granted leave to participate in cultural and/or sporting events if he/she has been nominated by his/her MDA and that his/her nomination has been approved by MOLYS.

2.11 Casual Leave

The following rules shall apply to processing of casual leave:

- (i) Civil Servants may be granted, at the discretion of Heads of MDAs, occasional permission to absent themselves from duty for a few days without loss of pay; and
- (ii) Casual leave more than seven (7) working days in any one year may not be granted by Heads of MDAs without the specific approval of MoLYS in collaboration with PCSC. However, any casual leave granted an employee, whether for a half day or one week, shall be deducted from his/her annual leave. Two half days shall be equivalent to one full day, and the employee's annual leave shall be reduced by the number of days absent.

2.12 Special Leave

The following rules shall apply to processing of special leave:

- (i) Civil servants shall be entitled to a paid leave of absence of seven or three (7 or 3) working days in the case of marriage;

- (ii) Civil Servants shall be entitled, upon a justified request, to a special paid leave of one to three days for the exercise of their voting rights or the participation in proceedings before any court;
- (iii) Civil servants suffering, or having children, who suffer from a disease requiring regular blood transfusions or periodical hospitalization, shall be entitled to a special paid leave of up to 22 working days per year; and
- (iv) Civil servants with a disability percentage of 50% and more shall be entitled to a paid leave of six (6) working days in addition to their vacation each calendar year.

2.13 Compulsory Leave

The following rules shall apply to processing of compulsory leave:

- (i) The appointing authority may order a member of staff to go on compulsory leave to give room for investigations on serious allegations made against him/her. Such leave shall not exceed three (3) calendar months and shall be separate from annual leave;
- (ii) An employee on compulsory leave shall be paid his/her basic salary, housing allowance and insurance cover only; and
- (iii) In case the investigations continue for more than three (3) months, the appointing authority may extend the leave by another one (1) month.

2.14 Leave without Pay

The following rules shall apply to processing of leave without pay:

- (i) Leave without pay may be granted to an employee with the prior approval of the Director General on the following grounds: (a) Urgent private affairs of exceptional nature not exceeding thirty (30) days; (b) Employees whose spouses are posted to foreign Missions during the term of the tour of Service; and (c) Employees who are appointed to international organizations where they cannot transfer their service or be on secondment for a period not exceeding three (3) years;
- (ii) Leave without pay granted in accordance with this Decree shall not be increment-earning and where necessary incremental date shall be adjusted; and
- (iii) The period of leave without pay shall not be pension-earning.

2.15 Compassionate Leave

The following rules shall apply to processing for compassionate leave:

- (i) An employee, who has exhausted his/her annual leave entitlement, may be granted compassionate leave for up to ten (10) days in a leave year. This shall be affected in the event of serious illness of a member of the employee's nuclear family outside the country which urgently requires the employee's presence, a visit may be made by the employee or the spouse as the case may be; and
- (ii) An employee shall be eligible for compassionate leave of fourteen (14) days in the event of death of a parent, spouse or an employee's child.

CHAPTER TWELVE: STAFF WELFARE MANAGEMENT

1. Policy Statement

The Government will promote welfare policy initiatives and ensure that the wellbeing of civil service employees is upheld. This policy will ensure that all procedures and benefits in the civil service are carried out in a fair, equitable and transparent manner to attract and maintain a highly motivated workforce. The policy will further seek to implement various schemes as additional incentive interventions for employees when resources are available.

2. Rules and Procedures

2.1 Objectives of Civil Service Welfare Schemes

Civil service welfare schemes shall aim at achieving the following objectives:

- (i) To promote the development of high morale among all civil servants;
- (ii) To establish structures and processes to manage welfare activities;
- (iii) To develop employees' understanding of stress and how to manage it;
- (iv) To promote understanding of employee health and well-being;
- (v) To support employees to develop good practices that will enhance their health and well-being;
- (vi) To develop a work environment that is functional. Safe and healthy;
- (vii) To improve efficiency of communication in MDAs;
- (viii) To provide staff with opportunities to enhance knowledge
- (ix) To increase opportunities for staff personal time; and
- (x) To actively promote staff functions for enjoyment and recreation.

2.2 Welfare Schemes and Rules, and Procedures of implementation

2.2.1 General and Special Welfare Schemes

The following may be provided as part of general and special staff welfare schemes:

- (i) **Staff Refreshment** – Employees may be provided with refreshments during working hours if the MDA has a budget approved for this activity;

- (ii) **MDA employee of the Month, Quarter and Year** – Deserving civil servants who scores excellent performance and good behaviour shall be given a citation and certificate by the relevant Minister;
- (iii) **Suggestion Box** - Employees whose suggestion in the suggestion box is adjudged the best shall be awarded quarterly with a recognition certificate by the relevant Minister;
- (iv) **Recreation Events** - HR departments shall include in MDA budgeted activity programmes, subsidized sports and recreation events and other staff gathering functions;
- (v) **Communication** - MDAs shall improve communication among civil servants through: (a) provision of notice boards to disseminate information; (b) email facilities as an alternative means of disseminating information; and
- (vi) **Employee Feedback Survey** – HR departments of MDAs shall conduct periodic surveys to gather employees’ feedback on job satisfaction levels
- (vii) **Continuous Training and Development for Persons with disability (PWD)** – MOLYS shall support continuous training and development for all categories of civil servants with special attention on PWDs, women and civil servants categorized as vulnerable;

2.2.2 Specific Civil Service-Wide Welfare Schemes

Civil Service Recognition Award Scheme

The following procedures shall apply to civil service-wide recognition award scheme:

- (i) All Public Institutions and civil servants are eligible for this scheme, and shall submit entries for adjudication in the various categories on offer through their MDA and within the given time frame;
- (ii) The procedure for evaluation, recognition and rewarding regarding the Special Categories Award scheme shall go through an adjudication process;
- (iii) The recommended gender ratio shall be a threshold of at least 40:60 women to men.
- (iv) MOLYS in corroboration with PCSC shall perform the following roles: (a) develop, co-ordinate, manage and support entrenchment of the Scheme in the Civil Service; (b) Co-ordinate submissions of innovation practices from both individuals and institutions for both local and international competitiveness; (c) Identify and document innovative practices both in public and private sector; (d) Create a database for innovative practices; (e) Advise Government on policy and legal framework to nurture innovation in the civil service; (f)

Communicate to enable participation of MDAs in continental and global award schemes; (g) Coordinate replication of innovations; and (g) Formulate the annual calendar of the scheme; and (h) Facilitate meetings of an Inter-Ministerial Awards Committee whose membership shall include the PCSC, MoLYS, MoF and MoWDFA

Transport and Housing Benefits

The following guidelines shall apply to Transport and Housing Benefits:

- (i) The scheme shall be available to all permanent serving civil servants who are eligible under the Puntland civil service policies and regulations;
- (ii) Implementation of the scheme shall be subject to availability of budget and confirmation by the Ministry of Finance;
- (iii) The terms of the scheme shall initially be incorporated in the letter of appointment of civil servants and be implemented during the period of service;
- (iv) The Ministry of Finance shall confirm the availability of budget prior to finalization of appointment letter of employees who qualify to benefit from the scheme; and
- (v) MoLYS shall be responsible for coordinating the scheme with relevant MDAs.

CHAPTER THIRTEEN: COMPLAINTS AND GRIEVANCE MANAGEMENT

1. Policy Statement

The Government of Puntland is committed to working with employees of the civil service in an open and accountable manner, building trust and finding durable solutions to complaints and grievances of civil servants, customers and stakeholders.

2. Rules and Procedures

2.1 Complaint and Grievance Resolution

The following complaint resolution procedures shall apply to all civil servants:

- (i) The complainant shall submit a complaint in writing to the Director General;(or if the DG or head of MDA is the subject or victim of the complaint, to the next appropriate higher authority) by completing the Complaints / Grievance Form 13;(Annexure 1 Stage 1) within three months of the alleged complaint;
- (ii) Upon receipt of the complaint, the Director General shall screen and acknowledge receipt of the complaint and give an answer as soon as possible and within a maximum of seven (7) working days;
- (iii) The complaint shall be screened according to the following standards:
 - (a) It shall be filed within three months of the alleged unfair treatment unless there are extenuating circumstances to warrant a delay in filing the complaint;
 - (b) It shall include the information noted in procedure 2.1.(i);
 - (c) if these standards are met, the Director General shall inform the respondent that a complaint has been received and provide the respondent with the particulars of the complaint in writing;
 - (d) if these standards are not met, the Director General shall advise the complainant in writing on the appropriate standards to follow;
 - (e) where the complainant fails to comply, the Director General shall decline further processing of the complaint and may where appropriate, advise the complainant of other options to resolve the issue;

- (iv) Once the complaint has been acknowledged, the Director General shall review the complaint and if necessary, seek additional information to determine if the allegations are related to unfair treatment;
- (v) If the Director General concludes that the complaint is not related to unfair treatment, then he/she shall inform the complainant and the respondent in writing. The Director General shall re-direct the complainant to the appropriate avenue of recourse or suggest other means of resolving the issue;
- (vi) If the complaint allegations are related to unfair treatment, the Director General shall determine what efforts have been made to resolve the problem, identify immediate avenues of resolution if any, and shall take appropriate action;
- (vii) If the unfair treatment complaint remains unresolved, the Director General shall propose mediation. If the parties agree to mediation, the Director General shall arrange mediation services accordingly;
- (viii) If mediation does not resolve the complaint, the Director General shall report the case to the Chief Executive of that MDA where this complainant is based for further action;
- (ix) The Chief Executive shall review all the relevant information and shall recommend appropriate action for consideration;
- (x) The Chief Executive shall then inform the parties in writing of the decision and ensure that corrective or disciplinary measures or both are taken, where necessary; and
- (xi) If the complainant is dissatisfied with the process or the outcome, he /she may decide to escalate the complaint to MoLYS in writing by filing Grievance Form 13 Annexure 1; Stage 111), who will consider how the complaint was handled. An independent party may be requested to examine the case if the decision is made that it was incorrectly handled. The complainant shall be advised of the outcome of the process by the Chief Executive.

2.2 Complaints and Grievance Management

The following grievance management procedures shall apply to all civil servants:

2.2.1 Provision of Information

- (i) An employer shall provide relevant information necessary for an employee to lodge or pursue a grievance;
- (ii) The provision of such information shall be subject to any limitations imposed by law;

- (iii) The employee shall be provided with information about the status of the grievance and the progress made towards the planned finalization date;
- (iv) The employer shall provide the employee with a copy of the grievance form (Annexure 1: Form 13.1) after each application;
- (v) The employee has the right to appeal to the Appellate Body which shall be established by the President of Puntland as the final administrative complaints and grievance handling Body; and
- (vi) The employee reserves the right to use the Courts of Puntland after exhausting all the administrative processes and still dissatisfied with the outcome.

2.2.2 Informal Complaint and Grievance

- (i) When an employee raises an informal grievance by filling Complaints / Grievance Form; (Annexure 1: Form 13;Stage 1), the Director of a department shall meet with the employee and discuss the grievance (s) raised;
- (ii) The Director of a department shall establish the employee's desired outcome in an attempt to resolve the issues in a way that is acceptable to the employee;
- (iii) The Director of a department shall take appropriate action to follow up and clarify facts which may
- (iv) include discussions with other relevant members of staff;
- (v) The Director of a department shall advise the employee of the outcome of the grievance in writing within 7 working days of the initial meeting; and
- (vi) If at this stage the employee does not feel that the matter has been resolved satisfactorily, the employee may be advised to proceed to the formal stage of the procedure.

2.2.3 Formal Complaint and Grievance

- (i) The employee shall submit the reasons for their grievance in writing using Grievance Annexure 1;Form 13: Stage II; to the Director of department, or where the Director of department is the subject of the grievance, to the next appropriate higher authority;
- (ii) Where an employee is raising a formal grievance without having sought an informal resolution, they shall also set out the reasons why an informal approach would, in their opinion, have been inappropriate;

- (iii) Upon receipt of the formal grievance form, the Director of department shall invite the employee to a meeting to discuss their grievance. The employee shall be entitled to be accompanied at the meeting by a work colleague within the MDA. This meeting shall take place within 10 working days of receiving the grievance;
- (iv) The Director of department shall investigate the grievance fully, and the employee shall be invited to explain fully the complaint and suggest how they would like to see it resolved;
- (v) The Director of department shall arrange for minutes of the meeting to be taken, which shall be given to the employee to check for accuracy and sign;
- (vi) The Director of department shall advise the employee of the outcome of their grievance in writing within 7 working days of the completion of their investigation and within 21 working days of the raising of the formal grievance; and
- (vii) If the Director of department has not responded to the grievance within 21 working days of the grievance being raised formally and the employee has not received a written explanation for the delay, it shall be open to the employee to take the grievance to the next stage (Stage 2.2.4).

2.2.4 Referral of Complaint and Grievance to MoLYS

The following procedures shall apply where the complainant is not satisfied with the outcome of the internal process for the resolution of the grievance within the MDA:

- (i) The complainant if dissatisfied with the outcome of the internal (MDA) grievance management process shall inform the Director General in writing (Grievance Form Annexure 1:Form 13.1)stage III within 7 days of receipt of feedback of the outcome;
- (ii) The employee shall provide information on: (a) reasons for his/her dissatisfaction; (b) remedy being sought; and (c) Intention to refer the complaint to MoLYS;
- (iii) The Director General shall forward the grievance and the relevant documentation to the MoLYS for determination within 7 days of being informed by the complainant, and notify the complainant accordingly;
- (iv) MoLYS upon receipt of the information from the Director General, shall within 14 days constitute a committee and convene a meeting to review the complaint;
- (v) The complainant shall be invited to the meeting in writing and shall receive a minimum of 7 working days' notice of the date of the meeting. The complainant may choose to attend

the meeting with a colleague employee or representative of a recognized union of which he/she is a member;

- (vi) The meeting shall be chaired by the Minister, MoLYS or his appointed representative.
- (vii) The purpose of the meeting shall be to understand the on-going nature of the grievance, review the basis for earlier decisions and to explore potential solutions. The complainant shall be afforded the opportunity to state his/her case at the meeting;
- (viii) Where further investigations are required including meetings with the individual against whom the complaint was made, the meeting shall adjourn and reconvene in 14 working days. The timetable for any further investigation shall be agreed with the complainant;
- (ix) MoLYS shall thereafter reconvene the meeting for final deliberations, and issue a letter informing the complainant and the Director General of its decision in writing within 7 working days;
- (x) The letter shall provide information on the nature of the grievance, the investigation that was conducted, the decision, the reason for the decision, and any other matter consequential to the decision;
- (xi) A copy of meeting records and any formal minutes taken, shall also be made available to the complainant and Director General;
- (xii) A copy of the paperwork shall be made available to the individual, against whom the grievance was raised and other Directors and Director of a department(s) relevant to the case; and
- (xiii) Any dissenting comments regarding the decision shall be recorded. This shall conclude the referral process for the resolution of the grievance by the Commission.

2.2.5 Lodging an Appeal with the Appellate Body

The following procedures shall apply in lodging a complaint to the Appellate Body:

- (i) The President of Puntland shall establish an Appellate Body made up of senior officials from MoLYS, Ministries responsible for Justice and Gender, and PCSC. The Appellate Body shall be chaired by a retired Judge of a Superior Court of Puntland;
- (ii) The decision of the Appellate Body in any administrative complaint and grievance management process shall be final;

- (iii) A complainant who is dissatisfied with the decision of MoLYS shall submit notice of appeal to the Appellate Body stating reasons for the appeal, using Annexure 1: Grievance Form 13 :Stage III within 7 working days of receipt of the decision of MoLYS;
- (iv) A complainant may appeal in advance of receipt of MoLYS decision if the decision is officially not communicated to him/her within 21 working days from the date the complaint was referred to MoLYS;
- (v) A hearing by the Appellate Body shall be arranged within 21 working days of notification of the appeal, and the complainant shall receive a minimum of 7 working days' notice of the date of the hearing;
- (vi) The Appellate Body shall coopt any government or non-government official to participate in its meetings and provide advice, except that such participants shall not be entitled to vote on a proposed decision to be made by the Body;
- (vii) The Appellate Body shall determine the order of its meetings at the hearing as may be appropriate to the nature of the grievance;
- (viii) The Appellate Body may adjourn a grievance hearing to obtain additional information, in which case the hearing shall be reconvened within 21 working days on a date to be agreed with the complainant prior to the adjournment;
- (ix) The Appellate Body shall hold deliberations in private after it is satisfied with perusal of documentation, evidence and hearing of submissions, and make its final decision;
- (x) The Appellate Body shall reconvene to inform the employee of their decision in writing within 7 working days of the conclusion of the hearing;
- (xi) The decision shall convey one of the following two messages; or
 - (a) that the complaint is unfounded, in which case no action shall be taken; and
 - (b) that the complaint is upheld in full or in part, in which case the Appellate Body shall recommend appropriate remedial action; and
- (xii) A letter shall be sent to all parties to the complaint notifying them of the final decision of the Appellate Body and confirmation of the end of the administrative process for adjudicating the complaint.

Annexure 1: Form 13 : Complaints / Grievance Form

Employee's Full Name	Employment No.	Designation & Grade
Department		Section
Official E-mail Address:		Mobile Telephone No.
STAGE I		
<p>Complaint / Grievance Statement/Issues (Use attachments if necessary):</p> <p>Submitted to:</p> <p>Name:..... Director / Director of a department in Charge</p> <p>Department / Section</p> <p>Date</p>		
Date Received:		

Response/Action taken:

Respondent's Name

Designation.....

Signature:.....Date

Employee's response

☐ I conclude my complaint / grievance and am returning the form to the Human Resource Office.

☐ I request that my grievance be taken to the next stage.

Signature Date

STAGE II

Submitted to.....

Name: Director of Department.....

Date:

Date Received:

Response/Action taken...

Respondent's Name Designation

Signature: Date

Employee's Response

☐ I have documented my grievance and am returning the form to the Human Resource Office

☐ I request that my grievance be taken to the next stage

STAGE III

Submitted to the Director General
Date Received
Action taken/Director General's Comments & instructions:- Employee's Response : I <input type="checkbox"/> e been informed of the Director General's decision. Signed Date

CHAPTER FOURTEEN: INCENTIVE FRAMEWORK: REWARDS AND SANCTIONS

1. Policy Statement

The Government of Puntland will pursue policies that encourage civil servants to maintain a consistent approach towards good and productive behavior management. The policies will seek to reward civil service employees who achieve enhanced productivity and outstanding performance and sanction poor performance and bad behavior including indiscipline and absenteeism in a fair and transparent manner.

2. Rules and Procedures

2.1 General Guidance

The following rules shall be instituted in the rewards and sanctions process:

- (i) Every MDA shall have a Reward and Sanctions Committee to be chaired by the Director General;
- (ii) The Committee's responsibility shall include managing internal performance reward and disciplinary processes, and identifying employees deserving award and submitting their particulars to the national adjudicating panel;
- (iii) Reward and sanction shall be regulated within the Civil Service Law and in accordance with relevant parts of this Decree;
- (iv) The performance appraisal review process shall form the basis for the reward or sanction of an employee;
- (v) Rewards shall be in the form of financial motivation and non-financial motivation;
- (vi) Rewards shall depict a motivational role to appreciate excellent performance and good behaviour;
- (vii) Rewards shall be based on the overall assessment scored by the employee which shall vary for each grade of persons in the civil service;
- (viii) Supervisors are encouraged to recognize incidents of employee performance that truly are extraordinary particularly where employees exceed performance expectation; and
- (ix) Sanctions shall be applied to consistent poor performance and indiscipline including breaches to the code of conduct for civil servants.

2.2 Civil Service Recognition Award Scheme

The following rules and guidelines shall apply in implementation of the Recognition Award Schemes:

- (i) All Civil servants shall be eligible for the civil service recognition award scheme whose process shall be guided by an adjudication process that shall be carried out by a well-trained panel of judges drawn constituted by MOLYS in conjunction with PCSC. The judges shall not be civil servants;
- (ii) The civil service recognition award scheme shall be established by MOLYS in conjunction with PCSC;
- (iii) MOLYS in consultation with PCSC shall announce the dates for the Award and request MDAs to submit appropriate information on deserving employees on the basis of a clearly defined criteria;
- (iv) MDAs shall submit entries for adjudication in the various categories on offer within the given time frame;
- (v) The adjudication process shall involve: (a) inviting and receiving of entries; (b) categorizing submissions; (c) short-listing submissions; (d) matching submissions with criteria; (e) verification; (f) fielding defense; (g) scoring; (h) moderating; (i) rating scores; (j) statement of citation; and (k) recommendation.
- (vi) The recommended gender ratio of the adjudication panel shall be at least a threshold of 40:60 women to men and membership of the adjudicator shall range between 3 and 7;
- (vii) Award schemes shall generally be considered non-monetary though some may involve expenditure. The expenditure component shall be factored into MOLYS annual budget and
- (viii) Non-monetary schemes shall include (a) citations; (b) naming of monuments such as conference halls, libraries, special offices, etc after deserving employees;(c) use of employee as role model; (d) use of employee's name in progressive peer learning situations; (e) local and overseas training opportunities; accelerated promotion on account of excellent performance, etc.
- (ix) Monetary reward shall include various cash amounts or a package of both cash and non-monetary benefit.

2.3 Sanctions

2.3.1 Actions for Poor Performance

Persistent poor performance in the civil service shall attract the following sanctions:

Demotion

An employee shall be demoted if the MDA identifies a lower grade position that is more suitable for the employee's performance level. An employee moved to another position with lower duties shall be considered to have been demoted.

Reduced Duties

An employee who is unable to achieve satisfactory performance during the specified period shall be allowed to remain in his or her position, and have their duties reduced. The Human Resource department shall determine the salary reduction to accompany the reduced duties.

Termination

An employee's appointment shall be termination for consistent and irredeemable poor performance after established procedures consistent with the Civil Service Law and provisions of this Decree.

2.4 Actions for Misconduct and Indiscipline

The process for applying sanctions for misconduct and indiscipline in the civil service shall be as follows:

2.4.1 Corrective Counselling

- (i) The Supervisor of the employee shall:
 - (a) Bring the misconduct to the employee's attention;
 - (b) Determine the reasons for the misconduct;
 - (c) Give the employee an opportunity to respond to the allegations;
 - (d) Seek to get an agreement on how to improve on the conduct; and
 - (e) Take steps to implement the agreed course of action.

2.4.2 Verbal Warnings

- (i) The Supervisor of the employee shall give a verbal warning where the seriousness of the misconduct warrants it; and
- (ii) If the misconduct persists the Supervisor shall warn the employee that further misconduct shall result in more serious disciplinary action, and record the warning;

2.4.3 Written Warnings

- (i) Where verbal warning does not lead to change in behavior, the Supervisor shall give the employee a written warning in the prescribed form (Annexure 1: Form 14.1);
- (ii) The Supervisor shall give a copy of the written warning to the employee, who shall sign and acknowledge receipt of it;
- (iii) The Supervisor shall hand the warning to the employee in the presence of another employee if the employee refuses to sign and acknowledge receipt;
- (iv) The written warning shall be filed in the employee's personal file and shall remain valid for six months only;
- (v) If during the six-month period, the employee is subject to another sanction action, the written warning shall be considered in deciding an appropriate sanction;
- (vi) The Supervisor shall copy the Director General and Head of HR department in all written warnings; and
- (vii) Depending on the nature of the offense, the Supervisor in consultation with the Head of the HR department may issue written warning to an employee without prior verbal warnings

2.4.4 Final Written Warnings

- (i) The Supervisor shall give the employee a final written warning in the prescribed form (Annexure 2: Form 14.2);
- (ii) The Supervisor shall give a copy of the written warning to the employee, who shall sign and acknowledge receipt of it;
- (iii) The Supervisor shall hand the warning to the employee in the presence of another employee if the employee refuses to sign and acknowledge receipt
- (iv) The final written warning shall be filed in the employee's personal file and shall remain valid for six months only; and

- (v) If during the six-month period, the employee is subject to another sanction action, the final written warning shall be considered in deciding an appropriate sanction.

2.5 Serious Misconduct

The following procedure shall guide the process of handling serious misconduct in the civil service:

- (i) The MDA shall initiate a disciplinary enquiry if the alleged misconduct justifies it;
- (ii) The MDA shall appoint a representative, who as much as possible shall be the Supervisor of the employee, to initiate the enquiry;
- (iii) The employee shall be given notice in the prescribed form (Annexure 3: Form 14.3) at least five working days before the date of the hearing;
- (iv) The employee shall sign receipt of the notice;
- (v) An employee who refuses to sign receipt of the notice shall be given the notice in the presence of a fellow employee who shall sign in confirmation that the notice was conveyed to the employee;
- (vi) An employee shall be suspended on full pay or transferred if he is alleged to have committed a serious offence, or
- (vii) The employer believes that the presence of an employee at the workplace might jeopardize any investigation into the alleged misconduct, or endanger the wellbeing or safety of any person on state property;
- (viii) The employer shall hold a disciplinary hearing within a month upon the suspension of an officer;
- (ix) The chair shall pronounce a sanction after establishing an employee has committed a misconduct;
- (x) The sanction shall depend on the nature of the case and the seriousness of the misconduct and the employee's previous record and any mitigating or aggravating circumstances;
- (xi) The chair shall only impose the sanction of suspension without pay or demotion as an alternative to dismissal with the agreement of the employee; and
- (xii) An employee who has been demoted may apply for promotion after a year without prejudice.

2.6 Conducting the Sanction Hearing

The following procedures shall be used when conducting the sanction hearing in the civil service:

- (i) The Sanction hearing shall be held within ten working days after the notice is delivered to the employee;
- (ii) The chair of the hearing shall be an employee on a higher grade than the representative of the employer;
- (iii) If the employee charged with misconduct is a Head of Department or Director General, the Chairperson for the hearing shall be designated from outside the MDA by the Minister responsible for the MDA;
- (iv) An employee may be represented in the hearing by a fellow employee or a representative if he or she wishes;
- (v) Where necessary, an interpreter may attend the hearing;
- (vi) Neither the employer nor the employee shall be represented by a legal practitioner, unless the employee is a legal practitioner;
- (vii) A hearing shall continue in the absence of the employee who fails to attend without a valid reason. In such situations the conclusions and decisions of the hearing shall be valid and enforceable;
- (viii) The chairperson shall keep record of the notice of the disciplinary hearing and the proceedings of the meeting;
- (ix) The chairperson, at the start of the hearing shall read the notice for the record;
- (x) The representative of the employer/MDA shall lead evidence on the conduct giving rise to the hearing;
- (xi) The employee or the employee's representative shall question any witness introduced by the representative of the employer;
- (xii) The employee shall be given an opportunity to lead evidence. The representative of the employer shall question the witnesses;
- (xiii) The chair shall ask any witness questions for clarification. If the chair decides the employee has committed a misconduct, the chair shall inform the employee of the finding and the reasons for it;

- (xiv) Before deciding on a sanction, the chair shall give the employee an opportunity to present relevant circumstances in mitigation;
- (xv) The representative of the employer may also present aggravating circumstances; and
- (xvi) The chair shall communicate the final outcome of the hearing to the employee within five working days after the conclusion of the disciplinary enquiry, and the outcome shall be recorded on the employee's personal file.

2.7 Appeal

The following procedures shall guide an employee to appeal against a declared sanction in the civil service:

- (i) The employee shall, within five working days of receiving the notice of the final outcome of a hearing or other disciplinary procedure, submit the appeal form (Annexure 4: Form 14.4) to his/her Supervisor or Director general, who shall then forward it to the Appellate Body;
- (ii) Where the employee requires a hearing the Appellate Body through the employer/MDA shall notify the employee of the date and place;
- (iii) The Appellate Body shall through its proceedings uphold the appeal, and/or reduce the sanction, or confirm the outcome of the disciplinary proceeding; and
- (iv) The employer shall immediately implement the decision of the Appellate Body.

ANNEXURE1: Form 14.1 - Written Warning

[DATE]

[NAME OFEMPLOYEE]

[PERSONALDETAILSOFTHEEMPLOYEE]

This is a written warning in terms of the disciplinary procedure. Should you engage in further misconduct, the written warning maybe taken into account in determining a more serious sanction.

The written warning will be placed in your personal file and will remain valid for a period of six months from the date of the written warning. After six months the written warning will be removed from your personal file and be destroyed.

If you object to the warning, you may direct an appeal to [NAME] within five working days. The nature of the misconduct is:

SIGNATURE OFEMPLOYEE

DATE:

SIGNATURE OFMANAGER

DATE:

SIGNATURE OFWITNESS (If applicable)

DATE:

ANNEXURE 2: Form 14.2 - Final Written Warning

[DATE]

[NAME OFEMPLOYEE]

[PERSONALDETAILS OF THE EMPLOYEE]

This is a final written warning in terms of the disciplinary procedure. Should you engage in further transgressions, it could lead to formal misconduct proceedings being instituted against you.

This final written warning will be placed in your personal file and will remain valid for a period of six months from the date of the written warning. After six months the written warning will be removed from your personal file and be destroyed.

If you object to the warning, you may direct an appeal to [NAME]within five working days.

The nature of the misconduct is:

SIGNATURE OF EMPLOYEE

DATE:

SIGNATURE OFREPRESENTATIVE OFTHEEMPLOYER

DATE:

SIGNATURE OFWITNESS (Ifapplicable)

DATE:

ANNEXURE3: Form 14.3 - Notice of Disciplinary Meeting

[DATE]

[NAME OFEMPLOYEE]

[PERSONALDETAILS OF THE EMPLOYEE]

Youareherebygivennoticetoattendadisciplinaryhearingintermsofclauses6and7oftheDisciplinary Code

The alleged misconduct and the available evidence is:

[A DETAILED DESCRIPTIONOFMISCONDUCT MAYBE ATTACHED].

The meeting will be held at [PLACE]on [DATE] at[TIME]. If you do not attend and cannot give reasonable grounds for failing to attend, the meeting will be held in your absence.

A fellow employeemay representyou.

You may give evidence to the hearing in the form of documents or through witnesses. You will be entitled to question any witness introduced by the department.

If the enquiry holds that you are guilty of misconduct, you may present any relevant circumstances in determining the disciplinary sanction.

SIGNATURE OFEMPLOYEE

DATE:

SIGNATURE OFREPRESENTATIVE OF THEEMPLOYER

DATE:

SIGNATURE OFWITNESS (If applicable)

DATE:

ANNEXURE4: Form 14.4 - Notice of Appeal

[DATE]

[NAME OF APPEAL AUTHORITY]

I, [NAME OF EMPLOYEE] am hereby appealing against a disciplinary action imposed on
[DATE.....]

At [PLACE.....].

I attach a copy of the notice of the disciplinary enquiry and/or the written warning.

{THE APPEAL REQUEST IS NOT VALID UNLESS THESE DOCUMENTS ARE
ATTACHED}

My reasons for appeal are:

The desired outcome of the appeal is:

I wish/do not wish [CHOOSE ONE] to provide additional evidence not available at the time of
the disciplinary proceeding.

SIGNATURE OF EMPLOYEE

DATE.....

[PERSONAL DETAILS OF THE EMPLOYEE]

;.....;|||||||