



CIVIL SERVICE ADMINISTRATIVE POLICIES, RULES AND PROCEDURES

PRESIDENT'S ASSENT

This Presidential Decree is issued in pursuant to the Constitution of the Republic of Somaliland (2000) and the Civil Service Law No. 7

These administrative policies, rules and procedures seek to provide a fair, transparent, accountable and effective uniform rules and regulations in managing the Somaliland civil service. The rules and regulations provide orderly procedures for the administration of the human resources system in the civil service. Ultimately, the impact of stringent application of these policies, rules and procedures is expected to bring about professionalism, dedication, efficiency as well as equity and justice.

I implore on all the civil servants to fully familiarize themselves with and adhere to the provisions of these rules and regulations and pledge to uphold the civil service values in the government of Somaliland.

H.E Hon. Muse Bihi Abdi

President of the Republic of Somaliland

FOREWORD

The Somaliland civil service undertakes diverse work, including delivering programmes and services to citizens. Effective service delivery is a cornerstone of a high performing civil service and a key enabler in building citizens trust in, and satisfaction with the Government of Somaliland. As Somaliland public administration continues to be dynamic in the advancement of modern management philosophy, these rules and regulations are intended to significantly enhance the performance focus, customer orientation and discipline across the government sector. The need for best practice human resource policies, rules and procedures to guide functionality of the civil service is a critical and urgent one. Ministries, departments and agencies should, therefore embrace these administrative rules and regulations as important and necessary to improve their own performance and the productivity of the service.

The civil service which is the main machinery of our government needs to be transformed into an entity that will serve citizens and institutions of Somaliland including the private sector and civil society. It is, therefore, my earnest belief that this Decree will help reposition the civil service of the Government of Somaliland and keep it in readiness for effective and efficient service delivery.

The Government of Somaliland has embarked on a civil service transformation agenda and I wish to encourage all civil servants to make it a point of duty to familiarize themselves and work as guided by all the administrative policies, rules and procedures contained in this document.

Mr. Sharmarke Ahmed Muhumad Geelle

Chairman, Civil Service Commission

PREFACE

The government of Somaliland has initiated several interventions to modernize civil service policies, regulations, systems and processes to enable it deliver effectively and efficiently these services. As part of the civil service reform process, the necessary administrative policies, rules and procedures are being put in place. This is in tandem with best human resource management practices and incorporates the provisions of the Civil Service Law No. 7 and other relevant legislation applicable to the civil service.

The government recognizes the pivotal role of the civil service as the main machinery through which it articulates and implements its policies and programmes. In order to perform this role effectively, the civil service needs to be provided with the necessary enabling policy environment which encapsulates the fundamental principles of transparency, accountability, due process and the rule of law.

The vision of the government of Somaliland to create a responsive, efficient and effective civil service that delivers quality public goods and services to citizens in a timely manner, and sufficiently plays a catalytic role to support the private sector to grow and create jobs and wealth; will be better achieved with a dedicated and highly skilled workforce working in a conducive and disciplined environment. It is my fervent expectation that the behavior of all civil servants would be consistent with the provisions of these policies, rules and procedures to improve their functional effectiveness and help deliver urgently needed public services to citizens of Somaliland.

Every civil servant shall make it a point of duty to acquaint himself/ herself with these administrative policies, rules and procedures and other regulations and circulars germane to the Somaliland civil service and abide by them at all times.

Hon. Ms. Hinda Jama Gaane

Chairperson, Public Service Reform Steering Committee

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LIST OF ACRONYMS AND ABBREVIATIONS

CF: Competency Framework

CSC: Civil Service Commission

GoSL: Government of Somaliland

HR: Human Resource

IDP: Individual Development Plan

MDAs: Ministries, Departments and Agencies

MESAF: Ministry of Employment, Social Affairs and Family

VA: Vacancy Advertisement

DEFINITION OF TERMS

Appeal

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

Appraiser

Is a supervisor who evaluates and reviews the performance of an employee

Appraisee

Is a person whose performance is being evaluated and 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 Building

Is a long term and continuous process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations 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 in the civil service of Somaliland deployed in the government ministries, departments and agencies.

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.

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.

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.

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

Performance management is a process by which managers and employees work together to plan, monitor and review an employee's work objectives and overall contribution to the organization. It is a continuous process of setting objectives, assessing progress and providing on-going coaching and feedback to ensure that employees are meeting their objectives and career goals.

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 Appraisal

Is the specific and formal evaluation of an employee's performance conducted to determine the degree to which the employee is performing his/her job effectively as per predetermined targets.

Placement

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

Poor Performance

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

Promotion

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

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

Recruitment is the process of attracting a large pool of qualified individuals in the labor market, who can be available to carry out organization's objectives with maximum efficiency and effectiveness. It is also reaching out and attracting a supply of people from which to select qualified candidates for the available job vacancies.

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 make him /her to behave in a particular way or as a punishment for poor performance.

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 a process by which an organization chooses from a list of applicants a person(s) who best meets the selection criteria for the position that has been advertised or for the available position.

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 application 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 Somaliland 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.

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

Introduction

Civil Service reform remains a key priority of the Government of Somaliland and is an important component in the governance pillar of the Somaliland National Development Plan II (2017-2021); which is one of the 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. The administrative policies, rules and regulations will contribute significantly to the democratic process and economic development in Somaliland and are, therefore, a key component to the strengthening of the overall capacity and enhancing effective service delivery of the civil service of the Government of Somaliland's overall development agenda. An effective civil service with adequate human resource policies, rules and procedures will improve public service delivery and economic management and management of resources in Somaliland efficiently and transparently. One of the objectives of these civil service administrative rules and regulations framework is to respond to the long-standing view that human resource management regime of the civil service needs to improve through streamlining and alignment of existing human resource management policies, rules and procedures.

Purpose

This Presidential Decree is issued in pursuant to the Constitution of the Republic of Somaliland (2000), Government Organizational Act and the Civil Service Law No. 7, and incorporates other relevant and applicable legislation 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 Somaliland National Development Plan, goals and objectives.

Object

This Decree sets out the administrative policies, rules and procedures that shall govern the Somaliland civil service in areas of Recruitment, Selection and Appointment ; Competency Framework; Performance Management; Career Management; Schemes of Service; Staff and Talent Retention Schemes; Civil Service Sanctions Management; Leave ;Coaching and Mentoring ;Establishment Control; Code of Conduct ;Training ;Records Management

;Complaints and Grievance Management ;Creation and Abolition of Offices; and Staff Promotion, Transfers, Secondment and Retrenchment.The Decree seeks to further improve the tenets of good governance and administrative transformation of the Somaliland civil service; guide current human resource management 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 Somaliland Constitution ,relevant national legislation and policies and relevant international conventions,
- (ii) Conformity with international best practice and professionalism 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 Somaliland 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 permanent officials in the public service working in the government service of the Republic of Somaliland and its agencies.

This Decree does not apply to:

- (i) Military, Police and other Security Agencies;
- (ii) Members of Parliament;
- (iii) Administrative Staff of Parliament;
- (iv) Employees of Local Government;
- (v) Elected Officials;
- (vi) Cabinet ministers (Ministers, Vice-Ministers, Ministers of State);
- (vii) Officials nominated by the President;
- (viii) Judges and Public Prosecutors;

- (ix) Personnel employed on fixed-term contracts to provide specific professional services but engaged outside the civil service establishment;
- (x) Independent Constitutional Bodies and members of Boards, Agencies, Offices and Commissions that exempted by a particular statute;
- (xi) Or any other civil servants or employees exempted by a particular statute.

CHAPTER ONE: RECRUITMENT, SELECTION AND APPOINTMENT

1. Policy Statement

The Government of Somaliland shall pursue employment policy that fosters performance and promotes productivity at the work place through merit-based, transparent and competitive recruitment, selection and appointment processes, with equal opportunity given to all individuals who apply without regard to color, clan, birth, language, gender or political affiliation.

2. Rules and Procedures

2.1 Recruitment

The following procedures shall apply to the recruitment, selection and appointment of employees to the civil service.

2.1.1 MDA Recruitment Request to Fill a Vacant Position

- (i) The Human Resources department of the MDA shall submit, after approval of institution's head, a Recruitment Request Application (Annexure 1: Form 1.1) to the CSC for the placement of one or several position/s together with the approved and classified position description and a person specification form (Annexure 2: Form 1.2).
- (ii) Prior to submitting a recruitment request, the MDA shall ensure that the following conditions are met:
 - the vacant position is included in the approved organizational structure and the established budget of the MDA;
 - confirm that the vacancy is not temporary or on lien for someone on secondment, study leave or sick leave.
 - an up-to date approved job description for the vacant position is available and up-to and that the position has already been officially classified and its grade and entry salary level assigned.

- (ii) In exceptional cases where the MDA needs to introduce changes in a position description which has already been approved, it shall submit a proposal to Chairman of the CSC for review and approval.
- (iii) If the changes to the original position description are significant, the CSC shall inform the MDA to submit the position for establishment approval and reclassification to determine the appropriate grade and salary level.
- (iv) In exceptional cases where an MDA needs to fill a vacant position internally, it shall submit a request with justification to the Chairman, CSC for review and approval.

2.1.2 Processing the Recruitment Request

- (i) The CSC Recruitment Section shall work with the requesting MDA to finalise the application and ensure that the conditions stated in 2.1.1(ii) are fully met;
- (ii) Where necessary, the CSC shall re-confirm with the Ministry of Finance Development that the position is fully budgeted.
- (ii) The CSC Recruitment Section shall open a file for the position, allocate a Vacancy Advertisement (VA) number and Log the VA into a recruitment tracking database;
- (iii) The CSC shall prepare a vacancy announcement based on the details and requirements in the position specification submitted by the MDA.
- (ii) The position shall be advertised nationally via recruitment websites and social media and on at least three local newspapers with nationwide circulation.
- (iii) Where there is a need to attract applicants from outside the country, the vacancy shall also be advertised internationally
- (iv) The vacancy advertisement shall clearly indicate that only shortlisted applications shall be acknowledged.

2.1.3. Job Applications

- (i) All applications shall be submitted electronically to dedicated VA email, drop-boxes or caches. Hard copy applications shall be accepted in cases where electronic facilities are not adequately available;
- (ii) To promote consistency and obtain essential details, all applicants shall be required to complete and submit an Employment Application Form (Annexure 3: Form 1.3);

- (iii) As soon as applications are received, they shall be given a serial number and signed by the Recruitment Officer; and
- (iv) Applications received shall be checked for completeness; and incomplete applications shall be documented and excluded from further consideration.

2.1.4 Application Screening

- (i) Once all applications are registered, they shall be scrutinized by the Head of the Recruitment section;
- (ii) Applications which do not meet the required minimum qualifications and minimum years of experience stated in the vacancy announcement shall be screened out and excluded from further review;
- (iii) All applications that meet the required mandatory minimum qualifications, experience and other requirements as specified in the vacancy advertisement shall be placed on a longlist for further screening and shortlisting

2.2 Selection

2.2.1 Shortlisting

- (i) The Chairman of the CSC shall constitute a three-person Shortlisting Panel consisting of civil servants trained on application screening and shortlisting to review all the Long-listed applications and prepare a short-list.
- (ii) The Shortlisting Panel shall prepare an application Shortlisting Scoresheet by assigning points to the selection criteria and other requirements stated in the vacancy announcement. (Annexure 4 : Form 1.4)
- (ii) The shortlisting panel shall scrutinize all long-listed applications, assign a rating for every application and then prepare a preliminary shortlist for further consideration, testing and interview;
- (iii) Each selected criterion shall be scored using the Applicant Shortlist Scoresheet (Annexure 4: Form 1.4) on the job application, against a numeric scale and totalled thus producing the order of merit for the shortlist;
- (iv) The Short-listing Panel shall submit to the Head of the Recruitment of the CSC the shortlist together with a report indicating the total points allocated to each application.

- (v) The Director of recruitment shall scrutinize the shortlist of candidates to ensure conformity with the requirements and forward it, together with their applications to the Chairman of CSC for review and approval.

2.2.2 Invitation of candidates

- (i) Written tests and interviews shall be scheduled as soon as possible after the short-listing of candidates, and a date and venue fixed by the Recruitment Section of the CSC;
- (ii) Candidates invited for tests and or interviews shall be given a minimum of ten days' notice. However, in exceptionally urgent cases, the Chairman of the CSC shall decide to reduce the notice period;
- (iii) The Head of the Recruitment section of the CSC shall ensure that shortlisted candidates are notified (e.g. electronically, invitation letter, telephone calls, etc.) of the time , date and venue of the interviews and advise them to bring along required documentation including originals of certificates, diplomas and degrees certified by the Ministry of Education and Science.
- (iv) To reduce the burden of travel costs for the candidates, interviews and written tests for positions located in the regions shall be held in the regional capitals provided that the majority of the shortlisted candidates are from the regions. In exceptional cases, the Chairman of the CSC may decide to hold the interviews and tests in Hargeisa.

2.2.3 Written Tests

- (i) Depending on the number of applicants short-listed, the Chairman of the CSC may decide to conduct a written test to reduce the number of candidates on the final shortlist.
- (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.
- (iii) The final shortlist shall consist of applicants with the highest test scores and they shall be invited for in-person interviews.

2.2.2.1 The number of candidates invited shall not be fewer than three persons otherwise the vacancy shall be readvertised.

2.2.4 Interview Panel

(i) The Chairman of the CSC shall constitute an Interview and Selection (Panel) which shall include a representative from the recipient MDA and at least one subject matter specialist (e.g. an accountant for an Accountant Officer position; a lawyer for a Legal Officer position etc.). The Chairman of the CSC shall also select one of the Panel members to act as a Panel Chairman.

(ii) The Panel members shall be drawn from a pool of civil servants who have received training on interviewing skills and selection principles and procedures and certified by the CSI.

(iii) At the day of the interview, the Head of the Recruitment Section of the CSC shall provide the Interview Panel with dossiers containing copies of the job description, position specification and the vacancy announcement, together with the list of applications of the candidates on the final shortlist.

2.2.5 Conducting the Interviews

(i) Before starting the interviews, the Panel shall draw up a set of interview questions based on the selection criteria, competencies and requirements stated in the vacancy announcement and, if they deem necessary, assign weights to each question. (Annexure 5: Form 1.5)

(ii) The Panel shall agree on distribution of questions amongst themselves and allocate equal time for each candidate.

(iii) At the conclusion of interview of a candidate, each Panel member shall rate the candidate's responses by assigning points for each question and completing the Panel Interview Rating Sheet (Annexure 6: Form 1.6)

(iv) Before the closing of the interview, the Selection Panel Chairperson shall give the interviewee an opportunity to seek or provide extra information that may not have been covered in the interview.

2.2.6. Panel Deliberations

- (i) Immediately upon conclusion of the interview, the Panel members shall discuss and explain their individual assessments of the candidates;
- (ii) The Panel Chairman shall collect the interview rating sheets from the Panel members, calculate total points received by each candidate and complete the Interview Panel Candidate Ranking Sheet which shows the total points assigned by each Panel member, the overall score received by each candidate and his/her rank. (Annexure 7: Form 1.7);
- (iii) Immediately after the conclusion of the interviews and completion of candidate rating sheets, the Panel shall complete a selection recommendation report and based on the total scores received by each candidate, recommend the top ranked candidate for appointment;
- (iv) The Report shall be prepared by the Selection Panel Chairperson and signed by the all the Selection Panellists and forwarded to the Director of Recruitment for quality assurance;
- (v) The CSC shall then forward the report and recommendations for appointment to the recipient MDA for information;
- (vi) In exceptional cases where two candidates receive equal scores and recommendations, the CSC Chairman shall make the final decision:
 - If one of the candidates is a female, she shall be selected; and
 - If both candidates are of the same gender, the older one shall be selected.

2.2.7 Reference Checks

- (i) The Recruitment Section of the CSC shall conduct reference and background checks on the top two candidates recommended for selection and record the results in the Reference and Background Check Form. . (Annexure 8: Form 1.8).
- (ii) If reference checks are conducted over the phone, then a modified prescribed form shall also be used to record the data obtained.

2.3 Appointment

2.3.1 Employment Offer and Contract Preparation

- (i) After the conclusion of the background checks, the Head of the Recruitment Section of the CSC shall prepare a standard Civil Service Employment Contract and an appointment letter for the selected candidate.
- (ii) The successful candidate shall be required to provide in writing to the Head of Recruitment of the CSC, confirmation of his/her acceptance of the offer within 30 days effective from the date of selection notification;
- (iii) If the first candidate declines the appointment offer, the candidate with the second highest rank on the Panel recommended list shall be offered the position instead of re-advertising the vacancy;

2.3.2 Notification of candidates not Selected

- (i) The Head of Recruitment section shall notify in writing candidates interviewed but not selected that they have not been successful.
- (vii) All interviewed candidates shall be notified not later than six weeks following conclusion of the selection interviews.

2.3.3 Acceptance and Signing of Contract

- (i) A candidate appointed to a position in the civil service shall be issued with a letter of appointment specifying the position title, the grade, entry salary and other terms and conditions of service.
- (ii) The effective date of appointment shall be the date of assumption of duty;
- (iv) The letter of appointment and contract shall be signed by the Chairman of CSC or his designee.

2.3.4 Probationary Period

There shall be a probationary period of six 6 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.

Annexure 1: Form 1.1 Recruitment Requisition Form

GOVERNMENT OF SOMALILAND

CIVIL SERVICE COMMISSION

Recruitment Requisition Form

This form shall be completed by the MDA and submitted to CSC to start recruitment process to fill a vacant position

Section 1: To be completed by the HR Manager of the MDA

MDA :-----

-

Department:-----Section:-----

Position Title:-----Grade:-----

Is the position fully budgeted: ----- Budget code:-----

Position location (Region, District town):-----

Is the position vacant:-----Yes-----No (If No explain below)

Explain the need for recruitment: -----

Required Attachments:

- i) Approved and classified job description
- ii) Approved position specification
- iii) Additional requirements if necessary

Prepared by (Name):-----Signature:-----
Title:-----Dept:-----
Approved by : Name-----Dept:-----

Section 2: To be completed by the Recruitment Section of the CSC

Date request received:-----R Logged by:-----

Actions by the Recruitment Manager

Confirm:

- i) Position title and grade
- ii) Budget:-----
- iii) Vacancy status
- iv) Job description attached
- v) Position specification attached

Prepared by: Name _-----Title -----
Signature:-----Date:-----
Verified by: Name:-----Title -----
Signature-----Date:-----

Approved by: Name:-----Title-----
Signature:-----Date:-----

Annexure 2: Form 1.2 : Position Specification Brief

This form is to be submitted to the Recruitment Section of the CSC. The Position specification below shall be used for use in the preparation of vacancy announcement.

Job Title:.....

Directorate/Department:

MDA:

Grade of the position:

Assignment Location:.....

Reports to:.....

Supervises:.....

Key Tasks/Duties:

The job holder will be responsible for:

1.
...
2.

Qualifications, Experience and Competencies required:

Minimum qualifications

1.
2.
...

Minimum years of relevant experience

1.
2.

Additional Essential requirements

Specific Competencies

- 1.....
- 2.....

Selection Criteria:

1.
2.

Applicable Skills & Experience

The jobholder will be able to show evidence of relevant skills and competencies against the following key selection criteria:

1.
...
2.
...

Prepared by: Date:.....

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

Note: Attach the approved and classified job description for submission to the CSC.

Annexure 3: Form 1.3: Employment Application Form

Please complete this form when applying for a job or responding to a vacancy. Please write in block letters using black or blue ink.

Position Applied for			Vacancy Number
Personal Details			
Full Name:			<input type="checkbox"/> Male <input type="checkbox"/> Female
Date of Birth/...../.....	Place of Birth 	Region	Town
Marital Status	<input type="checkbox"/> Married <input type="checkbox"/> Single <input type="checkbox"/> Widowed <input type="checkbox"/> Separated		
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	Major/Specialization	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, Professional Training, Research 1..... 2.....		
Prizes, Scholarships. Certificates, Etc., 1..... 2.....		

Employment History		
Present Position Held or Latest Position Held		Description of work including supervisory duties if any
Name & address of employer
Title of job

Period	From /...../..... To...../...../.....	
Present Salary per Month		If on GOVERNMENT OF SOMALIND Grading, please state Grade
Previous Positions Held- Stating with the most recent(if the space is insufficient, please attach additional information)		
Name & address of employer	Duties (In order of importance) 1. 2. 3. 4. 5.
Title of job		
Period	From...../...../..... To...../...../.....	
Name & address of employer	Duties 1. 2. 3. 4. 5.
Title of job	
Period	From...../...../..... To...../...../.....	
Name & address of employer	Duties 1. 2. 3. 4. 5.
Title of job	
Period	From...../...../..... 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:/...../.....			

Annexure 4: Form 1.4: Application Shortlisting Score Sheet

Use this form when reviewing a long-list to build a shortlist

Panel Member Name:-----Title: -----

Vacant position:-----Vacancy Number-----

Applicant Name:-----

Rate the application on a scale of 1 to 5 (low to high).

No.	Selected Requirements and questions defined by the Shortlisting Panel	Rating (1 to 5)	Remarks
	Relevance of experience		
	Level of qualifications and relevance to the position		
	Professional training and its relevance		
	Computer skills		
	Language skills		
	Selection criteria 1		
	Selection criteria 2		
	Question by the Panel		
	Question by the Panel		
	Question by the Panel		
	Question by the Panel		

Rating done by: Name:-----Signature -----Date--

Annexure 5: Form 1.5: Panel Interview Rating Sheet

Position: ----- MDA:-----

Interview date: -----

Panel Member Name:-----

Name (Candidate):	Application no:-----
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The Panel should craft questions based on the selection criteria and competencies stated in the vacancy announcement, and assign weights if necessary. Each Panel member must rate candidate responses on a scale of 1 to 5 (1 lowest --5 highest).

Question No.	Questions	Weight From-- to ----	Rating From 1 to 5	Total	Comments/explanation
	Total points				

Panel Member Name:-----

Signature-----

Date:-----

Annexure 6: Form 1.6: Interview Panel Score and Candidate Ranking

Position: ----- MDA:-----

Interview date: -----

Name (Candidate):	Application no:-----
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Candidate name	Panel Chair total points assigned	Panel member total points assigned	Panel member total points assigned	Panel member total points assigned	Panel member total points assigned	Total points Received	Candidate Rank based on total points received

Signatures of Panel Members:

Panel Chairman : Name:----- Signature-----Date-----

Panel Member : Name:----- Signature-----Date:-----

Panel Member : Name:----- Signature-----Date:-----

Panel Member : Name:----- Signature-----Date:-----

CSS Representative: Name:----- Signature:----- Date:-----

Annexure 7: Form 1.7: Overall Interview Panel Score and Candidate Ranking

Position: ----- MDA:-----

Interview date: -----

Name (Candidate):	Application no:-----
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Candidate name	Panel Chair Name:----- ----- Total points	P.M name: - ----- Total points	P.M name: - ----- Total points	P.M name: - ----- Total points	P.M name: - ----- - Total points	Total points Received	Candidate Rank based on total points received

The Panel recommends the selection of Mr/Ms.-----Ranked 1st above and if he/she turns down the offer or fails the background check , the candidate ranked 2nd should be selected.

Signatures of Panel Members:

Panel Chairman: Name:-----Signature-----Date:-

Panel Member : Name:-----Signature----- Date:-

Panel Member : Name:----- Signature----- Date:-

Panel Member : Name:-----Signature----- Date:-

Panel Member : Name:-----Signature:-----Date:-

Annexure 8: Form 1.8: Reference and Background Check Form

Applicant's Full Name:.....
 Date:.....
 Position Applied for:.....
 Reference Checked by:.....

 Employer:.....
 Contact Person:.....
 Contact Phone / Email Address:.....

Is / was the applicant an employee of your organization?	Yes	No
What are / were the applicant's dates of employment?	Start Date	End Date
What is /was the applicant's salary per month?	Starting Salary	Ending Salary
Incase the applicant is no longer working for you, why did he/she leave?	
What are / were the applicant's job responsibilities?		
How would you rate the applicant's performance?		
Any performance issues with the applicant?	Yes	No
Any attendance issues with the applicant?	Yes	No
Applicant's strengths		
Applicant's weaknesses		
Does / Did the applicant get along well with management and co-workers?	Yes	No
Has the applicant been promoted while in your organization?	Yes	No
Describe the applicant's experience working as a member of a team		
Describe the applicant's interpersonal skills		
Is there anything I haven't asked about the applicant that you would like to share with me?		
Would you rehire this person?	Yes	No

CHAPTER TWO: COMPETENCY FRAMEWORK

1. Policy Statement

The Government of Somaliland is committed to creating an enabling, supporting and stimulating working environment which values and empowers employees at all levels by establishing public service competencies framework which defines skills, behaviours and values essential to performance management, recruitment and selection, training, career development, staff retention and succession planning.

2. Rules and Procedures

2.1 Competency Framework

2.1.1 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 MDA and employee on how to improve on their current job performance;
- (ii) Individual civil servant 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 provided and equipped with information and guidelines of the competences required of them to progress through the hierarchy of position nomenclature and career ladder as specified in the MDAs customized competency framework report.

2.1.2 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) The competencies necessary for a job shall be stated in the position descriptions;
- (ii) The civil service commission shall be informed of the types of policy skills and knowledge that are essential for a given vacancy;

- (iii) The Civil Service Commission shall guide MDAs on the use of competencies in screening, interviewing, appointment and induction processes; and
- (iv) Vacancy announcements shall contain a section on the required set of competences.

2.1.3 Competency Framework in Performance Management

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

- (i) The CSC shall provide guidelines describing standard behavioural competencies with clarity on definition of each competency;
- (ii) The supervisor and individual employee shall identify the key competencies required to achieve each performance goal as guided by the MDAs customized competency framework;
- (iii) HR department shall advise and expect appraisers to include in the performance agreements at least 3 competencies that are most relevant to the performance required from the employee ; and
- (iv) 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 stated and agreed in the employee's work plan.

2.1.4 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.

2.1.5 Competency Framework and Training and Development

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

- (i) Assess training needs including the essential competencies;
- (ii) Link competencies to training;
- (iii) Specify training and development goals;
- (iv) Refer to the training needs identified during the staff performance appraisal including improvement of competencies to respond to training requests;

2.1.6 Competency Framework and Staff Retention

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

- (i) Build a competency model into all HRM processes which shall have a positive impact on employee retention:
 - Recruit and select employees with the competencies associated with successful performance shall result in a better job fit;
 - Align performance management and professional development processes with the competency framework strengthen employees' abilities to effectively meet the challenges of the job;
 - Employee loyalty and retention shall increase when they clearly understand what is expected of them and receive constructive feedback on how they are doing;
 - Providing competency-based development provides employees with the insights; and tools necessary to become better workers and prepares them for future advancement;
 - When linked to career progression and pay, competency frameworks shall play a major role in both attracting and retaining civil servants;
 - Reward the right people through measurable competencies linked to personal and organizational performance.

2.1.7 Competency Framework and Succession Planning

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

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

CHAPTER THREE: PERFORMANCE MANAGEMENT

1. Policy statement

The Government of Somaliland 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 performance management system based on a process of work planning, managing and appraising individual performance to recognize achievement of established goals and address staff development and improvement needs.

2. Rules and Procedures

2.1 The Performance Management and Appraisal Cycle

The Performance Management and Appraisal Cycle shall consist of the following phases:

1. Work and Performance Planning
2. Performance Monitoring
3. Mid-term Performance Review
4. End of Performance Appraisal Cycle

2.1.1 Work and Performance Planning

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

- (i) At the beginning of each year, the department/ section Heads shall meet with staff under their direct supervision to discuss the objectives and performance targets of the department/ section;
- (ii) At the individual level, a staff member shall meet with his/her supervisor/manager to prepare a work plan and agree on objectives, desired results and key performance indicators;

- (iii) The work plan shall briefly describe the performance targets or expected results for specific tasks and activities for which the staff member shall be responsible during the year;
- (iv) In preparing the work plan, the supervisor shall take into account the staff member's job description;
- (v) The supervisor and the staff member shall discuss and select from the competencies list (Annexure 1: Form 3.1) that the most relevant ones which shall be included in the Performance Agreement/work-plan;
- (vi) As part of the staff training and development plan, the staff member shall indicate at least one professional development goal to be achieved in the reporting period with the agreement of the supervisor. The development plan may include special assignments, continuing education, on the job training, seminars, conferences and study tours;
- (vii) The Supervisor shall copy the agreed work-plan together with selected competencies and recommended training into the Performance and Work Planning Form (Annexure 2: Form 3.2);
- (viii) The supervisor and the staff member shall both sign the Performance and Work Plan to confirm their mutual agreement;
- (ix) The preparation of the individual work plans shall be undertaken and concluded from 1st -30th January of each year.

2.1.2 Monitoring and Feedback

The following procedures shall apply in monitoring performance and providing feedback:

- (i) The Supervisor shall monitor the staff member's performance on a regular basis to ensure that work is progressing according to the agreed work plan, make necessary adjustments and provide coaching and feedback during the course of the performance period;

- (ii) The supervisor shall ensure that the feedback focuses on the objectives and expectations set out in the agreed work plan and covers both positive and weak aspects of the staff member's performance;
- (iii) The supervisor and the staff member shall engage in a two-way communication process to share views, share improvement suggestions necessary for achievement of agreed performance objectives and targets.

2.1.3 Mid-Term Review

Mid-Term Review is a mandatory part of the Performance Management and Appraisal system and the following procedures shall apply:

- (i) Half-way through the Performance Cycle, the supervisor shall conduct a Mid-Term Review of the staff member's performance to check progress made toward achievement of the objectives set in the agreed work plan;
- (ii) The supervisor shall meet with the staff member to discuss the results of the review;
- (iii) The supervisor and the staff member shall revise the work plan if warranted by dropping objectives and tasks that are no longer relevant, and adding others if necessary.
- (iv) The supervisor shall record the results of the review in the Mid-Term Review Report (Annexure 3: Form 3. 3);
- (v) The supervisor and the staff member shall both sign off the report;
- (vi) A copy of the report shall be submitted to the Human Resources Management Department for the staff member's file.

2.1.4 End of Performance Appraisal Cycle

The following procedures shall apply when conducting end of year performance appraisal:

- (i) At the end of the Performance Cycle, the staff member shall carry out a self-assessment and prepare a preliminary draft report on his/her achievements of the objectives and targets stated in the performance and work plan agreement;
- (ii) The supervisor shall assess the extent to which the staff member has achieved the performance targets, and objectives stated in the agreed work plan taking into account

any unforeseen developments that may have affected the staff member's performance during that period;

- (iii) At this stage, the supervisor shall place the results of his/her assessment of the staff member's performance in a draft form in the prescribed Performance Appraisal Form (Annexure 5: Form 3.5);
- (iv) The supervisor shall also comment on and rate the extent to which the staff member has demonstrated the core values and competencies stated in the work-plan;
- (v) The supervisor shall identify the staff member's strengths and training and development needs;
- (vi) At the conclusion of the meeting and after taking the staff member's perspective and explanation into account, the supervisor shall rate the his/her using the rating scale provided in (Annexure 4: Form 3.4) .

2.2 Performance Appraisal Meeting

The Performance Appraisal Meeting is mandatory and following procedures shall apply:

- (i) The appraisal meeting shall provide an opportunity to discuss with the staff member's achievement, or non-achievement, of the objectives and targets set out in the work plan;
- (ii) The supervisor shall ensure that the staff member is well informed of the purpose of the meeting and has sufficient time to prepare;
- (iii) The supervisor and the staff member shall discuss achievements and any objectives and targets that have not been met;
- (iv) The supervisor shall comment on the manner in which the staff member has demonstrated the core values and competencies stated in the work plan;
- (v) The supervisor shall allow and encourage the staff member to give his/her views on the results achieved and explain reasons for shortcomings, if any;
- (vi) The supervisor and the staff member shall also discuss any training needs to address shortcomings and/or to meet development goals;

- (vii) At this stage, the supervisor shall share with the staff member his/her performance rating and give him/her a chance to express his/her disagreement or agreement with the overall assessment;
- (viii) At the conclusion of the meeting, the supervisor shall update and finalize the draft Performance Appraisal Report (PAR) after meeting with the staff member and taking his/her perspective and input into account;
- (ix) The staff may also submit an appeal to the Performance Management Committee through the Second Reporting Officer.

2.2.1 Disagreement with the Performance Appraisal Report

In the event of disagreement with the performance rating in the appraisal report, the staff member shall have the right to:

- (i) Indicate his his/her disagreement with the results of the performance appraisal by commenting in the relevant section of the PAR for review and decision by the Second Reporting Officer;
- (ii) If the staff member is not satisfied with the response of the Second Reporting Officer and wishes to escalate the matter, he/she shall submit an Appeal to the Performance Management Committee.

2.3 Completion of the Performance Appraisal Report

- (i) After meeting with the staff member and discussing the results of the performance appraisal, the supervisor shall finalize the report in the prescribed form (Annexure 5: Form 3.5);
- (ii) The supervisor shall sign off the Performance Appraisal Report and submit it to the staff member for his/her comments and signature;
- (iii) The staff member shall give his comments and sign the report; and
- (iv) The supervisor shall still forward the Performance Appraisal Report to the 2nd reporting officer for his/her review, comments and signature.

2.3.1 Review by the Second Reporting Officer

- (i) Upon receiving the staff member's Performance Appraisal Report, the Second Reporting Officer shall check whether the Supervisor has appraised the staff member's performance in a fair and constructive manner;
- (ii) He/she shall endorse or modify the proposed training plan; and sign off the report;
- (iii) He/she shall endorse or modify the proposed training plan; and
- (iv) The Director shall sign off the PAS report as the Second Reporting Officer.

2.3.2 The Role of the Department Director

The Department director has the overall responsibility for the proper execution of the Performance Appraisal System in his/her department.

2.3.3 Performance Management Committee

A Performance Management Committee (PMC) shall be established consisting of five (5) to seven (7) members drawn from the Heads of Departments, including HR department and chaired by the Director General. The PMC should also include a staff member.

The role of the PMC and applicable procedures shall be as follows:

- (i) The Performance Management Committee (PMC) shall review Performance Appraisal Results of all the staff in the MDA to ensure consistency and fairness in the distribution of ratings;
- (ii) The PMC shall analyze statistics and conduct trend analyses of performance appraisal summaries and performance-related information at both unit/ section and departmental level;
- (iii) The PMC shall also review and adjudicate performance appraisal related grievances and appeals not resolved at the department director level;
- (iv) The PMC shall also review rewards and remedial actions recommended by department heads and make the necessary final decisions;
- (v) The authorized Officers shall, on the recommendation of the Performance

Management Committees, reward excellent performance and take appropriate steps to deal with poor performance in accordance with the existing rules.

2.4 Dealing with Poor Performance

2.4.1 Informal Approach of Dealing with Poor Performance

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

- (i) The supervisor shall ensure that staff member'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 document the outcomes of the meeting for future reference, without keeping record or details of the meeting in staff member's personnel file. If agreed, an action plan with the staff member containing appropriate training and support shall be developed.

2.4.2 Formal Approach of Dealing with Poor Performance

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

- (i) When a staff member performance has not improved, a formal meeting shall be arranged to discuss the staff member's performance and he/she shall be notified, in writing, of the date and time at least 7 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 staff member shall be informed in writing.

1. Deciding on the Formal Action to be taken

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

- (i) The Chairperson of the PMC having 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) staff member'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; and
 - (f) 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 that 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 the staff member'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 improvement of poor performance.

Annexure 1: Form 3.1: Competencies List

A/ CORE COMPETENCIES
(i) Organization and Management:
▪ Ability to plan, organize and manage work load
▪ Ability to plan, organize and manage work load
▪ Ability to manage others to achieve shared goals
(ii) Innovation and Strategic Thinking
▪ Support for organizational change
▪ Ability to work broadly and demonstrate creativity
▪ Originality in thinking
(iii) Leadership and decision Making
▪ Ability to initiate action and provide direction to others
▪ Accept responsibility and decision making
▪ Ability to exercise good judgment
(iv)Developing and Improving
▪ Commitment to organization development
▪ Commitment to customer satisfaction
▪ Commitment to customer satisfaction
(v) Communication (oral, written & electronic)
▪ Ability to communicate decisions clearly and fluently
▪ Ability to negotiate and management conflict effectively
(vi) Job Knowledge and Technical Skills
▪ Demonstration of correct mental, physical and manual skills

▪ Demonstration of cross – functional awareness
▪ Building, applying and sharing of necessary expertise and technology.
(vii) Supporting and cooperating
▪ Ability to work effectively with teams, clients and staff
▪ Ability to show support to others
▪ Ability to adhere to organization’s principles, ethics and values.
(viii) Maximizing and maintaining Productivity
▪ Ability to motivate and inspire others
▪ Ability to show support to others
▪ Ability to adhere to organization’s principles, ethics and values.
(ix) Developing/Managing budgets and saving cost:
▪ Firm awareness of financial issues and accountabilities
▪ Understanding of business processes and customer priorities
▪ Executing result based actions
B. NON– CORE COMPETENCIES
(x) Ability to Develop Staff
▪ Able to develop others (subordinates)
▪ Able to provide guidance and support to staff for their development
(xi) Commitment to Own Personal Development and training:
▪ Eagerness for self-development
▪ Inner drive to supplement training from organization

(xii) Delivering Results and Ensuring Customer Satisfaction
▪ Ensuring customer satisfaction
▪ Ensuring the delivery of quality service and products
(xiii) Following Instructions and Working Towards Organizational Goals
▪ Keeping to laid-down regulations and procedures
▪ Willingness to act on 'customer feedback' for customer satisfaction
(xiv) Respect and Commitment
▪ Respect for superiors, Colleagues and Customers
▪ Commitment to work and organizational Development
(xv) Ability to work effectively in a Team
▪ Ability to function in a team
▪ Ability to work in a team

Average to ALL averages for NONE CORE COMPETENCES (O) =

Annexure 2: Form 3.2: Staff Performance Planning Form

A: Personal Information

Performance review period: _____		From: ----- To: -----	
Staff member Name:-----		Supervisor Name:-----	
Employee No:-----		Position Title:-----	
Date of employment:-----		Department:-----	
Position Title: -----		Department Head Name:-----	
-			

B: Work plan

List below the objectives and key assignments that must be performed by the staff member. This work plan shall be reviewed and updated during the mid-term review

No	Key objectives and required results	Key Tasks	Key Performance Indicators	Target Completion Date
1		1)		
		2)		
		3)		
2		1)		
		2)		
		3)		
3		1)		
		2)		
		3)		
		2)		
		3)		

C: Competencies

Achievement of performance targets will also depend on possession of certain specific competences. The supervisor must discuss with the staff member at the beginning of the appraisal period and agree on the ones that are relevant for this specific period.

List below the key competencies for rating this staff member at the end of the appraisal period. Select the competencies from the attached list attached to the guidelines.

No	Competency	Description
1		
2		
3		
4		
5		

D) Training Recommended:-----

Supervisor 's Name:	Staff member's name:
Signature:	Signature
Date:	Date:

Annexure 3: Form 3.3: Performance Management and Appraisal Form

Mid Term Review

[To be filled by appraiser during review meetings]

1: Are you satisfied with the officers general performance level with respect to agreed performance targets? [tick appropriately]

Very satisfied

☐

Satisfied

☐

Not satisfied

☐

2: Please specify with respect to the officers Performance Agreement.

- i. Any Key Result Activities [KRA] or Key Tasks [KT] where appraisal performed exceptionally well.

.....

- ii. Any Key Result Activity [KRA] or Key Tasks [KT] where performance was below standard.

.....

- iii. Any competencies which need to be developed further

.....

3.: Has the staff been given feedback on achievement/ shortcoming through the review period?

[Tick appropriately] Yes ☐

No ☐

4: Has the performance improvement plan been agreed with respect to shortcomings above?

[Tick appropriately] Yes ☐

No ☐

Comments by appraiser if any.....

Comments by Appraisee, if any.....

Appraiser's signature.....Appraisee's signature.....

Annexure 4: Form 3.4: Performance Rating Scale

Rating	Rating points	Description
Exceeded expectations	5	The employee has achieved more than the objectives set out in the work plan. Performance has exceeded expectations.
Met expectations	4	The employee has fully achieved all the objectives in the work plan
Met most of the Expectations	3	The employee has achieved most of the objective, but not all. Needs some improvement.
Partially met Expectations	2	The employee has not achieved most of the objectives set out in the work-plan. Quality of output is below required levels. Needs performance improvement plan (PIP)
Unsatisfactory/Poor	1	The employee has failed to meet almost all the performance targets set out in the work-plan. Has not responded to feedback and coaching. Quality of output is poor.

Annexure 5: Form 3.5: Staff Performance Appraisal Form

Republic of Somaliland Staff Performance Appraisal Form

Performance review period	From: _____	To: _____
Employee Name: _____		
Employee Number: _____		
Date of Employment: _____		
Position/Title: _____		
Supervisor Name: _____		
Position Title: _____		
Department: _____		
Department Head Name: _____		

1. Performance Rating Scale

Rating	Rating Points	Description
Exceeded expectations	5	The employee has achieved more than the objectives set out in the work plan. Performance has exceeded expectations.
Met expectations	4	The employee has fully achieved all the objectives in the work plan
Met most of the Expectations	3	The employee has achieved most of the objective, but not all. Needs some improvement.
Partially met Expectations	2	The employee has not achieved most of the objectives set out in the work-plan. Quality of output is below required levels. Needs performance improvement plan (PIP)
Unsatisfactory/Poor	1	The employee has failed to meet almost all the performance targets set out in the work-plan. Has not responded to feedback and coaching. Quality of output is poor.

2. Performance Appraisal

List below the performance requirements and goals stated in the agreed work plan (adjust for changes made during the mid-term review) and rate the staff member's performance level using the above rating scale.

No	Key tasks and objectives which were in the agreed work plan	Key Results Assessment	Performance rating
1			
2			
3			
4			
5			
6			
7			

Overall Performance Rating (*Give a final overall rating*): _____

Appraiser comments:

4. Competencies

List below and rate the competencies stated in the agreed work plan and indicate improvement needs:

No.	Competency	Rating	Explanation/comments
1			
2			
3			
4			
5			
6			

Highlight competencies that require improvement:

5. Appraisal Meeting

Meet with the staff member to discuss the performance appraisal. Please see guidelines on conducting performance appraisal discussions.

Overall comments by the appraiser:

Name: _____ Signature: _____ Date: _____

6. Training and Development Needs:

List below the staff member's training needs (if any):

Name: _____ Signature: _____ Date: _____

7. Comments by the staff member

I confirm that the supervisor met with me and discussed my appraisal.

Yes: ☐

No: ☐

Staff member comments, if any:

Name: _____ Signature : _____ Date: _____

8. Department Head/Second Reporting Manager

Comments:

Name: _____ Signature: _____ Date: _____

Distribution: Original to the staff member and a copy to the HR Office for the fil

Annexure 6: Form 3.6 Performance Improvement Plan

[To be completed by Appraiser]

Period
covered.....

Ministry/
Agency.....Dept/Section.....

Appraisee 's Name.....P/NO.....Grade/Level.....

Appraiser's Name..... P/NO.....Grade/Level.....

Performance gap[s] specify identify and communicate each area to be improved.]	Remedial actions and time frames [write against performance gap]	Comments or any other action required.[indicate remedial measures]

Signature
Appraiser.....**Date**.....

Signature
Appraisee.....**Date**.....

CHAPTER FOUR: CAREER MANAGEMENT

1. Policy Statement

The Government of Somaliland is committed to providing clearly defined career structures to attract, motivate and retain suitably qualified talent in the civil service. Civil servants shall pursue career management opportunities in line with the employees' abilities, talent and interests irrespective of gender, age, and socio-economic status.

2. Rules and Procedures

2.1 Career Management

2.1.1 The following shall be the role of individual employees in career development:

- (i) Accepting ownership of their own career development;
- (ii) Identifying their career aspirations and goals;
- (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 development 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) Making recommendations and providing opportunities for employee 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 Organization Talent Reviews 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 Organization Talent Reviews 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 Organization Talent Reviews successfully;
- (iv) Maintaining the MDA's succession plan for the Organization Talent Reviews;
- (v) Monitoring the effectiveness of the Organization Talent Reviews, 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 Organization Talent Reviews;
- (ii) Using a fair and transparent process to carry out the Organization Talent Reviews 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 GoSL 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 SWOT analysis and undertake 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 does 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 GoSL Civil Servants:

- (i) The MDAs through the advice of the HR department/section, 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 CSC 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;
- (vi) Staff taking part in Organization Talent Reviews 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) OTRs shall be held annually.

2.1.9 Initiatives Aimed at Under-represented 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 Resource departments 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 Chairman of the Civil Service Commission. The appeal must be made within 10 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) The CSC shall group jobs into grades or bands. Jobs in the same grade or band shall be treated as being equal;
- (ii) The CSC in conjunction with the Ministry of Finance Development, Ministry of Employment, Social Affairs and Family, and Office of Presidency 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 shall be eligible for competition to a vacant position of a higher grade ; 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 the civil service job descriptions and specifications:

- (i) Job descriptions and person 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 the means through which the grade level of a position is determined;
- (iv) A person's grade shall be the grade of the position for which he/she is selected for regardless of his/her qualifications and performance ; and
- (v) The job classification process shall take into account the be based on the complexity of the function and level of responsibility of the role, the impact decisions can on the MDA as well as the roles and the qualifications and competencies required for the position.

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) Competition for the position of the higher grade; and
 - (c) Recommendation of the Selection Panel and Approval by the CSC.
- (ii) Generic Qualification and Requirements Mobility for Upward Mobility:
 - (a) Suitability assessment.
 - (b) Approval of Authorized Officer;
 - (c) Concurrence of CSC and respective MDA
- (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 CSC, Ministry of Employment, Social Affairs and Family 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 GoSL civil service:

- (i) Each MDA shall assess the extent to which career development objectives have been achieved;
- (ii)MDAs shall then provide feedback from the training institutions to the public service and provide feedback from the CSC to the training institutions;
- (iii)Respective MDAs shall be responsible for identifying future programs;
- (iv)MDAs shall provide data to justify further expenditure on career development activities;
- (v) The CSC 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, and stakeholders/client surveys and focused personnel audits. Major civil service-wide HR audit reviews shall be conducted by CSC; and
- (vi)The CSC 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 standards.

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							
Goal 5							
Goal 6							

Signature (Employee)

Date

Signature (Supervisor)

Date

CHAPTER FIVE: SCHEMES OF SERVICE

1. Policy Statement

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

2. Rules and Procedures

2.1 Developing Schemes of Service

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

- (i) The CSC 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 CSC and annual reports submitted to the Ministry of Employment, Social Affairs and Family (MESAF);
- (iii) MDAs shall develop the Schemes of Service proposal in line with format or framework approved by CSC;
- (iv) CSC 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) CSC shall return the draft to the initiating MDA to enable it seek clarification on both exclusive provisions and standard provisions;
- (vi) MESAF shall convene a panel of career guideline experts to critique the draft, identify unprecedent 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 1: Form 5.1);
- (vii) The Ministry of Finance Development shall participate to present views on fiscal sustainability of the scheme of service;
- (viii) CSC and MESAF 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 MESAF and handed over to CSC 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 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 GoSL 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.

2.3 Review of Qualifications for Grades at Entry Level

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

- (i) CSC shall adopt the practice of specifying only the minimum qualification in schemes of service for entry grades in the civil service;
- (ii) CSC 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, CSC working together with MDAs shall submit justifications for maintaining the basic qualifications.

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);

2.5 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 competencies 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 minimum qualifications 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 CSC;
- (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) There shall not be any promotion unless the officer meets the requirements. In any case, the promotion should be done on the basis of a competitive selection process;

- (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 have an incidence on the salary grading of the post. Therefore, any change in qualifications shall be fully justified and submitted to the Civil Service Commission for review and approval;

- (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 Ministry of Education and Science in Somaliland before any proposed scheme of service is submitted to CSC;
- (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.

2.6 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.

Annexure 1: Form 5.1 - 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 SIX: STAFF AND TALENT RETENTION SCHEMES

1. Policy Statement

The Government of Somaliland will promote staff and talent retention schemes 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 retain a highly motivated skilled workforce. The policy will further seek to implement various retention schemes as additional incentive interventions for employees when resources are available.

2. Rules and Procedures

2.1 Objectives of Staff and Talent Retention Schemes

Staff and Talent Retention schemes shall aim at achieving the following objectives:

- (i) To attract, identify, develop, engage, retain and deploy individuals who are considered particularly valuable to MDAs;
- (ii) Reduce staff turnover and improve employee retention through consultation, fair treatment, flexibility, and offering career development;
- (iii) To develop employees' understanding of work stress and how to cope with it;
- (iv) To support employees to develop good practices that will enhance their health and safety and well-being;
- (v) To develop a workplace environment that is functionally healthy and safe;
- (vi) To improve efficiency of internal and external communication of MDAs;
- (vii) To introduce confidential exit surveys and staff attitude surveys that shall help HR directors take appropriate action to address turnover;
- (viii) To ensure that new joiners have realistic expectations of their job and receive sufficient induction training;
- (ix) To provide staff with opportunities to enhance knowledge and skills to reach their educational and training potential;

- (x) To develop and signpost career opportunities for all employees and creative strategies for unleashing employee potential.

2.2 Welfare Retention 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), Women and Disadvantaged Groups:** CSC shall support continuous positive action training and development for all categories of civil servants with special attention on People with Disabilities (PWDs), women and civil servants categorized as vulnerable;

2.2.2 Specific Civil Service-Wide Welfare Retention Schemes

1. 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) CSC shall perform the following role: (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 (h) Formulate the annual calendar of the scheme; and (h) Facilitate an awards committee members shall be only CSC and Presidency office.

2. Housing Benefits

The following guidelines shall apply to Housing Benefits:

- (i) A housing scheme shall be available to all permanent serving civil servants who are eligible under the GoSL civil service policies and regulations;
- (ii) Implementation of the housing scheme shall be subject to availability of budget and confirmation by the Ministry of Finance Development;
- (iii) The terms of the housing 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 Development shall confirm the availability of budget prior to finalization of appointment letter of employees who qualify to benefit from the housing scheme;
- (v) CSC shall be responsible for coordinating the housing scheme with relevant MDAs.

3. Transport Benefits

The following guidelines shall apply to Transport Benefits:

- (i) All permanent serving civil servants officers who are eligible under the GoSL civil service policies and regulations shall be eligible for government transport;
- (ii) Implementation of the government transport shall be subject to availability of budget and confirmation by the Ministry of Finance Development;
- (iii) The Ministry of Finance Development shall confirm the availability of budget prior to finalization of appointment letters of employees;;
- (iv) The terms of the government transport shall initially be incorporated in the letter of appointment of civil servants and be implemented during the period of service;

CHAPTER SEVEN: CIVIL SERVICE DISCIPLINARY MANAGEMENT

1. Policy Statement

The Government of Somaliland will pursue policies that encourage civil servants to maintain a consistent approach towards good and productive behavior management. The policies will seek to apply disciplinary procedure on 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 disciplinary process:

- (i) Every MDA shall have a disciplinary Committee to be chaired by the Director General / Head of Somaliland Mission abroad / Regional Governor; and other two members from that MDA as specified in the Civil Service Law 7 Chapter VII.
- (ii) The disciplinary committee's responsibility shall be clearly specified and include managing internal performance disciplinary processes;
- (iii) Sanctions shall be regulated within the Civil Service Law and in accordance with relevant parts of this Decree such as competency management, competency framework and complaint and grievance policy;
- (iv) Sanctions shall be applied to consistent poor performance by implementing a fair and transparent process of determining continual poor performance.

2.2 Sanctions

2.2.1 Actions for Poor Performance

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

(i) Demotion

Demotion: An employee shall be demoted if the MDA identifies a lower grade position that is more suitable for the employee's performance level and CSC will approve.

(ii) 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.

(iii) Termination

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

2.3 Stages of Disciplinary Process for Poor Performance

The disciplinary process for poor performance in the civil service shall be as follows:

2.3.1 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;

2.3.2 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 7.1);
- (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 a maximum of two years;
- (v) If during the two year 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

2.3.3 Final Written Warnings

- (i) The Supervisor shall give the employee a final written warning in the prescribed form (Annexure 2: Form 7.2);
- (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.

2.4 Serious Misconduct

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

- (i) Serious misconduct related to performance shall be as specified in the Civil Service Law 7 Chapter VII.
- (ii) The MDA shall initiate a disciplinary enquiry if the alleged misconduct justifies it;
- (iii) The MDA shall appoint a representative, who as much as possible shall be the Supervisor of the employee, to initiate the enquiry;

- (iv) The employee shall be given notice in the prescribed form (Annexure 3: Form 7.3) at least five working days before the date of the hearing;
- (v) The employee shall sign receipt of the notice;
- (vi) 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;
- (vii) An employee shall be suspended on full pay or transferred if he is alleged to have committed a serious misconduct , or
- (viii) 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;
- (ix) The employer shall hold a disciplinary hearing within a month upon the suspension of an officer;
- (x) The chair shall pronounce a sanction after establishing an employee has committed a misconduct;
- (xi) 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;
- (xii) 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
- (xiii) An employee who has been demoted may apply for promotion after a year without prejudice.

2.5 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 Chairperson of the hearing shall the Director General / Governor or they shall designate a higher level ranking officer than the employee;
- (iii) If the employee charged with misconduct is a Director General, the case shall be heard by the National Disciplinary Board.

- (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 Chairperson shall ask any witness questions for clarification. If the Chairperson decides the employee has committed a misconduct, the Chairperson shall inform the employee of the finding and the reasons for it;
- (xiv) Before deciding on a sanction, the Chairperson shall give the employee an opportunity to present relevant circumstances in mitigation;
- (xv) The representative of the employer may also present aggravating circumstances;
- (xvi) The disciplinary committee shall submit final decision to the Head of the institution /Minister/Chairman;
- (xvii) The Minister shall reduce the sanction, or confirm the outcome of the disciplinary proceeding;
- (xviii) The Chairperson 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.

2.6 Appeal

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

- (i) The employee shall, within ten working days of receiving the notice of the final outcome of a hearing or other disciplinary procedure, submit the appeal form (Annexure 4: Form 7.4) to the HR department of the CSC ,who shall make an enquiry and submit a report to the Director General of the CSC.
- (ii) The Director General, CSC shall also make further enquiry and submit final report to the Chairman, CSC.
- (iii) The Chairman, CSC shall make the final decision which shall be communicated back to the employee.
- (iv) Where the employee registers a further appeal hearing, this shall be done within one month after receiving the decision from the CSC. The employee shall forward the appeal directly to the Supreme Court ,who through the employer/MDA shall notify the employee of the date and place of hearing the appeal;
- (v) The Supreme court shall through its proceedings uphold the appeal, and/or reduce the sanction, or confirm the outcome of the disciplinary proceeding; and
- (vi) The employer shall immediately implement the decision of the Supreme Court which shall be final.

2.7 Gross Misconduct

- (i) Acts of gross misconduct shall be as specified in the Civil Service law Chapter VII.
- (ii) When an employee is terminated for illegal acts such as embezzlement, theft of MDA property or violent actions and behavior he/she might be subject to prosecution as specified by the Civil Service Law. And if an employee is found guilty on criminal charges, he / she shall be dealt with as per the provision of the Civil Service Law Chapter VII, Article 33.
- (iii) However, it is important that a member of staff who shall be terminated for gross misconduct is allowed their right of appeal. If the employer just dismisses the employee and doesn't allow him/her an appeal, then procedurally that's likely to be an unfair dismissal. As a good practice there shall be in place an effective appeals process, enabling to review the case and assess the appropriateness of the decision.

2.7.1 Typical Acts of Gross Misconduct

Following is a list of what shall be considered to be gross misconduct as specified in Civil Service Law Chapter VII:

- Gross abuse of authority
- Violating of official duties causing damage to the state, to public or local administration or to private person.
- Wrongful use or misappropriation of funds administered by, or entrusted to an official.
- Demanding or accepting any gratification in return for acts performed or to be performed in the course of official duty.
- Acts of gross insubordination
- Violation of official secrets
- Abuse of official position for personal gain

Annexure 1: Form 7.1 - Written Warning

[DATE]

[NAME OF EMPLOYEE]

[PERSONAL DETAILS OF THE EMPLOYEE]

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 seven working days.
The nature of the misconduct is:

SIGNATURE OF EMPLOYEE

DATE:

SIGNATURE OF MANAGER

DATE:

SIGNATURE OF WITNESS (If applicable)

DATE:

Annexure 2: Form 7.2 - Final Written Warning

[DATE]

[NAME OF EMPLOYEE]

[PERSONAL DETAILS 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 OF REPRESENTATIVE OF THE EMPLOYER

DATE:

SIGNATURE OF WITNESS (If applicable)

DATE:

Annexure 3: Form 7.3 - Notice of Disciplinary Meeting

[DATE]

[NAME OF EMPLOYEE]

[PERSONAL DETAILS OF THE EMPLOYEE]

You are hereby given notice to attend a disciplinary hearing .

The alleged misconduct and the available evidence is:

[A DETAILED DESCRIPTION OF MISCONDUCT MAY BE 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 employee may represent you.

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 OF EMPLOYEE

DATE:

SIGNATURE OF REPRESENTATIVE OF THE EMPLOYER

DATE:

SIGNATURE OF WITNESS (If applicable)

DATE:

Annexure 4: Form 7.4 - 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]

CHAPTER EIGHT: LEAVE

1. Policy statement

The Government of Somaliland 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.

2. Rules and Procedures

2.1 Categories of Leave in the Public Service

The following shall be the categories of leave in the Public Service

- (i) Annual leave (Ordinary leave)
- (ii) Maternity Leave
- (iii) Sick Leave
- (iv) Study Leave
- (v) Unpaid Leave
- (vi) Compassionate Leave

2.1.1 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.

- (vi) An employee may, if he/she so wishes, shall be allowed to carry over a maximum of 15 days of accrued annual leave to the following year; and any more days above 15 days that is not taken by the end of the year shall be forfeited.

2.1.2 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; exclusive of the annual leave due for the year.
- (ii) 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;
- (iii) 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;
- (iv) Should it be necessary to extend maternity leave beyond the prescribed period of 4 months on grounds of sickness of the mother, the female officer shall be granted sick leave subject to confirmation by a recognized medical practitioner;
- (v) A female officer shall provide evidence of her pregnancy and written confirmation of an antenatal appointment if requested;
- (vi) A female employee shall provide evidence of her pregnancy and written confirmation of an antenatal appointment if requested.

2.1.3 Sick Leave

The following rules shall apply to processing of sick leave:

- (i) Sick leave on full pay shall be granted for a period of up to six months with full pay. If the sickness is more than 6 months, the employee shall be paid half salary for the additional days;

- (ii) If however, the sickness or injury occurred while performing government service duty, the employee will be given full salary (without any deduction) until the end of his sick leave;
- (iii) 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;
- (iv) Sick leave shall include weekends and public holidays;
- (v) Sick leave shall be granted only because of personal illness or legal quarantine;
- (vi) 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 upon recommendation of a medical doctor or Medical Board.
- (vii) Any employee claiming light sick leave more than 5 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 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.

2.1.4 Study Leave

The following rules shall apply to processing of study leave:

Once Government offers an employee a scholarship or a training course 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 of university level or its equivalent, the duration of the leave shall be set up by the Ministry of Education and Science while making consultations with the institution which the employee works for;
- (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/her own which the MDA has not extended to him, he shall be allowed a leave without pay for the period of his/her 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.
- (v) An officer requesting for study leave shall be required to attach proof of admission from the institution in which he/she wants to study to the leave application form.

2.1.5 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 or as approved by CSC;
- (ii) Such leave with no salary payment shall be authorized by CSC after receiving a report from the MDA for which the employee works for;
- (iii) 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 or be on secondment for a period not exceeding three (3) years;
- (iv) Leave without pay granted in accordance with this Decree shall not be increment-earning and where necessary, incremental date shall be adjusted; and
- (v) The period of leave without pay shall not be pension-earning unless the staff member decides to pay his /her and government's contribution.

2.1.6 Compassionate Leave

The following rules shall apply to processing for compassionate leave:

- (i) Civil servants shall be entitled to a paid leave of absence of three (3) working days in the case of the death of their spouse OR other close relative (father, mother, children).

2.2 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 leave plans of the employee and public work interest;
- (ii) An employee wishing to proceed on leave shall complete the prescribed application leave form (Annexure 1: Form 8.1); indicating the category of leave being applied for and the details;
- (iii) In case of unavailability of the leave application forms to the civil servants in the remote regions, the employee shall have to communicate his/her request for leave to their immediate supervisor and the nearest HR office;
- (iv) The employee's manager shall review and approve the leave application and forward it to the Human Resource Department for processing;
- (v) Annual leave for a newly appointed officer shall be calculated on a pro-rata basis only for the year of his/her appointment;
- (vi) 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;
- (vii) Civil servants shall be encouraged to utilize their leave in each year;
- (viii) If the supervisor rejects the leave request, he/she shall submit a written explanation to the employee with a copy to the HR Department. In such cases, the employee shall have the right to escalate the matter to the supervisor's manager.

2.3 Leave Cancellation/ Recall

The following rules shall apply in recalling an officer from leave:

- (i) An officer on annual or ordinary leave may be recalled on grounds of exigencies of service.
- (ii) The line manager shall prepare a leave cancellation request together with a justification describing the exigency and submit it to the Director of the officer's Department for approval.
- (iii) Upon approval by the Director General, the leave cancellation order shall be forwarded to the HR Department to process the cancellation and update the officer's leave record by crediting the staff member with the number of the unused approved leave days.

Annexure 1: Form 8.1: Leave Application Form

SECTION I: TO BE COMPLETED BY THE EMPLOYEE

Employee Name: _____ Payroll Number: _____ Date of Employment: _____
(DD/MM/YYYY)

Job Designation: _____ Job Grade: _____

DEPARTMENT/ Section _____ Ministry/Agency: _____

Total No. of Working days applied for _____

Period of Leave Required: From: _____ To: _____ (Inclusive) (DD/MM/YYYY)

Type of leave requested (please tick appropriately):

Annual Leave ☐ Compassionate leave ☐ Study Leave ☐ Maternity leave ☐

Sick leave ☐ Advance leave days ☐ Others (specify) _____

Telephone contact while on leave: _____ Name of Immediate Supervisor: _____

Signature of leave Applicant: _____ Date: _____

SECTION 2: TO BE COMPLETED BY HR DEPARTMENT – LEAVE STOCK

<p>Annual Leave</p> <p>No. of days accrued from last year..... days</p> <p>Number of total leave days available.....days</p> <p>Less days applied for.....days</p> <p>Balance of leave days after deduction of current applicationdays</p>	<p>Other Leave (specify.....)</p> <p>Days applied for..... days</p> <p>Days approved..... day</p>
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SECTION 3: TO BE COMPLETED BY DEPARTMENT DIRECTOR or AUTHORIZED MANAGER

APPROVED ☐ DECLINED ☐

Reasons if declined: _____

Signature: _____ Date: _____

SECTION 4: FOR HUMAN RESOURCES USE ONLY (TO BE COMPLETED BY AUTHORIZED HR OFFICER)

Leave approved: From To (Inclusive) No. of days.....

Balance of leave days after deduction of current application: _____ days

Name of Authorized HR Officer: _____

Signature: _____ Date: _____

CHAPTER NINE: COACHING AND MENTORING

1. Policy Statement

The Government of Somaliland 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 Objectives of Coaching and Mentoring

Civil Service Commission shall promote coaching and mentoring programs that have a broad objective of strengthening the capacity of the civil service through the following human resource development interventions:

- (i) Promoting individual development of the civil servants through the transfer of skills, expert knowledge and insight and providing an additional resource for feedback and guidance.
- (ii) Developing an internal pipeline for succession planning and strengthening the mechanism for developing future leaders and also helping in employee career satisfaction and retention.
- (iii) Helping new recruits, trainees or graduates settle into the civil service.
- (iv) Skills enhancement
- (v) Defining professional behaviour for new employees who join the civil service.
- (vi) Developing of leadership and management competencies.

2.2 Coaching

- (i) Coaching in Somaliland Civil service shall be task oriented focusing on concrete issues, such as managing more effectively, speaking more articulately, and learning how to think strategically.

- (ii) It shall require a content expert (coach) who is capable of teaching the coachee how to develop these skills. The focus shall be on meeting very specific objectives within a set period of time.
- (iii) Coaching will be mainly concerned with performance and the development of certain skills.
- (iv) It shall usually take place on a one-to-one basis and shall have a specific purpose.
- (v) There shall be a planned coaching programme with a much shorter timeframe than in mentoring and the learning goals shall be determined in advance.

Roles of Coaches

All Coaches shall be expected to:

- (i) Adhere to the civil service coaching and mentoring Code of Ethics and the requirements by the Coaching and Mentorship Program policy requirements
- (ii) Comply with relevant civil service policies and procedures in relation to Confidentiality and Records Management.
- (iii) Have support of own Line Manager and MDAs of the Government of Somaliland to provide coaching as part of their existing job role.
- (iv) Be able to offer 4-8 hours coaching per month. .
- (v) Participate in regular supervision/coaching sessions.
- (vi) Maintain agreed confidential records of coaching sessions

Roles of Coachees

All Coachees shall be expected to:

- (i) Identify the work related challenge that they are interested in developing at a professional and/or personal level, usually via their immediate supervisor's assistance.
- (ii) Explore if coaching is the most effective development option with their Line Managers
- (iii) Engage fully in the coaching process, committing to the coaching agreement.
- (iv) Inform the Coach promptly if postponement/cancellation is necessary.
- (v) Evaluate the coaching service, impact upon their practice and the benefits to the MDA as part of the Coaching Service evaluation process.

2.2.1 Matching with a Coach

- (i) The coachees shall be matched with a coach who preferably works in coachees own parent MDAs, but at times a coach from other MDAs may be chosen.
- (ii) Matching shall depend on issues such as:
 - a) Coach availability and capacity
 - b) Coach requirements as specified by the coachee or their line manager
 - c) Avoidance of conflicts of interest.

2.2.2 Coach Agreement

(i) The coaching agreement between the coach and the coachee shall be the basis of good practice, A simple written agreement will be recorded between the coach and coachee covering the following:

- a) Goals and expectations
 - b) Method, timing, duration and frequency of coaching sessions
 - c) Ground rules e.g. confidentiality, feedback to line manager
 - d) Ending Agreement
 - e) Commitment to appointments
- (iii)The coaching agreement shall be completed before the first coaching session.
- (iv)In situations where the coachee sees it important for the line manager to participate in making the coaching agreement, a tri-partite meeting or conversation shall be facilitated by the coach. The agenda shall follow the suggested structure below:
- a) Clarify the line manager's and coachee's expectations of coaching
 - b) Agree on confidentiality, feedback processes, review and evaluation processes, and documentation.
 - c) Confirm practical arrangements, i.e. number of sessions, timeframe, duration of sessions, cover for the coachee during sessions, prioritization, handling cancellations and line manager's assistance to enable participation.
- (v) The three parties shall complete the Coaching Agreement, all sign and each gets a copy.

2.2.3 Coaching Activity

- (i) The coaching activity shall proceed as agreed – ideally one on one unless geographically not close. In such circumstances the option via telephone or use of technology, e.g. Skype, shall be utilized.
- (ii) Coaching Sessions shall be fortnightly, monthly or bi-monthly and shall last from 30 minutes to one hour
- (iii) The timing of sessions shall be during working hours or off working hours if the programme of the working day is not conducive to effective participation by either the coach or coachee.
- (iv) Time off in lieu for coaching sessions outside of normal working hour must be approved by line manager. There shall be no additional accrual of pay or benefits for work undertaken outside of normal working hours.
- (v) The coach shall maintain a short record of the coaching sessions and agree the content with the coachee

2.2.4 Coaching Progress

- (i) If after 4 sessions it is concluded that further coaching would be beneficial, the Coaching Agreement shall be updated and the plan for the next sessions agreed.
- (ii) A coachee may have their coaching extended, if this is agreed as necessary and beneficial by the coach, coachee and the line manager. The Coaching Contract shall be updated to reflect revised goals and time frames.
- (iii) When the coaching process is ended, a review discussion shall be facilitated by the coach. This shall take place within two weeks of the last coaching session and no later than four weeks.

2.2.5 Coaching Evaluation

- (i) An evaluation of the coaching sessions shall be completed by the coachee and their line Managers
- (ii) This shall enable the evaluation of the coaching service as well as providing developmental feedback and quality assurance for the coaches.
- (iii) The evaluations shall be shared with the individual coach and shall be used to inform their supervision.
- (iv) Individual coach evaluations shall be kept confidential.

- (v) The coach shall ensure that all coaching session information is collated and sent to the program Coordinator for secure storage.

2.3 Mentoring

- (i) The Civil Service Mentoring programs shall seeks to provide a safe environment where the mentee shares whatever issues affect his or her professional and personal success.
- (ii) Although specific learning goals or competencies may be used as a basis for creating the relationship, mentoring focus in the civil service shall go beyond these areas to include things, such as work/life balance, self-confidence, self-perception, and how the personal influences the professional.
- (iii) Mentoring program in the civil service shall be a one-to-one relationship that will supports the growth and development of an individual employee.
- (iv) The mentor shall be a facilitator who will work with either an individual employee or a group of employees over an extended time period.
- (v) Mentoring programs in the civil service shall seek to build the ability to apply skills, knowledge and experience to new situations and processes in the workplace.

2.3.1 Mentoring Recruitment

The following procedures shall apply to mentoring recruitment

- (i) All new staff members shall receive training on the principles of volunteer recruitment and shall be required to understand the mentoring program's recruitment plan.
- (ii) The program coordinator shall take the lead in developing the Annual Recruitment Plan with input from Mentorship Program staff, the program director, and program steering committee.
- (iii) Planning shall be finalized, including agency and Steering Committee approvals, one month prior to the beginning of the new fiscal year.
- (iv) The program coordinator shall complete a detailed Quarterly Recruitment Activity Plan of specific tasks, roles and responsibilities, and a week-by-week timeline, incorporating other staff, the executive director, and Program steering committee members to implement specific recruitment activities.
- (v) The program coordinator shall be responsible for ensuring implementation of the Annual Recruitment and Quarterly Activity Plans.

- (vi) The program coordinator shall finalize and distribute the quarterly recruitment activity plan to the agency staff and the board.
- (vii) The program coordinator shall summarize the Volunteer Inquiry Tracking log and provide the results to the executive director on a quarterly basis along with the number of successful matches.
- (viii) The program director shall provide the yearly budget for recruitment and marketing activities.
- (ix) The program coordinator shall be responsible for tracking and monitoring expenditures.
- (x) Based on tracking data and the overall effectiveness of the recruiting efforts, the Director, HR shall revise the strategy as needed.

2.3.2 Mentor Screening

The following procedures shall apply to mentor screening ;

- (i) The applicants shall return all completed materials in the application packet given to them during the inquiry process
- (ii) A mentor file shall be created for all prospective mentors who return a completed application.
- (iii) A Mentor Contact Sheet shall be kept on top of one side of each file.
- (iv) Mentorship Program staff members shall:
 - a) Make an appointment and conduct an in-person interview with the prospective mentor
 - b) Conduct phone interviews with three personal references
- (v) The Mentorship Program shall be based on all information gathered above and staff members shall;
 - a) Complete the volunteer assessment and make a determination as to the appropriateness of the participant's involvement in the program.
 - b) Send out an acceptance or rejection letter to the applicant based on the overall assessment of appropriateness.
 - c) If applicant is rejected, the applicant's file shall be placed into the file area of ineligible applicants.

- d) If the applicant is accepted, the mentor shall complete the initial two-hour training session prior to being matched with a mentee.

2.3.3 Mentee Screening Procedures

The following procedures shall apply to mentee screening;

- (i) Upon receiving a referral for any employee, program staff shall begin the process by mailing respective line managers a Referral Letter, dates and times of upcoming mentee orientation sessions, and an application packet.
- (ii) The staff shall do a follow-up call to the line managers within 72 hours of mailing the letter.
- (iii) The applicant must return all completed materials in the application packet given to them during the inquiry process, including the Written Application, Contact and Information Release, and Mentee Interest Survey.
- (iv) A mentee file shall be created for all prospective mentees who return a completed application. A Mentee Contact Sheet shall be kept on top of one side of each file.
- (v) Mentorship Program staff shall then make an appointment and conduct an inperson interview with the prospective mentee.
- (vi) Based on all information gathered above Mentorship Program staff shall;
 - (a) complete the Mentee Assessment Summary and make a final determination as to the appropriateness of the participant's involvement in the program.
 - (b) Send out an acceptance or rejection letter to the mentee or their line managers based on the overall assessment of appropriateness.
 - (c) If applicant is rejected, the applicant's file shall be placed into the file area of ineligible applicants.
 - (d) If the applicant is accepted, the mentee must complete the initial two-hour training prior to being matched with a mentor.

2.3.4 Mentorship Training Procedure

The following procedures shall apply to mentoring training

(i) General Training Procedures

- a) Each mentor and mentee must attend a two-hour training session prior to being matched as well as at least two in-service training sessions per year of involvement in the Mentoring Program, the latter being offered to each group at least quarterly.
- b) The program coordinator shall have a lead role in managing training session logistics, developing curriculums and training materials, facilitating the session, and processing the training evaluation forms.
- c) Sessions shall be conducted by program staff along with outside experts, and mentors and mentees currently in the program.
- d) Training evaluations forms shall be distributed and collected following all training sessions.

(ii) Initial Training Session

- a) Potential mentors and mentees shall be notified by the coordinator of the next training session..
- b) Basic mentor and mentee training sessions shall be held once a month alternating between the first Saturday of the month from 10 a.m. to 12 p.m. and the first Sunday of the month from 10 a.m to 12 p.m.
- c) Participants must complete the Training Completion Forms, which shall be added to the right side of their case files.
- d) Content for the initial training sessions must include basic program guidelines, safety issues, and communication/relationship building skills.
- e) Drugs and Sexual abuse prevention training, in particular, shall be mandatory for both mentors and mentees.
- f) A training completion certificate shall be given to each participant at the end of their initial training session.

(iii) In-service Training Sessions

- a) Once matched, each mentor and mentee must attend at least two inservice training sessions during the course of the year.

- b) Attendance at each session shall be noted and dated on their file log sheet.
- c) Mentor and mentee inservice training sessions shall be offered quarterly, alternating between a Saturday from 10 a.m. to 12 p.m. and a Sunday from 10 a.m to 12 p.m.
- d) Content for the inservice sessions shall be determined based on feedback provided by mentors and mentees during the support meetings or based on feedback and suggestions from mentors and mentees.

(iv) Training Attendance Failure

- a) If a mentor or mentee schedules but fails to attend an Initial Training session twice without prior notification and good reason as deemed by the program coordinator, he/she shall not be accepted into the Mentorship Program
- b) If the mentor or mentee fails to attend the required number of inservice training sessions per year, the mentor or mentee shall not be eligible to be matched again at the end of his or her existing mentoring relationship.
- c) Failure to complete training sessions coupled with identified match problems shall result in the match being terminated and shall result in exclusion from future involvement in the Mentorship Program

2.3.5 Mentorship Matching Procedure

The following procedures shall apply in mentorship matching

- (i) To begin the match process, the program coordinator shall review the application, interview notes, and interest survey information of both the mentee and mentor to determine match suitability between a mentor and mentee.
- (ii) A match selection shall be made using the match suitability criteria as a guide.
- (iii) Once a potential match is identified, and prior to contacting any of the prospective participants, the program coordinator must 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.
- (iv) The program coordinator shall fill out the Match Worksheet. A copy of the Match Worksheet will be placed in both the mentor and mentee files once a match is made.
- (v) The program coordinator shall then 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.

- (vi) Given initial interest by the mentor, the program coordinator shall then provide the mentee's line manager with a description and information about the prospective mentor.
- (vii) If both the mentor and the line manager agree, the coordinator shall then contact the mentee and describe the prospective mentor to them.
- (viii) Once both parties tentatively agree to the match, a time shall schedule for an introductory meeting which shall be facilitated by the program coordinator.

2.3.6 Match Support And Supervision

The following procedures shall apply in mentoring supervision;

- (i) Once matched, the program coordinator or another program staff person shall be assigned to support and monitor all parties to a given match including the mentor, mentee, and line manager
- (ii) The assigned staff person shall add report logs to the right side of the respective case files:
- (iii) Within one week of the first activity date of a new match, the assigned staff person shall make phone/personal contact with all parties to determine how the first meeting went.
- (iv) After the initial contact, the assigned staff member shall then follow up monthly by phone with each party to gather information regarding meeting dates, times, activities, and how the match is proceeding
- (v) In accordance with the training policy and procedures, the assigned program staff member shall remind the mentor, mentee, and line manager of the semi-annual inservice training requirement (for mentors and mentees) every few months and attempt to schedule these.

2.3.7 Problem Resolution

The following procedures shall apply in problem resolution;

- (i) If the coordinator assesses that there is a potential problem with the match, the coordinator shall attempt to clarify the potential problem and work with the mentor, mentee, and/or line manager to resolve the issue early.
- (ii) The general process for resolving problems shall be as follows ;
 - (a) Identify the problem and have a clear shared understanding of the problem between the mentor, mentee, and line manager
 - (b) Develop alternative solutions that could address the problem.

- (c) Evaluate the strengths and weaknesses of each solution.
- (d) Act on the most constructive solution
- (iii) When the match problem involves a lack of contact on the part of the mentor or mentee, the program staff must investigate the reasons for lack of contact with the offending party, and make efforts to ensure the match is meeting according to the contracted amount of time per month.
- (iv) If a problem area continues, the coordinator shall consult with other staff members and/or community resources to define a viable approach to addressing the problem and proposing potential solutions.
- (v) If the problem cannot be resolved, formally closing the match may be necessary. At that time, it shall be determined if either or both parties are suitable for matching with other partners.
- (vi) All support and supervision by program staff shall be recorded on the respective Mentor/Mentee Contact Sheets, referencing any notes included in the files.

2.3.8 Mentorship Recognition

The following procedures shall apply in mentorship recognition in the civil service;

- (i) Each mentor in the program shall receive a congratulatory letter that recognize their commitment and participation to the Mentorship Program
- (ii) Every year Civil Service Commission Mentorship Program shall host a participant recognition event such as a picnic, dinner, or other activity. A mentor / mentee, of the year award will be presented.
- (iii) A committee including the program coordinator, Program Director, and Steering Committee members shall determine the award criteria and make final determinations based on recommendations from the program coordinator.
- (iv) Other acknowledgments shall be made for length of service (mentors), recruitment of other mentors, best academic improvement (mentee), or other outstanding achievements.
- (v) Recognition shall include a certificate and a nominal gift determined by the committee and budget allowance.

- (vi) The program coordinator shall lead the planning and implementation efforts with input, assistance, and attendance of other staff, the Program Director, and Steering Committee members.
- (vii) At five years of service, engraved plaques shall be presented for continuous service.
- (viii) All awards and recognitions shall be featured in the Civil Service Commission newsletter including Participant of the Year awards, length of service recognitions, and any other outstanding service/performance acknowledgments.
- (ix) Participant of the Year awardees shall be written up in a press release that shall be distributed to local media.
- (x) Outstanding mentors may be asked to assist in presenting at new mentor orientation and training sessions by invitation of the program coordinator.

2.3.9 Mentoring Record Keeping Procedure

The following procedures shall apply in mentoring record keeping;

- (i) A case file shall be created for each potential mentor and mentee.
- (ii) All records shall be kept confidential and shall be covered by the conditions outlined in the confidentiality procedure.
- (iii) Archival records or those records of past applicants and participants shall be maintained and kept confidential for a period of seven years after the close of their participation in the program.
- (iv) The Mentoring staff and designated MDAs site staff must keep stringent records of all program activities utilizing approved forms and documentatipons.
- (v) All files shall be regularly maintained and updated within an electronic database and/or hard copy filing system.
- (vi) The creation of new forms/documents or the revision of existing forms/documents shall be documented and kept within the Procedure manual.

2.3.10 Confidentiality Procedure

The following procedures shall apply to confidentiality

- (i) In order for Mentorship Program to provide a responsible and professional service to participants mentors and mentees, shall be required to divulge extensive personal information about the prospective participants.
- (ii) Records shall therefore be considered the property of the agency and shall not be available for review by mentors or mentees.
- (iii) Information gathered about program participants shall be shared with other participants, individuals, or organizations only upon receipt of signed “release” forms from mentors or mentees,
- (iv) Identifying information (including names, photographs, videos, etc.) of program participants shall be used in agency publications or promotional materials only upon written consent of the mentor, mentee, and/or line manager
- (v) Members of the Steering committees shall have access to participant files only upon authorization by a formal motion of the committee.
- (vi) Such members of the Steering Committee granted access shall be required to comply with the agency policies on confidentiality and may use the information only for purposes stated by the approved action of the steering committee.
- (vii) Known violations shall be reported to the steering committee chairman.
- (viii) A violation of the program’s confidentiality policy by a steering committee member shall constitute adequate cause for removal from the committee.
- (ix) Information shall only be provided to law enforcement officials or the courts pursuant to a valid and enforceable subpoena.
- (x) Information shall be provided to legal counsel in the event of litigation or potential litigation involving the agency.

2.3.11 Unacceptable Behaviour Procedure

The following procedures shall apply to unacceptable behaviour during mentoring;

- (i) A number of behaviors are regarded as incompatible with Civil Service Commission Mentorship Program goals, values, and program standards and therefore shall be considered unacceptable and prohibited while participants are engaged in mentoring activities:

- (a) Unwelcome physical contact, such as inappropriate touching, patting, pinching, punching, and physical assault
- (b) Unwelcome physical, verbal, visual, or behavioral mannerisms or conduct that denigrates, shows hostility, or aversion toward any individual
- (c) Demeaning or exploitive behavior of either a sexual or nonsexual nature, including threats of such behavior
- (d) Display of demeaning, suggestive, or pornographic material
- (e) Denigration, public or private, of any mentee
- (f) Denigration, public or private, of political leaders
- (g) Intentional violation of any local, state, or law
- (h) Driving under the influence of alcohol and drugs
- (i) Possession of illegal substances
- (ii) Any unacceptable behavior, as specified but not limited to the above, shall result in a warning and/or disciplinary action including suspension or termination from participation in the Mentorship Program

2.3.12 Closure Procedure

The following procedures shall apply to mentoring closure

- (i) At the point it is decided that a match is closing, the Mentorship Program staff shall fill out a Match Closure Summary form and supervise and instruct all participants through the closure process. A copy of the Match Closure Summary shall be placed in both the mentor and mentee files.
- (ii) All closures shall be classified as to the reason for the match ending.
- (iii) In the absence of a meeting, program staff shall attempt to contact all parties by phone to inform them the match is closing and how best to proceed in closing the match.
- (iv) Closure Letters and Exit Surveys shall be mailed out to the mentor, mentee, and line manager.
- (v) Program staff shall coordinate closure proceedings with evaluation requirements and assist in any way necessary to gather evaluation data during this process.
- (vi) Copies of the Closure Letters and all completed Exit Surveys shall be placed in the respective mentor or mentee files.

- (vii) Depending on planned future participation in the program, the files of mentors and/or mentees exiting the program shall be kept active or placed in the program archives.

2.4 Evaluation Procedure

The following procedures shall apply to mentoring evaluation

- (i) A contract with Consulting/evaluating firms shall be responsible for overall evaluation design, development of measurement tools, tabulation, and summaries.
- (ii) The Mentorship program staff shall be responsible for overseeing consultant's efforts and collecting the evaluation data from mentors and mentees
- (iii) Mentee evaluation data shall be collected at the end of each six months of participation in the program.
- (iv) Confidential surveys shall be mailed to mentees to be returned directly to Consultants/evaluators.
- (v) Data shall be tabulated, evaluated, and compiled into reports at the end of each quarter for those participants reporting that quarter.
- (vi) The Mentorship program staff shall meet quarterly to review the data and make program modification accordingly

Annexure 1: Form 9.1 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			

Annexure 2: Form 9.2 Mentoring Template

Template A: Mentoring Conversation

1. Goals:

What do the mentees want to achieve

(iii) In the session?

(iv) 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: Mentoring Summary Report

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

CHAPTER TEN: ESTABLISHMENT CONTROLS

1. Policy Statement

The Government of Somaliland 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 fairly and transparently.

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, vision, mission, functions and organizational structures;
- (ii) The establishment ceiling shall provide for the establishment posts and the full complement of staff of the MDA;
- (iii) No MDA shall employ above and outside the approved posts and staff complement;
- (i) Any variations to the approved establishment posts and staff complement shall require further approval by the CSC and ministries of Employment, Social Affairs and Family and Finance and Development; and
- (ii) Hiring of civil servants in all circumstances shall follow the recruitment rules, procedures and practices prescribed in the civil service recruitment and selection policy.

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 and Development. The Ministry of Employment, Social Affairs and Family and CSC 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) Learning 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.

CHAPTER ELEVEN: CIVIL SERVICE CODE OF CONDUCT

1. Policy Statement

The Government of Somaliland shall promote policies that uphold civil servants to the highest standards of behavior and work ethics in the provision of services to the government and the public. This Code of Conduct shall set out the framework within which all civil servants will work and the core values and standards of behavior they will be expected to uphold. 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 maintain the highest standard of, amongst others, integrity, honesty, fortitude, selflessness, loyalty, right attitude, right aptitude, patriotism and endeavour to maintain professional excellence in service of the Government of Somaliland.

2.1.1 Personal Behavior

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

- (i) Ensure familiarity with the laws and regulations in force and apply without any abuse or violation or neglect.
- (ii) Deal respectfully, tactfully and credibly with colleagues.
- (iii) Attend to his work punctually and in proper time.
- (iv) Devote hours to perform official functions and duties of their job, and not doing any activity that does not respect their official duties.
- (v) 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.
- (vi) Refrain from any acts or practices that violate morality and ethical conduct, and refrain from harming the political views inside or outside the department or incitement against it.

- (vii) 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.
- (viii) Not strike or incite others, and refrain from organizing petitions collective job-related or participate in the organization, whatever the reasons and motives are, and commitment in ways that appeal to be followed.
- (ix) Fulfill all receivables financial implications of the service in accordance with the laws and regulations in force without delay.
- (x) Respect the privacy of individuals.
- (xi) Have due regard for the safety of the public and colleagues at the workplace.
- (xii) Be at work as required and not absent themselves from duty without proper authorization.
- (xiii) Maintain personal hygiene, dress in respectable attire in accordance with the acceptable norms of the office.
- (xiv) Conduct functions and tasks with due honesty, integrity, professional accuracy and impartiality serving the goals and purposes of the department and public interest.
- (xv) Respect rights and interests of others with no exceptions, dealing with the public respectfully, tactfully, impartially and objectively without any discrimination based on political beliefs, social position, age, physical status or any other form of discrimination.
- (xvi) Develop the capacities of staff, assist and motivate them to improve their performance.

At the same time, they shall not:

- (i) Cause embarrassment to colleagues or members of the public by their dress, speech or behavior.
- (ii) Smoke or chew *khat* where it is prohibited or where it is likely to inconvenience others.
- (iii) Cause distress to their colleagues, or otherwise contribute to disruption of the working atmosphere in the workplace.
- (iv) Discriminate against any person on grounds of gender, marital status, clan, age, disability, political affiliation, medical status.

(v) Harass, bully or otherwise intimidate members of the public or colleagues.

2.1.2 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 gender, political or social status, age or physical status or any form of discrimination.
- (ii) Seek to gain public trust through integrity, responsiveness and good behaviour 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.
- (vii) Refrain from any action that adversely affects public confidence in the GoSL civil service.

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

- (i) Be polite, courteous and respectful to the public. They shall treat members of the public with fairness and equity.
- (ii) Address the needs of any member of the public regardless of the status of the person.

- (iii) Understand that, while discharging their duties, they are doing no favour to members of the public. They shall diligently, fairly and sympathetically attend to inquiries from members of the public.
- (iv) Not disclose to the public any information or advice required, subject to confidentiality.
- (v) Help the public to understand their rights and obligations.
- (vi) Ensure that they take into account all facts relevant to any case into consideration when exercising their discretionary powers.
- (vii) Respect the confidential nature of certain information disclosed to them by members of the public for procedural purposes.

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

- (v) 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 in order to abuse.
- (vi) 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 team work, the working environment and the institutional culture of the department.
- (vii) Refrain from any acts or practices or immoral acts violating public morality and ethical conduct, and the commitment of men to respect women colleague.

2.1.5 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 should inform the relevant authority in writing.
- (ii) They should 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) They should 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.
- (vi) Keep their direct supervisor fully and accurately abreast with the subjects and documents in the department including any outstanding matters, to ensure business continuity.

2.1.6 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 of knowledge and experience gained by their subordinates and to encourage them to increase information exchange and transfer of knowledge among them.
- (iii) Supervise their subordinates and accountability 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.
- (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.

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

- (i) Non-disclosure of official information 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.
- (ii) Refrain from making any comments or statements or intervention on issues still under study or deliberation with government agencies.
- (iii) Civil servant whether serving or retired should not make disclosures of any document or information or knowledge of the course of business, which has come to a civil servant in confidence in the course of duty.

2.2 Obligations of Civil Servants

The GoSL civil service has no constitutional personality or responsibility separate from the duly constituted Government of the day. The duty of civil servants is to provide the Government of the day with advice on the formulation of the policies of the Government, to assist in carrying out the decisions of the Government, and to manage and deliver the services for which the Government is responsible. Some civil servants are also involved, as a proper part of their duties, in the processes of presentation of Government policies and decisions.

The GoSL 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 duly constituted Government of the day, of whatever political complexion. It is of the first importance that civil servants should conduct themselves in such a way as to deserve and retain the confidence of Ministers, and to be able to establish the same relationship with those whom they may be required to serve in some future Administration. That confidence is the indispensable foundation of a good relationship between Ministers and civil servants. 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.

2.2.1 Obligations to the Government

In broad terms, the first priority of civil servants is to carry out Government policy. 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:

- (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.
- (viii) Continuously work to improve performance and professional capacities.

2.2.2 Obligations in relation to Political Neutrality

Whatever their political beliefs, civil servants shall:

- (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 GoSL civil service.
- (iv) Not act in a way that is determined by party political consideration.
- (v) Not use official resources for party purposes.
- (vi) Advise and implement government policy impartially.

2.2.3 Obligations in relation to Respect for the Law

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

- (i) Dedication and commitment to the GoSL civil service and its core values.
- (ii) Comply with and uphold the law.
- (iii) Project a good, right and positive image of the GoSL civil service.
- (iv) Serve the public fairly, efficiently and effectively.
- (v) Love and respect for the people of Somaliland.
- (vi) Self-esteem and pride of being a Somalilander.
- (vii) Disciplined.
- (viii) Due regard for the rights, duties and relevant interests of Somaliland.
- (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
- (xvii) Carrying out duties within the framework of the law.

2.3 Work Ethics

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

- (i) Dedication and commitment to the Civil Service Commission and its core values;
- (ii) Comply with and uphold the law;
- (iii) Project a good, right and positive image of the Civil Service Commission.;
- (iv) Serve the public fairly, efficiently and effectively;
- (v) Love and respect for the people of Somaliland
- (vi) Self-esteem and pride of being Somalilander;
- (vii) Disciplined;

- (viii) Due regard for the rights, duties and relevant interests of Civil Service Commission.
- (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 shall 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, cultural diversity, local community standards 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 required and not absent themselves from duty without authority;
- (ii) Comply with the terms of the sick leave regulations;

- (ii) Act in a manner consistent with the proper performance of the functions of their 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
- (iv) 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:

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

2.10 Acceptance of Gifts, Privileges and other Benefits

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 any kind which might reasonably be seen to compromise their judgment or integrity and that of their organization and the Civil Service Commission. 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 department shall open a special gift register for registering such gifts and decide whether such gifts are to be kept in the department, donated or retained by the employee.

Civil servants shall not abuse their official position for personal gain. In this respect, civil servants shall:

- (i) Not solicit or accept gifts, rewards, benefits or hospitality which might reasonably be seen to compromise their judgment or integrity and that of their organization and the GoSL civil service. Gifts or benefits include, but are not restricted to, free or less than market value accommodation, entertainment, hospitality and travel.
- (ii) Not demand or accept gifts, favours, hospitality or any other benefit for themselves or their family, close relatives and friends, or persons or organizations with whom they have

business or political relations, which may influence or appear to influence the impartiality with which they carry out their duties or may appear to be reward relating to their duties.

- (iii) Not offer or give any advantage in any way connected with their position, unless lawfully authorized to do so.
- (iv) Not seek to influence for private purposes any person or body, including other civil servants, by misusing their official position or by offering with personal advantages.
- (v) Not allow themselves to be put, or appear to be put in a position of obligation to return a favour to any person or body. Nor should their conduct in their official capacity or in their private life makes them susceptible to the improper influence of others.

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) The right of being a member of any political party and can vote both for their political party and in general elections.
- (ii) Right to create the conditions for appropriate human rights training to occur.
- (iii) Discriminate or harass a member of the general public or a fellow employee on grounds of gender, clan, marital status, disability, or medical status.
- (iv) Due regard for human rights in their everyday work and in dealing with the public.
- (viii) Right to understand the applicable human rights framework.

2.15 Conflict of Interest

Civil servants have certain statutory obligations to disclose any conflict of interest;

- (i) Civil servants may not at any time engage in, or be connected with, 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.
- (ii) Civil servants intending to be engaged in, or connected with, any outside business or employment should inform their Personnel/Human Resources Management Department of such an intention and obtain permission from the Director General.
- (iii) Full-time civil servants, whose duties are of a professional nature such as doctors, engineers, architects, veterinary surgeons, solicitors, etc. must not engage in private practice in their professions.
- (iv) Civil servants must never seek to use knowledge acquired in the performance of, or as a result of, their official duties to benefit themselves, or others with whom they have personal, family or other ties.
- (v) A civil servant who, in the course of their official duties, comes into contact with any matter affecting any commercial undertaking in which they have an interest, must immediately disclose the nature and extent of that interest to the Head of department.

The civil servant shall:

- (i) 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.
- (ii) 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.
- (iii) Inform their direct supervisor in writing immediately in the event of conflict of interests.

- (iv) Not use their job directly or indirectly to obtain financial gain or anything of value for their benefit of their own family.
- (v) 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.
- (vi) To avoid establishing close relationships with individuals or institutions that rely heavily on their decisions or their department.
- (vii) Civil Servants shall not receive nor encourage the giving of any form of bribe or casual gift in connection with the performance of his or her official duties, whether for himself or herself or members of his or her family or any other benefits that could have any influence on his or her professional approach to issues and the discharge of his or her official duties.
- (viii) Any token gift received by a civil servant must be declared, within a reasonable time not exceeding seven days, to the appropriate authority that shall decide whether the gift item should be retained by the civil servant or surrendered to government.
- (ix) Civil servants who surrender a token gift must demand a receipt from the appropriate recipient or depository.
- (x) Civil servants shall report to his or her head of institution any circumstances where a benefit or gift was offered or made regardless of whether it was accepted or not, especially where the public servant feels that such circumstances constituted attempts to influence his or her official action/decision.
- (xi) Civil servants shall not use his or her official position to pursue private interests that may result in conflict of interest.
- (xii) A civil servant may not appoint, employ, promote, advance, or advocate for appointment, employment, promotion, or advancement, in a civilian or military position in the agency or branch of government in which he or she is serving or have jurisdiction or control, any individual who is a relative of the public official. Upon being declared guilty in accordance with due process, the appointing authority shall be subject to dismissal, reprimand, demotion suspension or impeachment in accordance with due process.

- (xiii) Civil servants shall not, in the performance of his or her official duties, give preferential treatment to an individual, corporation or institution, including a non-profit organization.
- (xiv) Civil servants shall not, while receiving or being paid salaries by the government, at the same time receive or be paid salary by any other public office unless it is established that such additional employment is in the public interest [teaching at public educational institutions]; and that such service does not conflict with his or her principal employment.
- (xv) Where a civil servant has direct or indirect personal interest in a matter being examined, he or she shall inform the authorities of those interests and shall excuse him or she before deliberations are held and a vote or decision is taken.

2.16 Impartiality

The impartiality and integrity of civil servants is central to the maintenance of public trust and confidence in the GoSL civil service. It is therefore important that:

- (i) Civil servants always act with personal integrity and their actions should be able to bear the closest public scrutiny.
- (ii) Civil servants perform their duties honestly and impartially and avoid situations that might compromise their integrity or otherwise lead to conflicts of interests.
- (iii) Civil servants not only avoid circumstances in which their personal interests conflict with the interests of the Public Office, but also avoid those circumstances in which there could be the appearance of such conflict.
- (iv) Civil servants observe the principles of fairness and impartiality in all aspects of their work. The public must have no basis on which to believe that decisions are made or policies are applied unevenly.
- (v) Civil servants avoid any interest or undertaking that could directly or indirectly compromise the performance of their duties, or the standing of their Public Office in its relationships with the public, or clients. This would include any situation where actions taken in an official capacity could be seen to influence or be influenced by an individual's private interests.

- (vi) Civil servants should ensure that work-related purchasing decisions are based solely on sound financial judgment and laid down procedures. The public must have confidence that public money is spent without regard to any personal interest.

2.17 Declaration of Personal Interests, Assets

- (i) All GoSL civil servants involved in making decisions affecting contracting, tendering or procurement, and issuing of licenses of various types shall sign performance or financial bonds and shall in addition declare their income, assets and liabilities prior to taking office and thereafter,
- a) At the end of every year
 - b) On promotion or progression from one level to another;
 - c) Transfer to another public office; and
 - d) Upon retirement or resignation.
- (ii) The declaration of personal interest, income, assets, liabilities and the performance bond as may be required, shall be published in at least one popular Somaliland Daily; and be lodged with the Legislative Branch with the Secretary or Chief Clerk of the parliament; the Executive Branch with the General Auditing Commission; and the Judicial Branch with the Clerk of Supreme Court.
- (iii) 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. Such declaration along with the updates thereto shall include disclosure of income, assets, liabilities, net worth, financial and family interests held by the official.
- (iv) All GoSL 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

CHAPTER TWELVE: TRAINING AND DEVELOPMENT

1. Policy Statement

The Government of Somaliland 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.

1.1 Aim

The policy shall aim at building and maintaining the public service as an efficient, effective and professionally competent administrative machinery of Government, capable of originating and implementing Government Programmes.

1.2 Specific Objectives

The specific objectives of the training and development policy shall include:

- (i) Establishing a framework for institutional arrangement, procedures and practices that will ensure a systematic approach to training and development in the Civil Service;
- (ii) Ensuring fairness in the management and administration of training and development opportunities;
- (iii) Providing a framework for linking training and development to career progression;
- (iv) Encouraging creativity in human capacity development;
- (v) Ensuring optimum utilization of resources on training and development in the Civil Service;
- (vi) Promoting a culture of continuous learning in the Civil service;
- (vii) Enhancing the delivery of civil goods and services.

1.3 Principles

The Government of Somaliland shall support training and development of civil servants to address institutional competency and individual career development needs in line with equity and quality principles. Specifically this policy shall be guided by the following principles:

- (i) **Professionalism:** Training shall be planned, monitored and evaluated.
- (ii) **Transparency:** Training opportunities shall be made known to all stakeholders. Fairness will be reflected in all decisions concerning training.
- (iii) **Equal opportunity:** There shall be no discrimination in award of training opportunities.
- (iv) **Affirmative action:** Disadvantaged groups shall be given special consideration for training.
- (v) **Demand driven approach:** Training shall be based on identified training needs of both the individual government officials and the government.
- (vi) **Value for Money:** Training funds shall be optimally utilized to enhance the quality and timeliness of service delivery.

2. Rules and Procedures

2.1 Eligibility

All civil servants shall be eligible for training and development in accordance with the civil service regulations and the training and development policy. In deciding on any training and development for a civil servant, the needs of the Government of Somaliland shall take precedence.

2.2 Role of CSC

The overall management of the training function will be the responsibility of the Commission responsible for the Civil Service. Specifically, the Commission will undertake the following:

- (i) Reviewing, formulating and overseeing the implementation of the training policy.
- (ii) Translating training decisions made by relevant authorities into reality by issuing necessary guidelines to the Service.
- (iii) Providing technical guidance to Central and Local Governments on training issues.
- (iv) Planning, organizing, monitoring and evaluating corporate training programmes including management and leadership development.

- (v) Coordinating the administration of fellowships and scholarships.
- (vi) Liaising with Training Institutions to ensure that the training needs of the Civil Service are catered for in their Programmes.

2.3 Role of Civil Services Institute (CSI)

- (i) Keep track of latest and international trends in training and development and replicate/assimilate them in Somali context
- (ii) Constantly hone and upgrade the skills of trainers/faculty members in the new and emerging training techniques and methodologies and assess/review their performance as trainers/faculty.
- (iii) Constantly review and modify curricula, content and training methodologies to take account of training feedback and the needs of clients;
- (iv) Put in place a rigorous system of evaluation of training programmes and assessment of their impact on individual's performance over time; and
- (v) Conduct evaluation studies to assess the impact of training programmes conducted by it on organizational performance.

2.4 Role of MDA

All Ministries, Departments, Local Governments and Government Agencies will have responsibilities for training and developing their staff through;

- (i) Developing Training Management Information System (TMIS) to facilitate training and development activities of the Ministry/Department.
- (ii) Appointing a Training Manager who will be responsible for implementation of the training function in that Ministry /Department;
- (iii) Creating a Training Cell with HR and Capacity Building Professionals to assist the Training Manager;
- (iv) Classifying all posts with a clear job description and competencies required;
- (v) Linking the training and development of competencies of individuals to their career progression and ensuring this by suitably amending service rules/issuing administrative instructions;
- (vi) Ensuring that any non-training interventions that need to accompany training interventions are also taken up suitably;

- (vii) Making the immediate supervisor responsible and accountable for the training of the staff working under him;
- (viii) Incorporating an appropriate provision in any new scheme to ensure that suitable training is imparted for its proper implementation and sustainability;
- (ix) Undertaking benchmarking/evaluation study of training institutions under the control of Ministry/Department to mould them as Centers of Excellence
- (x) Commissioning surveys/studies to measure the clients'/customers' satisfaction level on the services delivered by the Ministry/Department
- (xi) Reviewing the implementation of the Annual Training Plan and the functioning of Training Institution(s) under the Ministry/Department (including attached/subordinate offices) and in particular to look at the:
 - a. Utilization of training capacity;
 - b. Quality of training conducted;
 - c. Adequacy of the physical and training infrastructure, faculty, finances and delegation of powers for carrying out the institutions' mandate;
 - d. Training of the Grade A, B and C staff, particularly those at the cutting-edge level (as may be applicable);
 - e. Proper selection and development of faculty, incentives for them and stability of their tenure.
 - f. The conduct and character of the selected faculty should be demonstrative of the ethics and values taught in the classroom.

2.5 Training Committee

There shall be a Training Committee in every Ministry, Department and Local Government to approve training proposals and oversee the implementation of the Training Policy and the respective training plans/programmes.

2.6. Determining and addressing Human Capacity Needs

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

- (i) The Director, HR of MDAs in consultation with the other Directors shall undertake Training needs assessment for all their departments, sections and units in order to determine their priorities areas (Annexure 1 Form 12.1).
- (ii) The Director, HR in consultation with other Directors shall prepare annual plans for the training of staff based on needs assessment; and align it with National Development Plan II.
- (iii) Upon approval of the training plans, the Director, HR shall coordinate and implement the plans.

2.7 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 shall be done in a transparent manner.
- (ii) A Training Scheme Template (Annexure 2: Form 12.2) shall be used by the MDAs and the Director of HR shall fill it and submit it to CSC for approval.
- (iii) The number of staff approved for training shall at no time interrupt the service delivery of MDA; and
- (iv) 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.

2.8 Training Categories

All members of the Civil Service shall be provided with training to equip them with the competencies for their current and future jobs. Such training shall be provided in the following course categories, among others: -

2.8.1 Induction Training

- (i) All members of the Civil Service shall undergo a Ministry, Department and job specific induction programme to orientate them to the culture of their Ministry as well as challenges of their new jobs or responsibilities.
- (ii) An induction programme shall be conducted by the Civil Service Institute (CSI) on appointment, promotion or transfer in accordance with procedures.
- (iii) The purpose of the Induction programme is to equip members with basic Civil service operational systems to enable them to adapt to their new work environment.

2.8.2 Performance Improvement Training

Every Public Official shall undergo at least one performance improvement training programme once in every three years. Such courses shall be of short duration targeted towards improving general or specific aspects of a given Job/organization.

2.8.3 Professional Development Training

Public Officials shall undertake identified short or long term training programmes at different levels within their career (mandatory career training). Such training can be of a full or part time nature. Quality Assurance for Professional development training shall be the responsibility of parent Ministries.

2.8.4 Pre-retirement Training

The Ministry responsible for the Public Service shall plan and coordinate the implementation of pre-retirement training Programmes to prepare Public Officials for life after active public service.

2.8.5 Overseas Training

Overseas training shall be entirely need based and will be approved in the following circumstances:

- (i) For Top, Senior and Middle level civil servants to have an opportunity to learn from cross-country experiences.
- (ii) For civil servants whose training requirements cannot be offered effectively in the country.

2.8.6 Distance and e-learning Facilities and Programs

The Government through the Ministry of Education and in line with its goal on Open and Distance Learning shall promote open and distance learning and the recognition of qualifications that meet the national quality standards established by the National Qualifications Framework.

2.9 Funding Trainings

- (i) Each Ministry/Department/Agency shall provide adequate funding to meet the training requirement.
- (iv) The budget provision for training shall range to a minimum of 1.5 percent of the salary budget set aside by each department.
- (v) In the case whereby there is donor funding, MDAs shall nominate suitable candidates for courses offered and funded by agencies, organizations, or sister ministries in other countries. This shall be done in consultation with CSC.
- (vi) MDAs and CSC shall also explore the possibility of support from commonwealth scholarships and international agencies which shall be arranged at government level; and
- (vii) 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.

2.9.1 Donor Funded Training

In cases where donor funding is involved, ministries shall nominate suitable candidates for courses offered and funded by agencies, organizations, or sister ministries in other countries. This shall be done in consultation with the Civil Service Commission (CSC).

2.9.2 Training Allowances

The MDA shall cater for transport, accommodation and subsistence allowances during the training period.

2.9.3 Utilization of Training Funds

- (i) In order to ensure proper utilization of funds, Ministries/Departments and Local Governments shall be required to prepare annual training plans with relevant objectives on which allocation of funds shall be based.
- (ii) Funds once allocated for training shall be protected from budgetary cuts and re-location.

2.10 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 the CSC, 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 CSC, they shall appeal to MESAF.

2.11 Study Leave

- (i) The Government shall grant study leave to civil servants, to enable them to pursue long-term courses of study within Somaliland 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
- (iii) 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.

2.12 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 three 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 3: Form 12.3) 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 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;
- (vii) A sponsored civil servant who, voluntarily, does not complete the period of study shall pay the full cost of training including any salaries and allowances received for the number of years spent on the course;
- (viii) 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 period, revised for inflation and currency fluctuations plus a compound interest at the prevailing interest rate;
- (ix) 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
- (x) In addition, legal action shall be taken against an officer who breaches any of the conditions of the bond.

Annexure 1: Form 12.1 – Self Assessment Training & Development Needs Analysis Form

Name	Job Position
Please tick for descriptions that apply or fill in the blanks to specify your answers	
Length of Service	<input type="checkbox"/> Less than a year <input type="checkbox"/> More than 1 year – Less than 5 years <input type="checkbox"/> More than 5 years – Less than 10 years <input type="checkbox"/> More than 10 years
Type of employment	<input type="checkbox"/> Contractual <input type="checkbox"/> Permanent <input type="checkbox"/> Part-time <input type="checkbox"/> _____) Full-time <input type="checkbox"/> Others _____
Level of employment	<input type="checkbox"/> Entry level <input type="checkbox"/> Experienced employee <input type="checkbox"/> Supervisor/Senior employee <input type="checkbox"/> _____) Middle manager <input type="checkbox"/> Executive level <input type="checkbox"/> Internship
Formal education	<div style="display: flex; justify-content: space-between;"> <div style="width: 65%;"> <p>A. Highest educational attainment:</p> <p>B. <input type="checkbox"/> High school diploma <input type="checkbox"/> Vocational certificate <input type="checkbox"/> Bachelor's degree <input type="checkbox"/> Master's degree <input type="checkbox"/> Doctorate degree <input type="checkbox"/> Unfinished degree (<i>specify</i>) _____</p> </div> <div style="width: 30%;"> <p>B. Degree issued:(<input type="checkbox"/> Online/Distance Institute <input type="checkbox"/> Local University/College <input type="checkbox"/> Foreign Campus <input type="checkbox"/> Others (<i>specify</i>) _____</p> <p>C. Recognitions received <input type="checkbox"/> Academic <input type="checkbox"/> Non-academic</p> </div> </div>
What do you want to get from your work?	
. What are your strengths?	
What areas would you like to improve?	
Where would you like more responsibility?	
What is preventing you from developing as	

you would like?	
Which interests or talents would you like to develop?	
How do you like to learn?	
What skills or experience would allow you to feel more confident at work?	

Annexure 2: Form 12.2 - 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.....

Annexure 3: Form 12.3 - 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 THIRTEEN: RECORDS MANAGEMENT

1. Policy Statement

The Government of Somaliland 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 who shall be responsible and accountable for official records in their possession.

2. Rules and Procedures

All Somaliland public institutions shall implement the set procedures and systems under the record management policy which provide clear cut guidance in the following areas:

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) All incoming mail must be entered in the inward mail register (Annexure 1 form 13.1) for effective mail management and accountability mail receiving points should be centralized for accountability.
- (iii) 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;
- (iv) 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;
- (v) If the delivered mail is satisfactory, the records management officer shall sort the mail;
- (vi) Mails are sorted based on staff personal, official or registered parcels;
- (vii) If the delivered mail is not satisfactory, the records management officer shall inform the head of records management unit for the appropriate action;

- (viii) The records management officer shall immediately open all official mail using a mail opener;
- (ix) The records management officer shall verify that the items delivered are in acceptable condition and the delivery documentation (delivery notes) is accurate;
- (x) The Assets Officer shall verify that the items delivered are in acceptable condition and the delivery documentation (delivery notes) is accurate;
- (xi) If the delivery documentation is satisfactory, the records management officer shall confirm the delivery by stamping the delivery notes;
- (xii) If the delivery documentation is not satisfactory, the records management officer shall advise the addressee and the sender;
- (xiii) The records management officer shall sort the mail according to the departments/sections;
- (xiv) The records management officer shall register the mail in the incoming mail register or a computerized database;
- (xv) The records management officer shall date stamp all incoming mail at the top of right corner of the mail without interfering with any writings;
- (xvi) 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;
- (xvii) The records management officer shall prepare the mail for circulation and movement with all the necessary information and documents (circulation list);
- (xviii) 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 (Annexure 2. Form 13.2);
- (xix) 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
- (xx) 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 (Annexure 3. Form 13.3).

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;
- (i) 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; when post office system operates in Somaliland as it is not available at present.
- (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, the records management unit shall write a note 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) If a file is declared lost then an enquiry should be carried out and those responsible put to account; and
- (viii) 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;
 - (v) The records management officer shall develop the retention schedules and programmes;
 - (vi) The records management officer shall approve the retention schedules and programmes; and
 - (vii) 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
- (i) 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:

- (iv) All government records/files shall not leave the MDA premises without approval from the Director general
- (v) 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
- (ii) 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;
- (vii) 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;
- (viii) 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;
- (ix) The head of records management unit, records management officer and other officers shall inform relevant civil servants of their responsibilities in managing email; and
- (x) 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, records management officer and other 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 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 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.

Annexure 1: Form 13.1 Sample Inward Mail Register

Inward Mail Register						
S/NO	Date of the correspondence	Date received	Senders name and address	Subject of the correspondence	File ref. no.	Action officer

Annexure 2. Form 13.2: Remittance Register

Remittance Register							
Serial No.	Date Received	Remitter's Name and Address	Amount	Cheques only		Name and Signature of Officer Opening Remittance	Signature of officer to whom the item is handed
				Cheques No.	Bank Code		

Annexure 3. Form 13.3: Outward File Movement Register

Outward file Movement Register							
S/NO.	File Title	File Ref and Last Folio No.	Date Issued	To whom Issued	Receiving Officers Name and Signature	Issuing Officers Name and Signature	Date Returned

CHAPTER FOURTEEN: COMPLAINTS AND GRIEVANCE MANAGEMENT

1. Policy Statement

The Government of Somaliland 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.

2. Rules and Procedures

2.1 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 15.1) after each application;
- (v) The employee has the right to appeal to the CSC
- (vi) The employee has the right to appeal to the Appellate Body which shall be established by the President of Somaliland as the final administrative complaints and grievance handling Body; and

2.2.2 Informal Complaint and Grievance

- (i) An employee shall raise an informal grievance within 10 working days after the occurrence of the incident.
- (ii) The Director of a department shall meet with the employee and discuss the grievance (s) raised;
- (iii) 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;
- (iv) The Director of a department shall take appropriate action to follow up and clarify facts

- which may include discussions with other relevant members of staff;
- (v) The Director of a department shall advise the employee of the outcome of the grievance 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 Director of a department shall propose mediation. If the parties agree to mediation, the Director of a department shall constitute a reconciliatory committee accordingly;
 - (vii) If reconciliation does not resolve the complaint, the employee may be advised to proceed to the formal stage of the procedure.

2.2.3 Formal Complaint and Grievance

- (i) If the employee remains aggrieved the matter shall be referred to the formal stage.
 - (ii) The employee shall submit the reasons for their grievance in writing using Grievance; (Annexure 1: Form 14 Stage 1); to the Director of department, or where the Director of department is the subject of the grievance, or victim of the complaint, to the next appropriate higher authority
 - (iii) Upon receipt of the complaint/grievance, the Director of a department shall screen and acknowledge receipt of the complaint
- (i). The complaint/grievance 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 of a department 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 of a department shall advise the complainant in writing on the appropriate standards to follow;
 - (e) Where the complainant fails to comply, the Director of a department shall decline further processing of the complaint/grievance and may where appropriate, advice the complainant of other options to resolve the issue;

- (i) Once the complaint/grievance has been acknowledged, the Director of a department shall review the complaint/grievance and if necessary, seek additional information to determine if the allegations are related to unfair treatment;
- (ii) If the Director of a department concludes that the complaint is not related to unfair treatment, then he/she shall inform the complainant and the respondent in writing. The Director of a department shall re-direct the complainant to the appropriate avenue of recourse or suggest other means of resolving the issue;
- (iv) If the complaint allegations are related to unfair treatment, the Director of a department shall start the process and 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 or a representative. This meeting shall take place within 10 working days of receiving the grievance;
- (v) 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;
- (vi) 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;
- (vii) The HR Department shall arrange for all sides to present written statements setting out their views on the grievance. These must be circulated to all parties at least 5 working days before the hearing
- (viii) The employee shall be allowed time to explain their complaint and grievance
- (ix) A written reply detailing the Director's decision, the reasons for the decision and the action, if any, to be taken, will be reported to the director general of the MDA for further action;
- (x) The Director General shall review all the relevant information and shall recommend appropriate action for consideration with consultation by the minister/chairperson
- (xi) The Director General shall then inform the parties in writing of the decision and ensure that corrective or disciplinary measures or both are taken, where necessary; and
- (xii) The decision, and where appropriate, the action intended to resolve the grievance, shall be communicated to the employee in writing within 10 working days of the hearing.
- (xiii) The employee shall be notified, in writing, of his/her right to appeal

2.2.4 Referral of Complaint and Grievance to the CSC

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 15.1) for stage II of grievance procedure 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 the CSC;
- (iii) The Director General shall forward the grievance and the relevant documentation to the Civil Service Commission (CSC) for determination within 7 days of being informed by the complainant, and notify the complainant accordingly;
- (iv) CSC upon receipt of the information from the Director General, shall within 14 days constitute a committee and convene a meeting to review the grievance;
- (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.
- (vi) The meeting shall be chaired by the Chairman of CSC or a Commissioner;
- (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) CSC 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 Somaliland shall establish an Appellate Body made up of senior officials from the Ministry responsible for Justice, and CSC. The Appellate Body shall be chaired by a retired Judge of a Superior Court of Somaliland;
- (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 the CSC shall submit notice of appeal to the Appellate Body stating reasons for the appeal, using Grievance Form Annexure 1: Form 14: Stage 11 within 7 working days of receipt of the decision of the CSC;
- (iv) A complainant may appeal in advance of receipt of the CSC decision if the decision is officially not communicated to him/her within 21 working days from the date the complaint was referred to the CSC;
- (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 co-opt 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 accompanied by Annexure 1: Form 14: Stage III, 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 14.1: 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

<input type="checkbox"/> 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 : <input type="checkbox"/> I have been informed of the Director General's decision.
Signed Date

CHAPTER FIFTEEN: CREATION AND ABOLITION OF OFFICES

1. Policy Statement

The Government of Somaliland recognizes the need for sound creation and abolition of Public sector institutions to ensure effective utilization of the government's resources for sustainable service delivery to the people of Somaliland.

2. Rules and Procedures

2.1 Creation of New Institutions

- (i) The **initiation** of any new institutions shall be based on a concept document which shall contain:
 - (a) Vision, mission, mandate, 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;
- Financial analysis: cost implications relating to staff remuneration and operations; and
 - Financing plan providing details of potential sources for financing the new institution.

2.2 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.

2.3 Abolition of Public Sector Institutions

- (i) An institution to be closed is 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.
- (ii) 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.

2.4 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 SIXTEEN: STAFF PROMOTIONS, TRANSFERS, SECONDMENT, REDEPLOYMENT AND RETRENCHMENT

1. Policy Statements

Promotions

The Government of Somaliland will pursue effective, efficient, and transparent and professional promotion practices; and in line with the principles of fairness and merit, an employee shall be promoted only if he/she satisfies the prescribed conditions for advancement into the next higher grade in which a vacancy has been declared. This policy shall ensure opportunity for promotion from within, consistent with the commitment to MDA needs, equal opportunity and applicable contractual agreements.

Transfers

The Government 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).

A seconded civil servant shall return to his/her role at the parent MDA after the agreed conclusion of the 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 Civil Service.

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 Promotion

Promotion policy in GoSL 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. The Civil Service Commission shall adopt and implement this policy to foster the advancement of civil servants and enhance their upward mobility.

2.1.1 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.

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 CSC through the Director General;
- (iii) CSC 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 CSC for short listing;

- (v) The recipient MDA submits a performance appraisal report on short listed candidates to the CSC for consideration;
- (vi) CSC constitutes an Interview Panel as prescribed to interview qualified candidates for consideration for promotion and select the best candidate; and
- (vii) CSC issues a letter of promotion to the successful employee.

2.1.2 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 MDAs for courses in local educational or professional institutions, may be considered for promotion while on the course.

2.1.3 Promotion While on Extended Sick Leave

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

2.1.4 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 the CSC and the recipient MDA. Approval for promotions shall be made on a case by case basis;
- (iii) A reclassification of the individual's existing position as a result of the individual performing duties at a higher degree of responsibility and complexity than the current classification shall require an audit of the position through the job evaluation process;
- (iv) The identification of civil servant 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.

2.1.5 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.

2.1.6 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 and as a good practice given feedback immediately;
- (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; and

2.1.7 Wait-listing of successful candidates

- (i) Where a staff member is placed on the waiting list after success at a promotion interview, the staff shall be promoted immediately as and when 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 alongside other eligible officers.

2.1.8 Appeal against Promotion Decisions

An employee who believes a promotion decision was influenced by biased judgment, may submit an appeal to the CSC to review the decision. The CSC may refer the matter to a Complaints and Grievance Committee under the Civil Service Complaints and Grievance Policy and procedure if it feels unable to adequately handle the complaint.

2.1.9 Effective Date of Promotion

- (i) The effective date of promotion shall be determined by the CSC considering the date on which the staff became eligible for consideration after satisfactory appraisal and promotion-interview 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 following sections:
 - 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 his/her 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.

2.1.10 Substantive Effective Date of Promotion

- (i) CSC in consultation with the concerned MDA 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.

2.1.11 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.

2.1.12 Conversion and Upgrading

1.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, may apply 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.
- (v) The criteria used when considering employees' qualifications for promotion shall be fair and unbiased, and all relevant civil service employment policy requirements must be fully met and documented.

- (vi) Employees shall be considered for promotion regardless of age, gender and political or clan affiliation.

2.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.

2.1.13 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.

2.2 Transfers

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

2.2.1 Inter-departmental Transfer

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;

- (i) Transfers shall be applied to civil servants as punishment under extremely rare circumstances;
- (ii) Transfer of civil servants shall be devoid of favoritism and nepotism;
- (iii) MDA shall make an internal assessment before deciding employee transfer;
- (iv) 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;
- (v) Merit and competence based criteria shall always be applied in the process of selecting the right person for the transfer;
- (vi) The HR department shall seek employee consent for the transfer where necessary;
- (vii) The consent letter shall be signed by both Director of HR and the employee;
- (viii) Transferred employees shall be given 30 days of admissible joining time; and
- (ix) 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 training in the new department.

2.2.2 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. CSC 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 criteria conditions shall be applied in the case where the transfer is related to senior government officials.

2.2.3 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.

2.2.4 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.

2.3 Secondment

Secondment in the civil service shall be regarded as personal and professional development opportunities and shall match the secondee's development goals as identified in his/her performance development plan.

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

2.3.1 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 supervisor 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 and complaints and grievance 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 Chairman, CSC.
- (vi) The secondment of an employee to the service or local or national government bodies or organizations at their own request shall be for a period not exceeding 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.

2.3.2 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) The employee shall be permitted to attend the meetings with 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) The employee shall be permitted to attend the meetings with a work colleague if he/she so desires;
- (iv) 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) 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) 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 GoSL 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 leading to job cuts;
- (iii) When there is evidence of over-staffing in an MDA;
- (iv) When options for voluntary retrenchment and early retirement fails or is not applicable;
- (v) When an MDA agrees with CSC to minimise, change the timing, avoid or mitigate the effects of potential dismissals.
- (vi) Major economic crisis in the country

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
- (ix) 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 CSC 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 CSC;
- (iv) CSC 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, counseling and offer training to acquire competent skills needed in the job market or changing career.
- (v) CSC shall apply internationally acceptable/best practice method to calculate severance pay for the affected employee as approved by the cabinet and agreeing on method of payment; and
- (vi) CSC 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.



CIVIL SERVICE ADMINISTRATIVE POLICIES, RULES AND PROCEDURES