

# Civil Service Human Resources Policy Manual

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## REPUBLIC OF LIBERIA

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## List of Acronyms

Acronym	Definition
CSA	Civil Service Agency
CSM	Civil Service Management (module – payroll data base)
DOB	Department of the Budget (at Ministry of Finance)
EDP	Electronic Data Processing (at Ministry of Finance)
GOL	Government of Liberia
HR	Human Resource
HRM	Human Resources Management
HRMIS	Human Resource Management Information System
IFMIS	Integrated Financial Management Information System
MOF	Ministry of Finance
M&As	Ministries and Agencies
NASCORP	National Social Security and Welfare Corporation
PAN	Personnel Action Notice
PMS	Performance Management System
PDP	Performance Development Plan
PA	Performance Appraisal
PAO	Principal Administrative Officer
TOR	Terms of Reference
DG	Director General
DDG	Deputy Director General
MPEA	Ministry of Planning & Economic Affairs



## Acknowledgements

Many persons and institutions contributed to the successful production of this Manual which coordinates with the Standing Orders for the Civil Service and is intended for use by all levels of employees in ministries and agencies of the Government of Liberia.

We would like to recognize the contribution made by the United Kingdom Department for International Development (UK-DFID) through Consultant Diane Begin, who researched the laws relevant to the Civil Service of Liberia. She worked with CSA's Deputy Director-General for Human Resource Management and Policy to prepare a draft outline for most of the material in Part One and a list of policies included in Part Two of this Policy Manual.

We would also like to applaud the efforts of staff members of the Civil Service Agency: Deputy Director-General for Administration, Honorable Othello Weh; Principal Administrative Officer, Alfred Drosaye; Management Services Director, Lovetta Bailey Sendolo; Rural Outreach Coordinator, Daniel Poawalio; Career Management and Training Director, Wanneh Clarke-Reeves; and Technical Assistant to the Director General, George Werner, who gave their time, comments and suggestions toward creating a better human resource manual.

Special appreciation goes to the Director-General for his guidance, encouragement and confidence in our work, without which this Manual would not be a reality.

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## From the Director General

This document establishes the framework for the management of human resources in the Civil Service, recognizing that such a process and collective system are essential for the progress and development of Liberia. It contains an enabling set of standards to guide decision-making. The Human Resources Policy Manual is derived from principles and legislation and is designed to help officials in the Liberian Civil Service decide the right course of action for a specific situation involving the management of civil servants. The manual also provides a vision, a set of values, principles and objectives in the development of human resources management directives, processes, procedures, and related tools.

Policies represent an institution's overall plan that embraces the general goals and acceptable procedures, which govern select standards of conduct. This Policy Manual provides an overview of the regulatory and structural frameworks outlining the management of Liberian civil servants whose role is critical to the success of their respective Ministries or Agencies. In this manner, the Manual explains the functions and services that are core to the Liberian Civil Service.

Correspondingly, this Policy Manual will adapt to any changes made in the priorities of the Civil Service reform and will be used to guide all reform initiatives pertaining to the management of human resources in the Civil Service of Liberia. The results emanating from this Policy Manual will contribute to the achievement of effective human resource management and will be assessed against performance measures established within the Civil Service Reform Strategy.

Every person appointed to a classified position within the Liberian Civil Service has a role to play in helping to make this policy a reality. The Civil Service Agency recognizes its responsibility and accountability for this Policy and is committed to its success.

A handwritten signature in black ink, appearing to read 'C. William Allen'.

C. William Allen, Ph.D.  
**Director-General**  
**Civil Service Agency**

## Synopsis

This HR Policy Manual has been prepared in a form that compliments the Standing Orders for the Civil Service in clear concise terms that can be easily understood by all who read it. The policies allow for fair and equal treatment of civil servants across a variety of employment issues. The manual is divided into two parts:

Part I covers the supporting legislation, the mandate of the Civil Service and the functions of the various Directorates of the Civil Service Agency - the institution of Government that is responsible for the recruitment and welfare of civil servants.

Part II includes policies establishing standards of conduct deemed necessary to advance the beneficial ends and foster the professional welfare of the Civil Service. Through this manual the Civil Service portrays a commitment to its policies maintaining the integrity of its personnel procedures. The policies prescribe enforceable standards of conduct consistent with personnel procedures to preserve the rights of civil servants individually and collectively.



# **PART I – STRUCTURE OF THE CIVIL SERVICE**



# Chapter 1

## Civil Service Agency of Liberia

### Section 1 - Mandate of the Civil Service Agency

The Civil Service Agency is the central government agency responsible for managing the Civil Service. It is responsible for improving human resources capacity, service delivery and thereby enhancing the effectiveness and efficiency of the Civil Service. This entails planning human capacity needs, selection and recruitment, training and development, performance management, and career development of civil servants. In addition, the Civil Service Agency provides advice to the Government of Liberia in key areas of the Civil Service, including organization, staffing, pay and benefits, pension, conditions of employment and human resources development.

### Section 2 - Vision

The vision for the management of human resources in the Government of Liberia is one that emerges from the Civil Service Reform agenda for 2008 – 2011, which states:

*“A robust, professional and adequately compensated Civil Service that effectively and efficiently delivers high quality services to the people, aimed at improving and sustaining their quality of life”.*

This Vision includes human resources priorities for the Liberian Civil Service that will:

- a. Facilitate the establishment of a strong Civil Service leadership cadre that avails itself of modern human resources practices;
- b. Establish a set of core human resources programs and services that can effectively support the achievement of the mandate of each line institution;
- c. Institutionalize a human resources practice across the Civil Service in order to build a community of qualified human resources professionals.

Thus the Civil Service strives to be the premier institution dedicated to the development of a highly skilled, efficient and effective civil service for the people of Liberia.

There is a need to transform the human resources practice from a transitional service focused on supporting payroll processes to an operational service that also includes the management of people within the Civil Service.



A strong Civil Service leadership can ensure the effective implementation of Civil Service Reform initiatives and contribute to the sustainable development of the government work force capacity across the Civil Service. Reform initiatives that are contributing to the development of the Civil Service are: restructuring and right-sizing, pay and pension reform, service delivery improvement, leadership development, gender equity, and human resources management, all of which are being implemented along human resources policy guidelines.

These reform initiatives require visible and active Civil Service leadership and the commitment of all civil servants to the reform agenda as well as the vision and values of this policy.

### **Section 3 - Mission**

The Mission of the Civil Service Agency is to build a Civil Service that has the capacity, competence and motivation to deliver sustainable good governance to the nation. This will be achieved by rigidly enforcing the principle of selecting personnel based on merit, training and the application of best practices in Human Resources Management, and policy advice to the Government. The Mission sets out the framework to ensure the sustainable development of a highly skilled, professional and results-oriented civil service by:

1. Ensuring the availability of the right human resources with requisite competencies, knowledge, and attitudes for improved service delivery;
2. Providing policy advice to the Government in key areas of civil service management through:
  - a. Organizational restructuring and rightsizing;
  - b. Staffing configuration and job evaluation;
  - c. Pay and grading;
  - d. Pension and benefits;
  - e. Leadership development; and
  - f. Gender equity.
3. Reorganizing the performance management system by enacting policies and procedures for use across the Civil Service; and
4. Protecting the rights of civil servants.



## Section 4 - Core Values

Civil servants shall be guided in the discharge of their duties and professional conduct by a framework of values relevant to the Civil Service.

These core values are the centerpiece to the development and implementation of human resources programs and services. They are:

- A. Service** – The effectiveness of Government is often measured by the quality of its service to the people. The civil servant must, therefore, accept this principle as his/her primary responsibility and motivation. Being a civil servant is a privilege, not a right. The service is citizen-centered. Anticipation, understanding and response in a timely manner helps bring about effective and efficient service delivery to the people. Feedback is welcomed and can be relied on to help identify improvements in the management of human resources.
- B. Competence** – Effective and efficient service delivery is largely dependent upon knowledge, skills and experience. As such, continuous capacity building and human resources development shall be important elements of the Service.
- C. Integrity** – Activities of the Service shall at all times be characterized by honor, respect and justice. Fundamental to this Service will be respect for the dignity of every member of the populace and professional impartiality to all persons being provided public service.
- D. Transparency and Accountability** – Public resources belong to the people of Liberia. Civil servants are stewards, caretakers and agents of the people. Civil servants therefore, have a moral and legal responsibility to the people to be transparent and accountable in the use of public resources. Transparency refers to clear and accessible service delivery that is free from deceit and encompasses the principles of access to information embodied in the Freedom of Information Act.
- E. Independence** – In keeping with the law as outlined in the Civil Service Act of 1973, freedom to think and work without undue influence from politics is a distinctive feature of the service. The Service will be de-politicized as employment is not based on partisanship. It is therefore important that civil servants be protected from undue political influence in appointments and in the discharge of their duties at all times.
- F. Merit** – The principle of merit means that decisions about appointments and pay are based on an unbiased and non-partisan assessment of a person's





knowledge, skills and abilities. It is the cornerstone of the work in the service and is derived from the Act which created the Civil Service:

*“The Civil Service Agency [...] is responsible for ensuring that a merit-Based Oriented System is applied throughout the Civil Service”- **Section 1.1.2 of the Standing Orders of the Civil Service.***

**G. Fairness** - Exhibiting conduct that is unbiased in the interaction with and treatment of employees and in the application of Civil Service policies and regulations as enshrined in **Section 66.2 of the Act Creating the Civil Service Agency:**

*“....To secure for deserving employees a responsible tenure of office and an opportunity for advancement according to merit and seniority .... .”*

## **Section 5 - Human Resources Objectives**

The objective of this policy is to guide the current human resources practices and future civil service reforms which define the responsibilities, accountabilities and authorities associated with the management of human resources within the Government of Liberia.

As such, the policy is to serve as a guide to:

- a. Reforming the governance structure overseeing the management of human resources at the center in Ministries, Agencies and Commissions;
- b. Reforming the human resources structure responsible for human resources programs and services;
- c. Reforming regulations and making changes relevant to the management of human resources in Ministries, Agencies and Commissions;
- d. Establishing planning cycles and other management linkages within Ministries, Agencies and Commissions in order to facilitate workforce planning and the management of human resources;
- e. Establishing delegations of authority which reflect government priorities in the management of human resources;
- f. Establishing automated human resources processes and reporting mechanism;
- g. Building capacity within the Liberian Civil Service human resource community to move from a transitional to an operational work environment; and
- h. Building capacity within the leadership cadre so that they can model human resources values and promote the human resources policy objectives.



# Chapter 2

## Legislative Enactments

### **Section 6 - Human Resources Legislative Framework**

Liberian Human Resources Management is governed by several sources of law, which form a system that controls and gives structure to the practice of human resources management in the Liberian Civil Service. The sources of law include the Standing Orders for the Civil Service, the law creating the Civil Service Agency, the Labor Law of Liberia, The Decent Work Bill, the employment contract, the common law, and most significantly, the rights and values enshrined in the Constitution.

The employment contract, which falls under contract law, is within the purview of the Liberian human resources program. The common law of Liberia is also significant as it is applicable to all cases except in those instances where it is superseded by a particular Statute such as the Standing Orders for the Civil Service. Mention must be made of precedents, customs and traditions which also have contributed to the development of human resource practices within the Liberian Civil Service.

The legislative framework in this policy is limited to legal expectations which require demonstrable compliance leading to general improvement in organizational performance. The human resources legislative framework within the Liberian Civil Service contributes to the making of a just and fair society in which civil servants embrace the diversity of the Liberian people, who, irrespective of ethnic background or gender, will be given the opportunity to meaningfully participate and contribute towards the development goals of Liberia.

### **Section 7 - Constitution of the Republic of Liberia**

Chapter 3 of the Constitution of Liberia guarantees certain rights and privileges to all people of Liberia. Chapter 11 introduces restrictions to prevent incidents of conflicts of interest. Together they provide important starting points for the development of a human resources program in the Liberian Civil Service, which endows all civil servants with specific rights. Senior officials and Human Resources Management professionals of the Liberian Civil Service have an important role to play in protecting those rights that comprise indispensable values of human dignity, equality and freedom.





Thus, the Constitution contributes greatly to the design of human resources programs and processes as evidenced in the constitutional statements below: Access to information; the protection of personal information; freedom from discrimination; the right to equal access and the avoidance of conflicts of interests. All are important facets in the design of a modern civil service.

### **Chapter 3**

#### **Article 14**

*“All persons shall be entitled to freedom of thought, conscience and religion and no person shall be hindered in the enjoyment thereof except as may be required by law to protect public health or morals or the fundamental rights and freedoms of others. All persons who, in the practice of their religion, conduct themselves peaceable, not obstructing others and conforming to the standards set out herein shall be entitled to the protection of the law. No religious denomination or sect shall have any exclusive privilege or preference over any other, but shall be treated alike; and no religious tests shall be required for any civil or military office or for the exercise of any civil right. Consistent with the principle of separation of religion and state, the Republic shall establish no state religion.”*

#### **Article 15**

*“The right encompasses the right to hold opinion without interference and the right to knowledge. It includes freedom of speech and of the press, academic freedom to receive and impart knowledge and information and the right of libraries to make such knowledge available. It includes non-interference with the use of the mail, telephone and telegraph. It likewise includes the right to remain silent.  
c. In pursuance of this right, there shall be no limitation on the public right to be informed about the government and its functionaries.”*

#### **Article 16**

*“No person shall be subjected to interference with his privacy of person, family, home or correspondence except by order of a court of competent jurisdiction.”*

#### **Article 18**

*“All Liberian citizens shall have equal opportunity for work and employment regardless of sex, creed, religion, ethnic background, place of origin or political affiliation, and all shall be entitled to equal pay for equal work.”*



## **Chapter 11**

### **Article 19**

- a) *No person, whether elected or appointed to any public office, shall engage in any other activity which shall be against public policy, or constitute conflict of interest.*
- b) *No person holding office shall demand and receive any other perquisites, emoluments of benefits, directly or indirectly, on account of any duty required by Government.*

## **Section 8 - The Law to Create the Civil Service Agency (1973)**

The Law creating the Civil Service Agency establishes the basic framework for the setting up of a human resources program across the civil service. The mandate of the Civil Service Agency as stated in **Article 66.2** of the Law enacted by the Senate and House of Representatives and approved on July 19, 1973, reads thus:

*“The purpose of the Civil Service Agency is to increase the efficiency of the Public service and to secure for deserving employees a responsible tenure of office and an opportunity for advancement according to merit and seniority and to place the personnel employed by government on a competitive merit system”.*

As such, the Civil Service Agency provides leadership in the planning, development, implementation and reporting of all human resources programs and services for all Ministries, Agencies and Commissions in the Liberian Government. Policy guidelines for these programs and services are provided in Part II of this document.

## **Section 9 - Standing Orders for the Civil Service 2012**

The Standing Orders for the Civil Service is an assemblage of regulations governing the operations of the civil service. It is readily available and ensures *“that all Civil Servants have the fullest possible understanding of the regulations which apply throughout all agencies of Government”* (**Section 1.1.1**).

The Standing Orders for the Civil Service Agency and the Law to Create a Civil Service Agency together set out the terms and conditions of employment for Liberian civil servants. The Executive Law creating the Civil Service Agency provides details for the establishment of a human resources program that can address the social and economic aspects and services program needs of the people of Liberia. These laws provide for a human resources program with the means to



recruit, select, develop and maintain an effective and responsible workforce. Also included are policies and procedures for employee hiring and advancement, training and development, position classification, salary administration, pension and employee benefits, discipline, termination and other related activities. All actions regarding employees and taken by the human resources management shall be without regard to ethnicity, national origin or ancestry, religion, political affiliation or other non-merit factors. Human Resources Management actions shall be based on the principles of merit and shall provide an equal opportunity for all civil servants.

## **Section 10 - Executive Order N° 38 of 2012**

The Code of Conduct for the Three Branches of Government having not yet been enacted, the President, Ellen Johnson Sirleaf, in the interim, in January, 2012, issued an Executive Order to take to task the Executive Branches of Government: **EXECUTIVE ORDER N° 38 ESTABLISHING AN ADMINISTRATIVE CODE OF CONDUCT FOR THE MEMBERS OF THE EXECUTIVE BRANCH OF GOVERNMENT.**

These executive powers are granted the President of the Republic in Chapter 2 of the Constitution of Liberia under **General Principles of National Policy, Article 5 (c)**, which came into effect upon signing by the President at that time, Samuel Kanyon Doe, on January 6, 1986 and provides that the Republic shall *“take steps by appropriate legislation and executive orders, to eliminate sectionalism and tribalism and such abuses of power as the misuse of government resources, nepotism and all other corrupt practices”*.

In nineteen parts, Executive Order N° 38 addresses the following:

- I Establishment of the Code and Definitions;*
- II Application and Scope of the Code of Conduct;*
- III Principles of Good Conduct;*
- IV Constitutional and Civil Responsibilities and Professionalism;*
- V Political Participation;*
- VI Disclosure of Information and Release of Classified Materials;*
- VII Interacting with the Public;*
- VIII Use of Public Funds, Properties and Facilities*
- IX Gifts, Bribes and Conflict of Interest;*
- X Declaration and Registration of Personal Interests, Assets and Performance/Financial Bonds;*
- XI Personal Behavior and Work Ethics;*
- XII Enforcement of the Code of Conduct;*



- XIII Infringement of the Code;*
- XIV Sanctions;*
- XV Procedure for Reporting Violations;*
- XVI Criminal Offense;*
- XVII Rewards;*
- XVIII Obligations of Government; and*
- XIX Signing of the Code of Conduct.*

All public servants, officials of the Executive Branch of Government are required to sign an acknowledgement form as testament to their having been made aware of and read the contents and regulations stipulated in the Code of Conduct of the Executive Order N° 38. The signed forms are then sent to the Ministry of State for Presidential Affairs and archived as a permanent record.

All public and civil servants, officials of the Executive Branch of Government, shall be liable for infringement of the Code. **Section 13.1** states: “A breach of this code of conduct shall evoke, relevant to the particular officer, the disciplinary processes as contained in the Civil Service Rules and Procedures, the Code of Conduct and other relevant rules, regulations and laws in force”.



<b>Section 11 - Definition of Terminology</b>	
<b>Terminology</b>	<b>Definition</b>
<b>Civil Servant</b>	A person of Liberian citizenship, above the age of 17 years who has, through the merit-based employment system and by passing the civil service examination, been employed in a position in the Civil Service.
<b>Classification</b>	The placing of an employee in a group with an assigned grade according to his/her qualifications and the job to be performed commensurate with the grade.
<b>Governance</b>	The management of a political unit and its people according to predetermined (and generally accepted) regulations and policies.
<b>Public Servant</b>	A person employed and compensated by the Liberian Government, with the exception of one subject to the Uniform Code of Military Justice.
<b>Public Service</b>	Service of any kind in, for or on behalf of the Government.
<b>Selection</b>	The choosing of an employee from among many for a specific position based on qualifications.
<b>Recruitment</b>	The process by which a person becomes a member/employee of an organization/government.

## **Section 12 - Methodology**

The creation of this human resources policy manual for the Liberian Civil Service involved both primary and secondary sources. In addition to consultations and interviews with human resources personnel from various ministries and agencies as well as in various private and public institutions, sources and materials utilized in this document include the United Nations Human Development Reports, Legislative enacted Laws of the Republic of Liberia relevant to the Civil Service and human resources development, books on international and Liberian human



resources strategies, Journal articles and pamphlets and handbooks from line ministries such as Health, Agriculture and Public Works.

The process followed to develop this human resources policy manual was respectful of the views of both civil and public servants, unfolding over a period of more than two years.

In March 2010, the Human Resources Consultant of the United Kingdom – Department for International Development (UK-DFID) assigned at the Civil Service Agency, assisted in getting us started on this policy, in particular, with the work in the legal research area.

Subsequently policies from memoranda sent to ministries and agencies were included, as well as policy advice requested by various institutions. Work sessions were held at the Civil Service Agency and senior staff and stakeholders were given copies after the addition of each section for comments. All policies in this manual have been crafted adhering closely to the Standing Orders for the Civil Service and the Civil Service Act.

### **Section 13 - Premise**

This policy document includes regulatory information and documentation on Human Resources Management as it applies to the Liberian Civil Service. It addresses the duties, functions and responsibilities of the Civil Service Agency as identified in the Law to Create the Civil Service Agency, as well as other components of the Civil Service that permit the adaptation of reform initiatives which serve to improve the standard of civil servants and service delivery to the people of Liberia.

The policies and procedures in this document cover as many circumstances as possible to provide sufficient details to supplement the Standing Orders for the Civil Service and to guide the day to day operations of the Human Resource Management of the Civil Service.

Thus, expansion will be made on: recruitment, examination and certification, position classification, salary and promotion, personnel records and research; performance appraisal; retirement and pension; and maintaining a conducive work environment, all in the context of the reform strategy, to provide better service.



# Chapter 3

## Human Resources Policy Landscape

### Section 14 - Overview and Analysis

The current senior executive cadre reflects a longer tradition that stresses executive selection by way of political appointments. Hence the most senior positions within the Liberian Civil Service are at the Director level. This institutional setting has contributed to a policy-making process that has been difficult to establish across the political-administrative boundaries and has resulted in limited policy dialogue and policy decision-making mechanisms that are somewhat challenging.

The current policy landscape is an integral part of the Human Resources Management, which requires senior civil service leadership as well as strong policy decision-making mechanisms in order to ensure that the human resources policy and subsequent reforms become a part of the fabric that binds the civil service together.

Thus, the need to establish equilibrium between politically appointed officials and senior civil service officials appointed and selected based on merit. The presence of a civil service cadre of senior officials is the backbone to all Civil Service Reforms and key determinant of success in the administration of human resources regulations.

Of importance is the multi-faceted characteristic of this cadre of senior civil service officials, who, in addition to sustaining reforms in human resources management, are also responsible to lead the implementation of structural realignments when Functional Reviews of Ministries have been approved. This cadre can facilitate the implementation of organizational adjustments and compliance in the human resources processes.

The Civil Service Agency has much experience involving partners in Civil Service Reform initiatives. Involving a larger circle of partners can further advance the execution of changes that must be put in place.

In order to establish the civil service leadership required to sustain a strong and vibrant human resources program throughout the Civil Service, a fundamental change to the policy landscape is necessary. The question of what the benefit of these changes will accomplish needs to be answered with the public in mind.





Although there is no fixed end-point to the process of change, the goal must be to achieve sufficient accumulation of skill, experience and ethical tangibility at the top political level to establish a cadre of Civil Service leaders that can guarantee the stability and continuity with relative autonomy of each state apparatus/institution from volatile party politics and patronage.

Thus, the inception of Principal Administrative Officer (PAO), who is the most senior civil servant in the Ministry/Agency and who will remain in his/her position to carry on the mandate and operations of the institution irrespective of regime change. The Principal Administrative Officer will:

- a. Coordinate and provide leadership guidance to successfully implement change and show improvements in performance standards and service delivery; and
- b. Lead and facilitate the integration of Human Resources Management services to ensure renewal of the Civil Service on a continuous basis enabling it to remain dynamic, strategically oriented and mission driven.

## **Section 15 - Functions of the Civil Service Agency**

The Civil Service Agency is a key central management Agency of Government responsible for the management and improvement of human resources and service delivery in order to engender a more effective and efficient Civil Service.

## **Section 16 - Structure of the Civil Service Agency**

The Structure of the Civil Service Agency remains in keeping with the Constitution of the Republic of Liberia, and the mandate of the Civil Service Agency is to ensure that the Civil Service of Liberia is well structured and adequately staffed to provide first rate services to the stakeholders, institutions and people of Liberia.

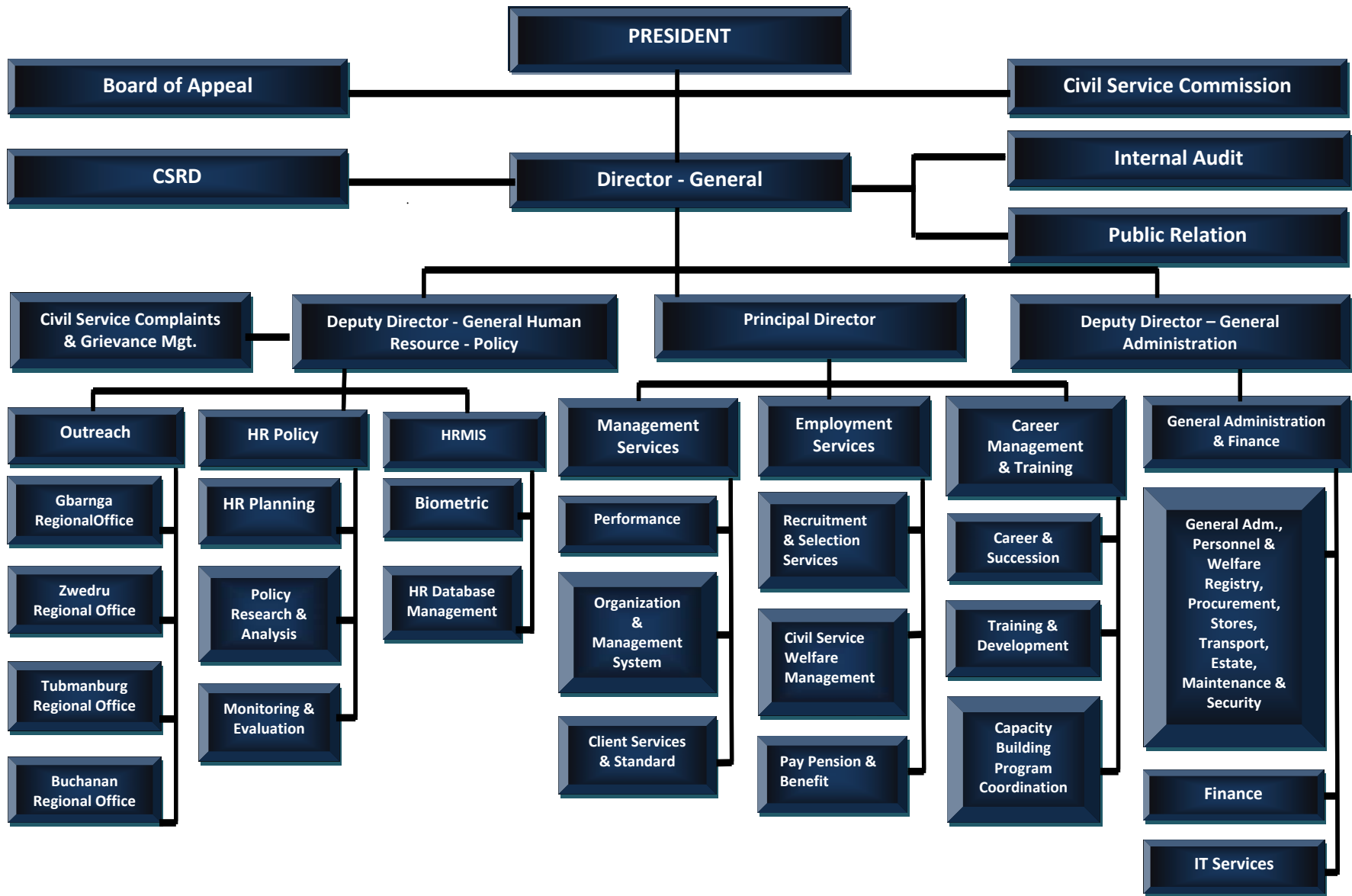
In addition to the Reform Directorate and the Rural Outreach Division, there are six main Directorates. They are the Policy Planning, Monitoring and Evaluation Directorate, the Human Resources Management System Directorate, the Management Services Directorate, the Employment Services Directorate, the Career Management and Training Directorate, and the General Administration and Finance Directorate.

The Organizational Chart of the Civil Service Agency can be found on the next page of this document.





# Section 17 - Civil Service Agency Organizational Chart



Section 17 - Civil Service Agency Organizational Chart



## **Section 18 - Departments of the Civil Service Agency**

### **A. Reform Directorate**

The Reform Directorate is responsible for leading the reform program specified in the Civil Service Reform Strategy comprising six components: Restructuring and Rightsizing, Pay and Pension Reform, Enhancing Service Delivery, Human Resources Management, Leadership Development, and Gender Equity. This Directorate must, in accordance with the mandated Civil Service Reforms, oversee the enhancement and presence of the government in all regions of the country through various processes and ensure the promotion of merit and foster excellence in service delivery.

### **B. Rural Outreach**

In the process of reform, the Civil Service Agency has launched a national outreach program to facilitate the monitoring and inclusion of civil servants outside of the capital area to ensure that Government's Civil Service Reform Agenda includes all leeward counties. This outreach program will make available to residents in the counties all or most of the services that are provided to citizens in the capital area. This program also provides rural candidates seeking employment with Government equal access to the recruitment process.

The Rural Outreach Department is responsible for the development and management of plans, programs and projects for all offices of the Civil Service Agency outside the Head Office. It ensures effective coordination of resources and support services including capacity-building to facilitate the work of the decentralized offices of the Civil Service Agency. It promotes inclusiveness, participation, ownership and local content of human resources management and institutional capacity-building plans and programs across the country.

### **C. Human Resources Policy, Planning, Monitoring and Evaluation Directorate**

This Directorate is responsible for human resources policy issues. Under the guidance of the Deputy Director-General for Human Resources Management and Policy, the Directorate carries out development and implementation of Human Resources Management Policies of the Civil Service. Essential is the promotion of institutionalized effective and efficient Human Resources Planning and Manpower, including supportive systems and processes to assist Civil Service institutions in planning their HR requirements within the approved manpower ceilings in terms of numbers, types, skills-mix, attitude, behaviors and competencies taking into account



their economic costs. The Directorate carries out the planning of strategic annual operations and resources to achieve the overall Civil Service vision, mission, goals and objectives.

#### **D. Human Resources Management and Information Systems (HRMIS) Directorate**

The HRMIS Directorate is responsible for the HR data management issues and the Biometric Identification System. Under the Guidance of the Deputy Director-General for Human Resource Management and Policy, management of data bases including storage, retrieval, dissemination and publication of data in support of evidence-based policy decision-making in the Civil Service is carried out. The Directorate promotes and maintains the establishment of Human Resources Data Management Systems to provide more accurate basis for planning and forecasting human resource demand and supply and the required HR inputs for strategic decision-making. It promotes effective management and coordination of all aspects of HRMIS to deliver Human Resources Information products and services including a Biometric Identification System in support of policy development and evidence-based decision-making and the establishment of effective collaborative mechanisms to ensure high integrity of the Civil Service Payroll.

#### **E. Career Management and Training Directorate**

It is the objective of this Directorate to provide employee training in support of one of the goals of the Civil Service which is to promote training and development of all civil servants in line with Civil Service training and development policies and programs. These training programs are designed to sustain the delivery capacity of the Civil Service as the main Government policy formulation and implementation institution.

This Directorate establishes linkages and protocols with other public sector, private sector, non-governmental organizations and international institutions to provide career development opportunities for potential leaders and executive management personnel of the Civil Service. Where possible, it liaises with the Liberian Institute of Public Administration (LIPA) to make available training/instructional programs and/or experiences designed to help employees become more effective, efficient, and professional workers equipped with the knowledge and skills to advance their careers.



Consultation and Training Needs Assessment is a core mandate of this Directorate. Therefore, there must be effective collaboration with the Management Services Directorate to review the qualifications, experience and competencies required for existing jobs. Collaborative efforts should include the design and implementation of career development planning and processes to capture and maintain a robust data base on job profiles, job descriptions, schemes of service, training and competencies needed for various career paths.

#### **F. Management Services Directorate**

The responsibilities of the Management Services Directorate are mainly with the monitoring and evaluation of the employees' performance. The Directorate monitors the work of all employees, utilizing a performance management system, which provides for the establishment and communication of employees' performance and procedures for their evaluation. The Directorate provides technical support and implements and appraises performance in line with the provisions of Chapter 8 of the Standing Orders for the Civil Service. The performance appraisal reports assist in determining whether an employee's performance is up to the expected standard or above, or whether the employee can move from one job grade to another.

#### **G. General Administration and Finance Directorate**

This Directorate is responsible for the internal administration of the Civil Service Agency. According to **Section 1.2.7 of the Standing Orders for the Civil Service**, this Directorate is responsible "*to conduct regular reviews of all procedures being practiced by the Agency*". It ensures the effective and efficient administration of the day to day operations of the Civil Service Agency including coordination of the CSA's strategic and operational plans and budgets. It provides appropriate personnel and other general support services, policies, procedures, systems and processes to ensure effective, efficient and timely service delivery by the CSA Directorates. This Directorate also ensures that all units of the Agency have adequate resources and facilities to carry out their assigned duties and responsibilities. A critical function of this Directorate is to ensure that financial and accounting functions including the day to day processing of invoices, checks, banking, account receivables and payables, petty cash etc., conform to the Financial Administration Regulations, the internal Audit Regulations and the Public Procurement and Concession Regulations and controls.



Finally, this Directorate promotes cordial relationship between the CSA and other public and non-governmental institutions.

## **H. Employment Services**

### **Directorate**

The Employment Services Directorate is responsible to ensure the provision of standardized and consistent employment services throughout the Civil Service. Under the guidance of the Principal Administrative Officer (PAO), it ensures merit-based recruitment, selection and promotions in the Civil Service while making sure there is full compliance with the Civil Service eligibility criteria; all employees have sat and passed the civil service exam. Subsequently, it maintains a list of candidates who are eligible for employment, having passed the required examinations.

This Directorate promotes transparent employment practices which leads to Civil Service personnel actions being made based on merit. It champions the welfare of serving and retired civil servants by ensuring they receive their appropriate entitlements, such as leave and pension benefits, on time. The Directorate ensures the dissemination of information to ministries and agencies through the assigned civil service analysts whose responsibility is to assist ministries and agencies in preparing their personnel listings so that personnel cost remain within budgeted allotment approved by the Department of the Budget, Ministry of Finance.



# **PART II – POLICIES**

**The Director General of the Civil Service Agency is responsible for official interpretation of these policies, in accordance with Section 3.1.1 of the Standing Orders for the Civil Service. Questions regarding the application of any policy herein should be directed to the Director-General of the Civil Service Agency.**

## **Policy Statement**

The Civil Service Agency is actively committed to protecting the rights of all civil servants to enable them to achieve their full potential in an atmosphere free from discrimination, harassment, victimization and vilification. All reasonable steps will be taken in accordance with the Standing Orders for the Civil Service to ensure that employees are treated fairly and with respect and dignity while they are in the employ of the Government, and as civil servants.

It is also the obligation of every civil servant to carry out his/her assigned duties in a professional manner that will engender effective and efficient service delivery to the public. All employees classified as Civil Servants are covered under these policies.

### **Part II contains the following key policies:**

**Chapter 4 – Employment in the Civil Service**

**Chapter 5 – Post Hire Personnel Actions**

**Chapter 6 – Performance Management System**

**Chapter 7 – Training & Career Development**

**Chapter 8 – Safe & Conducive Work Environment**

**Chapter 9 – Sexual Harassment in the Workplace**

**Chapter 10 – Leave Entitlement**

**Chapter 11 – Discipline, Grievance & Dispute Resolution**

**Chapter 12 – Termination of Employment**

**Chapter 13 – Employment Records**



# Chapter 4

## Employment in the Civil Service

### **Section 19 - Merit-Based Employment**

All selection and recruitment into the Civil Service of the Government of Liberia shall be done through a Merit-Based employment system which means all positions will be filled with the most qualified candidate, be it internal or external.

During the selection and recruitment process, equal opportunity of employment will be given to all individuals who apply without regards to ethnic background, religion, gender, age, disability and/or political affiliation.

The recruitment and selection process will be applied in a transparent and consistent manner without discrimination to any one particular category of individuals or group.

### **Section 20 - Recruitment in the Civil Service**

An applicant, in response to an advertised position, sends a cover letter to the address stated in the advertisement along with all required documents that establish his/her identity and qualifications. Upon being considered for the position, the applicant must pass the Civil Service examination, if applicable to the position for which he/she is applying. Some positions are exempt from the Civil Service exam.

When the applicant is hired, a Personnel Action Notice (PAN) is prepared for him/her and processed so that he/she can be placed on the Government pay roll. Additionally, he/she must fill out Biometric Data forms to be biometrically enrolled in the Human Resource Management Information System (HRMIS).

This policy on recruitment, selection and transferring of employees in the Civil Service is designed to provide a fair and equitable process resulting in the appropriate match of the employee's skills, knowledge and experiences with a given position's job requirements. The hiring and transferring process should include the following priorities:





- a. To identify and attract qualified and diverse applicants.
- b. To give preference to qualified Civil Service staff, particularly to those who are qualified and are affected by a redundancy program or in a re-directed workers program.
- c. To encourage the career growth of current staff.

When planning a staff recruitment exercise, a hiring supervisor should ensure the job description is up-to-date and then begin the recruitment process by considering priority or internal candidates. The hiring supervisor should consider an interview of all qualified internal applicants, especially those who are on return-to-work status.

## Section 21 - Recruitment Process

When a vacancy occurs, in accordance with **Section 1.2.1 of the Standing Orders for the Civil Service**, the institution's head "*...must notify the Civil Service Agency, giving full details and indicating whether the position is to be temporary or permanent...*"

Funds for salary payment for the position must be allotted within the personnel budget ceiling of the institution. After this is confirmed, the department of Administration initiates the employment process by advertising the job internally and/or externally.

However, the Civil Service Agency must ensure that the vacancies are filled by qualified personnel, and "*anyone being considered for the position must first have been certified as eligible*" (**Section 1.2.1**), having sat and passed the relevant civil service examination.

Recruitment may be from among internal candidates, depending on the level or grade of the position to be filled. The institution may recruit from among employees who may have been laid off as a result of shortage of work, funds or restructuring. In this instance the regulation, as stated in **Section 3.4.13 of the Standing Orders for the Civil Service**, will apply. If a suitable candidate cannot be found within the institution or among those previously laid off, the position must be advertised externally.

The Civil Service Agency must be represented on the short-listing and interview panels to fill vacant positions above supervisory level in all Ministries and





Agencies. The institution may also request that the Civil Service Agency handle the entire recruitment process to fill specific vacancies. The CSA will then initiate the recruitment process by advertising the vacancy in 4 or 5 newspapers for a minimum of seven days. However, all costs of the recruitment process will be absorbed by the concerned institution.

## **Section 22 - Employment of Security or Paramilitary Personnel**

In order to become a security agent or an employee of a paramilitary Government agency (such as the Bureau of Immigration and Naturalization), the candidate should be a citizen of the Republic of Liberia, be between the ages of 18 and 45 years, have the minimum qualification of a high school diploma and must present the required documents listed below:

1. a) Clearance and letter of reference from the Head or Senior Management of all the institutions for which he/she has worked in the past 5 years and;  
b) Letter of reference from his/her previous institutions of learning;
2. Police clearance (stipulating that he/she has never been convicted of a crime).
3. Clearance from illegal drug use, established through drug tests administered by arrangement through the hiring institution.
4. A written statement attesting that he/she is not affiliated with any radical international or local organization that is plotting to destabilize the Government of Liberia.
5. It should be substantiated (by security check through the hiring institution) that the candidate has not been involved in any mass disturbances or riots in his/her neighborhood or community.
6. Having completed the security requirement, the candidate can then be employed using the Merit-Based Employment procedures prescribed for all institutions of Government.

**NOTE 22-6:** Security officers working in Line ministries and agencies may be civil servants but also, due to their status as security agents, must abide by the standards of the Uniform Code of Military Justice protecting the property and employees of the institution they serve.



## Section 23 - Procedures to Fill Vacancy

### 1. Identify Need

Senior Management and the Human Resources department at the Ministries/Agencies are responsible for taking the lead in identifying the need and for initiating the process for filling vacant positions within their respective institutions. They are also responsible for maintaining accurate and current job descriptions for all positions, understanding the selection and recruitment procedures and communicating the process to employees and applicants alike.

### 2. Requisition Created

After the need has been identified at the Ministry/Agency, HR at that institution must create a requisition to notify the Directorate of Employment Services at the Civil Service Agency of the need; giving the CSA all relevant information needed in order for the position to be advertised and subsequently filled. Along with the requisition form, a full job description of the position must be attached. *(See Appendix #4 for Requisition Form template)*

### 3. CSA Notified & Begins Recruitment

When the Directorate of Employment Services at CSA is notified of the need to fill a position from the emanating Ministry/Agency, they will begin to work on a terms of reference for the position based on the job description they received communicating with the emanating Ministry/Agency until a final TOR is approved. *(See Appendix #5 for Job Description/TOR template)*

### 4. Job Description and/or TOR Created

- a. **Components of a Job Description** - The job description should include the following:

- Position Title
- Section
- Immediate Supervisor
- Immediate Subordinates
- Functional Subordinates
- Summary of Position



- Objective of the Position
- Main Duties and Responsibilities
- Deliverables
- Skills Mix (Areas in which you are expected perform or interact)
- Competency Requirements (Attitude, team spirit, management ability)
- Communication skills (Social, political, technological and emotional awareness)

**b. Preparing a Terms of Reference (TOR)**

A Terms of Reference is a guiding document that states the background, objectives, scope and deliverables of the position being recruited for; to include the qualifications and experience of the ideal candidate.

TORS may be prepared by CSA based on the job description received and in consultation with the emanating Ministry/Agency. It must include at least all the above mentioned information. The TOR is then used as the posting for the vacancy being advertised for.

**5. Vacancy Posted**

All approved vacant positions must be posted for a minimum of seven calendar days, in the media through the medium of a daily newspaper, journal or other marketing media in addition to the institution’s website and bulletin board. Ministries are also encouraged to advertise vacant positions beyond the stated seven days.

**6. Civil Service Examination & Certification**

Unless exempted by the Standing Orders for the Civil Service, or under specified circumstances at the discretion of the Director-General, all employees must first take and pass the appropriate Civil Service Examination to be considered eligible as civil servants.

Candidates should not be assigned to begin work before their employment documentation/records have been vetted by the Civil Service Agency and the Personnel Action Notice is processed. Positions of a critical nature that require provisional appointment may be filled in accordance with **Section 3.4.6 of the Standing Orders for the Civil Service.**



## 7. Shortlisting and Interview Panels Created

Panels must be created to review and shortlist applicants during the screening and interview processes. It must consist of only 3-5 persons (two more if necessary, depending upon the level of position) which must include one external interviewer.

## 8. Successful Candidates Screened & Shortlisted

When beginning the evaluation and screening process, member of the shortlisting or interview panels must be aware of the following factors:

- Reviewing resumes is tedious work and you may need to go through the stack several times;
- Job applicants do not include derogatory information in their resumes so you must pay close attention to details;
- Many resumes are prepared by professionals who may not necessarily adhere to accurate information especially when the object is getting the interview;
- Delegating the review of resumes to someone else instead of going through them yourself may cause you to miss out on a likely candidate.

In carrying out the evaluation and shortlisting of candidates:

- A) Consider those candidates who have taken and passed the Civil Service Examination for the position.
- B) Scan their resumes and applications for basic qualifications. Although some applicants apply to almost any job opening, the response of unqualified candidates will be minimized if you have properly communicated in your advertisement the required qualifications. Example, if the job requires a license, you can eliminate candidates without a license.
- C) Focus on more specific points such as managerial or organizational skills. Some resumes reflect the skills and experience you may be seeking while others are less clear or descriptive. This step may require more careful examination of the resumes in order to avoid disqualifying a good candidate. Setting too high a standard may cause the 'cleared' pile to be too small and necessitate lowering the bar. But then again, if your job description in the advertisement was good, problems at this stage should be minimal.



- D) Establish a file for each of the candidates who have met the above mentioned screening criteria. Advanced technology today allows the Human Resource personnel or organization to post job openings on various websites where scanning resumes, generating letters and other functions are automated. However, you can manually attach a document listing the steps in the evaluation process that have been completed by a candidate, with dates, times and the person's initials. This will indicate to you at a glance, the stage at which the candidate has reached.
- E) Call the applicants on the phone to conduct a final phone screen by asking them a few questions as a final means of elimination.
- F) Make your final shortlist of candidates. A minimum of three (3) candidates must be selected and short listed to continue on the selection process. All short listed candidates are invited for an in person interview with the interview panel who would prepare some general and specific interview questions based on the position.

## 9. Preparation for Interview

HR is responsible for collaborating and coordinating all essential activities for the interview process. They must actively participate in the interview of all applicants for vacant positions in their institution. The candidate pool should be sufficient enough to enable the selection of several qualified, diverse (gender sensitive) and interested applicants for interview. If this objective is not achieved, HR must discuss with the Senior Management about next steps. *(See Appendix #6 for the Interview Scoring Sheet template)*

## 10. The Interview

There is certain information that should be obtained in the interview and this is done through the questions that are posed to the Interviewee. Firsthand information about the candidate's background, skill level and experience will clarify what needs to be confirmed from the resume. A general sense of the candidate's aptitude, attitude, intelligence and enthusiasm allows you to match up the candidate's attributes to the requirements of the job. Insight into the personality and motivation of the candidate may indicate his/her ability to handle the job and fit into the institution. What would be useful is to be able to estimate the candidate's ability to adapt to the work environment of the job.

Before beginning the interview with each candidate, familiarize yourself with the job description and the hiring criteria of the position. Review all



the documents submitted by the applicant and make a note of any areas that may need clarification such as gaps in work history or hobbies that may have a bearing on the job performance expectations. Structure the interview so that enough time is reserved to cover the key areas that need to be addressed. Questions you intend to ask should be written and based on the job description and hiring criteria. Arrangements should be made to hold the interview in a comfortable room such as a conference room or a clear clutter-free office that is fairly large.

If possible summarize what the candidate has said to make him/her fit the position. This will show that you listened well. It can also give the candidate an opportunity to clarify any misunderstandings. Let the candidate ask you any questions he/she may have in mind. Let the candidate know how and when you will contact him/her. Thank the candidate for his/her time and assure him/her that you will follow up.

After the candidate leaves, write down your thoughts without making any definite decision and tally the scores on the interview checklist. This is necessary for the panel to discuss and make the final selection of the ideal candidate. *(See Appendix #7 for the Interview Summary and Tabulation Sheet template)*

### **11. Conditional Offer of Employment**

Once the best qualified candidate has been selected, a conditional offer of employment letter must be extended to the candidate in order to let them know that they have been selected as first choice for the position based on some pre-set conditions as indicated in the letter. Upon successful compliance with all the pre-set conditions of the offer letter which could include but is not limited to reference checks, police clearance, medical checks etc., a formal offer of employment will be extended.

### **12. Pre-Hire Checks**

All conditions of the conditional offer of employment must be satisfied during this time.

### **13. Formal Offer of Employment**

All offers of employment should be in writing and should be accepted in writing. Offer letters should contain all information necessary for the candidate to understand the salary, benefits and requirements of the position. The offer letter should include:



- Salary and any additional financial consideration
- Amount /type of relocation benefits, if applicable
- Position title, department name
- Start date
- Orientation information
- Contact person for pre-arrival period (in addition to the hiring official)
- Request for written acceptance or rejection of the offer.

## **Section 24 - Basic Salary**

It is the responsibility of the CSAs Division of Classification and PayScale to ensure that fair and just compensation for civil servants remains current by comparing salary studies, carrying out regular reviews and liaising with other institutions of Government. **Section 1.2.4 of the Standing Orders for the Civil Service** states: *“Before an individual takes up a position, details of the salary he/ she is to receive will have to be settled...”* Remuneration is based upon the set salary for the specific grade assigned to the position and is paid out monthly.

## **Section 25 - Position Classification**

All regular staff, service and support positions are classified and assigned to a salary grade. Positions with similar duties and responsibilities are grouped together in the same class. Class specifications are prepared indicating the title, duties and responsibilities and minimum qualifications required.

Specifications provide a basis for an equitable evaluation of all positions and assist in the placement of personnel. The classification of each position is its official title, and is used on payroll, personnel and other official records. Job audits by the Division of Classification ensure a specific position is assigned the relevant salary. This Division also has the responsibility of settling details of the salary a prospective employee is to receive, prior to his/her taking up the position.

## **Section 26 - Pay & Grade System**

The Civil Service utilizes a salary structure that currently consists of 15 job grades and a salary scale for each regular civil servant position. Each position/job has been given a classified grade. As stated in **Section 1.2.4 of the Standing Orders for the Civil Service**; it is the job of the Division of Classification:





*“To maintain official Civil Service Classification and Pay Plan through regular reviews, periodical comparative salary studies, job audits and frequent liaison with other agencies of Government”.*

As such, a new Civil Service Grade Structure has been envisioned and is to be implemented during the 2013/2014 fiscal year, in which the 15 grade structure is reduced to 10 grades. This new envisioned grade structure contains three categories of staff:

Executive (E1, E2 and E3)  
Professional (P1, P2, P3 and P4)  
Technical and Administrative Support (TAS1, TAS2 and TAS3)

All jobs are assigned to specific grades and steps within a grade. Employees may move from one step to another in a specific grade based on results of their annual job performance evaluations.

## **Section 27 - Personnel Action Notice (PAN)**

Personnel Action Notices (PANs) are processed for all new employments, terminations, deletions, transfers and/or promotions. The PAN initiates from the employing ministry or agency and includes the following:

- Name of Ministry, Division and Section;
- Name of Employee, Sex and Date of birth;
- Type of action (original employment, transfer, etc.);
- Job title, Location of work, Monthly salary;
- Justification statement, Authorized signature, Date and the Ministry's Code.

Attached must be a:

- Personnel Employment Record Form;
- Standard Position Duty Statement;
- PAN Review Form; and





- Credentials, all of which the Analyst will verify including the Authorized Signature from the PAN's institution of origin.

When the PAN arrives at the CSA:

- The CSA PAN Unit fills in the PAN Code;
- The CSA Analyst fills in the Title Code, Official Title, Grade, Salary range, Monthly and Annual Salary and Conditions (if any, such as contract duration) for onward processing and verification at each stage.

## Section 28 - Automated PAN Process through HRMIS

As the reform process continues and in our effort to make service delivery more efficient, the processing of Personnel Action Notices (PANs) will become more and more automated, until all Ministries and Agencies are connected. It is at that time that the Human Resource Management Information System (HRMIS) of the Civil Service Agency will become fully linked to the Integrated Financial Management Information System (IFMIS) of the Ministry of Finance.

Personnel records and employment information from the new PAN forms will be entered into the system by the HRMIS Directorate utilizing the Biometric system, already in place. Any change in status (position, name change, deletion etc.) must go through the same process.

This automated system reduces the number of signatures necessary for vetting and approval to three. Limited access to specific area/levels allowing only certain data entry personnel into the system will safeguard the records permitting fewer or no loopholes to prevent duplication or other fraud. *(See Appendix #8 & 9 for Automated PAN Process Flowchart and Guide)*

## Section 29 - Reasons for Returning a PAN

During the processing of the PANs, there are several reasons why a PAN may be returned to the emanating institution.

1. **CSA detects a problem(s) with:**
  - i. **Age** is a determining factor in the civil service retirement process



- ii. **Number of pages** of a PAN is important for the purpose of final distribution of copies to relevant institutions/departments
- iii. **Authorized signature** gives the process a genuine and legal status.

The absence of any of the above is sufficient reason to return the PAN to the Emanating Ministry or Agency at this initial stage.

## 2. ANALYST detects a problem(s) with:

- i. Recommending **salary** must be in conformity with **position** as budgeted and indicated on personnel listing.
- ii. **Qualification** determines suitability of the prospective employee for the recommended job title.
- iii. **History** of the prospective employee is essential for civil service database, proper record keeping and retirement program.

The PAN will be returned if any of the above is lacking or inconsistent.

## 3. CLASSIFICATION:

Check **salary** and grade to ensure that they correspond to the required **position**. **Job title** is classified based on **duty statement**.

## 4. SELECTION:

- i. **Selection** checks are made to determine whether a prospective employee has to take the CSA test or not.
- ii. A prospective employee who is required to sit for the **CSA test** must take and pass the test before his/her PAN can be forwarded for approval.

**Failure** in the test or refusal to take the test is good reason to return the **PAN**.

## 5. Deputy Director General (DDG) HRM:

The office of the **DDG/HRM** serves as clearing house for the PAN. This office makes the work of the DG easier for approval. Any major oversight detected at stages 1 to 4 is good reason to return the PAN. This office also ensures that all relevant signatures appear on the PAN before reaching the DG.

## 6. Director General (DG):

The office of the **DG** gives final approval of the PAN for onward transmission to MOF Budget Department.



### **Section 30 - Civil Service Management (CSM) System**

Effective January 2013, payroll for the Government of Liberia is processed by the Civil Service Agency. Processed PANs are forwarded to the Department of Budget at MOF for budget approval. The approved PANs are collected from the Department of Budget by CSA staff who then takes the PANs to the assigned Analysts at the Agency for data entry into the CSM system. Completion of this task ends on the 5<sup>th</sup> of each month for the current month. This enables processing of salaries to be completed and ready for disbursement to employees beginning the 15<sup>th</sup> of each month. *(See Appendix #10 for diagram of PAN Process through CSM.)*

### **Section 31 - Overtime**

Payment for work beyond an eight hour day of 8:00am to 4:00pm is compensated at a daily rate of “time-and-a-half”. Divide the employee’s monthly salary by thirty (30) days to establish the daily rate. The hourly rate can then be determined by dividing the daily rate by eight (8). However, overtime compensation can only be given if an amount has been allotted in the budget for such payment.

The employee must first be given permission to work specific overtime hours by the head of Administration and this must be for completion of a specific task that could not be completed during normal working hours. The task and the overtime hours must be closely monitored and controlled. Overtime forms should be timely filled in and approved by the Head of the Institution.

### **Section 32 - Restructuring in Institutions**

The basis for carrying out a restructuring exercise in any institution is in keeping with the Reform Agenda to provide better opportunities for the (young) people of Liberia as provided by law and in line with the Poverty Reduction Strategy.

Procedures for Restructuring Using Merit-Based Employment System are as follows:

- A. Ensure that all positions of your institution have been placed on your “new” Organizational Chart, and have been organized by Department, Division, Section and/or Unit.



- B. Departments are headed by Directors or their equivalent and the chart should show the positions of their subordinates as well as the number of employees required in any documented position (e.g. Regional Supervisors, CEO, DEO, Supervising Principals, Principals, etc.).
- C. Inform your Staff of the Restructuring Program in writing.
- D. Have meeting with Staff to explain the process:
- i. Why restructuring: Part of the PRS Reform effort is to improve the (education) system; Employees need to be qualified. They need to have good work ethics and good on-job performance record.
  - ii. How it will be carried out: Everyone has to re-apply for his/her position, or for another available position. Let employees know that there is no guarantee that they will have the same job back unless they are qualified and pass the interview. Explain what happens in the case of unsuccessful candidates.
  - iii. Timeline/deadline for Applications: Remind them to include copies of their updated credentials; Give them 3 to 4 weeks to prepare, Reduce the time if urgent, but you may run into some complaints if you do so.
  - iv. Interviews for internal applicants: Be sure to post a schedule of interviews by position so that the candidates are well aware of their interview slots. For external short-listed applicants, be sure that they are each informed of the time slot. Call them on the phone and also send e-mail to those who have left their address.
  - v. Interview all applicants already employed at your Ministry/Agency (MOE) before interviewing external short-listed applicants.
- E. Inform successful candidates of their start date etc. Have all new employees, whether internal or external, go through orientation to ensure they are aware of the new policies and what their new job requires.
- F. Inform unsuccessful candidates of the procedures, according to the Standing Orders for the Civil Service, of their:
- i. Re-deployment: May be employed in another institution where there is a vacant position relevant to the employee's qualifications.



- ii. Internal Transfer: The employee is transferred to another position in the Institution, but with the same salary, as stated in **Section 3.4.9 of the Standing Orders for the Civil Service.**
- iii. Redundancy: An employee may be declared redundant due to the abolition of the position, as stated in **Section 3.4.13 of the Standing Orders for the Civil Service.** Thus, it is actually the position that no longer exists.
- iv. Pension: After 25 years of service, or compulsorily, after having attained the age of 65 years as stated in **Section 3.5.1 of the Standing Orders for the Civil Service.**

## Chapter 5

### Post Hire & Orientation

#### Section 33 - Orientation Checklists for New Employees

##### **A. New Hire Checklist for Human Resources**

The process of hiring a new employee must be monitored throughout to ensure all tasks which need to be completed by the HR department is completed. This form serves as a structure for communicating all relevant policies and procedures, position responsibilities and job expectations of the Civil Service as well as those of the assigned Ministry/Agency. This form must include a checklist all activities a new employee will encounter beginning the first day of work and all information he/she will be provided. *(See Appendix #11 for New Hire Orientation Checklist template)*

##### **B. Orientation Checklist for Supervisors/Managers**

Supervisors and Managers play a role when a new employee is hired. An Orientation checklist for Supervisors/Managers gives structure and consistency to onboarding new hires. It serves to keep track of all activities the new hire will go through when he/she begins work and communicate all relevant policies and procedures, position responsibilities and job expectations of the department or division in which they have been assigned.



## **C. Orientation Checklist for Employees**

Newly hired employees must keep track of all of the policies, procedures and processes they need to complete in the employment process. Therefore, this checklist provides a structure for follow up by the employee and contains a list of relevant activities and items.

### **Section 34 - Probation Period**

All personnel taking up original, provisional or re-employment appointments will be required to serve for a probationary period of not less than 3 months and not more than one year in the same class, before being confirmed in the service. The Director-General shall determine the length of the probationary period.

### **Section 35 - Changing Position within the Civil Service**

#### **1. Position Upgrade**

- a. A position may be upgraded when a Unit is restructured.
- b. A position may also be upgraded where there is general restructuring of a department or the entire institution.

#### **2. Promotion**

Promotion is advancement to a position with a higher job grade. In order to qualify for promotion the employee must have a high score in his/her performance evaluations, have undergone the necessary job training, and have obtained the relevant qualifications.

#### **3. Lateral Movement**

An employee in a specific grade bracket may move across to the next step or two in that grade where he/she has been recognized as having made substantial improvement in his work performance, although his/her job description remains the same.

This lateral movement automatically allows for an increment as specified in the salary scale.

#### **4. Re-assignment/Transfer**

A reassignment is the movement of an employee from one job assignment to another, or from one title to another within the employee's generic title and job classification, and within or between offices, divisions, branches or departments in the specific Ministry or Agency.



All voluntary transfers must go through the merit-based process and must be approved by the Head of the Institution or the designate.

Employees may be reassigned in accordance with the provisions of **Section 3.4.9 of the Standing Orders for the Civil Service**; when an employee is reassigned such employee's salary shall not be reduced as a result of the reassignment below that which he or she would have received had he or she continued in his or her original position during the period of his or her current employment contract or status.

**5. Redundancy/Transfer**

A position may be removed from the organizational structure (declared redundant) of an institution because it has become superfluous due to restructuring or rightsizing. During that process, it is the position that is declared redundant. The employee occupying that position may be laid off with severance pay according to **Section 3.4.13 of the Standing Orders for the Civil Service**.

In calculating the severance package for employees in positions declared redundant, begin with the employee's base monthly salary. Multiply the employee's tenure (the number of years of service) by 1.5 times the base salary, and finally add one month of his/her base salary. The employee's tenure times one and a half (1 ½) times the base salary should be used. However, if the employee qualifies for another position that is still vacant, he/she may apply to fill that position through the merit-based employment system or be transferred based on his/her performance appraisal results. If the employee is transferred to another position, in accordance with **Section 3.4.9b of the Standing Orders for the Civil Service**, he/she moves with his/her same salary. However, the benefits may not be the same.

**6. Demotion**

In accordance with **Section 4.2.4 of the Standing Orders for the Civil Service**, the Appointing Authority with the approval of the Director-General may demote an employee whose ability to perform required duties falls below standard. An employee may also be demoted as a disciplinary measure. No employee shall be demoted to a position for which he does not possess the prescribed qualifications. The Appointing Authority shall give written notice to the employees and to the Director-General prior to the effective date of the demotion.





# Chapter 6

## Performance Management System

### **Section 36 - Civil Service Performance Management Framework**

Civil Service Performance Management System (PMS) is a framework for assessing, maintaining and improving employee job performance through the use of various performance tools while providing continuous feedback, thereby affecting the general output of an institution. Civil servants must therefore recognize that fulfilling their respective roles and responsibilities is critical to the success of their Ministry or Agency. Thus, the aim of the system in its entirety is to enable employees to achieve and maintain performance standards that will engender quality output of services to the people of Liberia.

The Civil Service Performance Management System ensures that:

- a. There is a direct relationship between an employee's job description, competencies required to perform stated job, and the goals and objectives of the institution;
- b. Employees have input and participate in determining performance expectations;
- c. Performance expectations are clearly communicated at the onset of each performance review period;
- d. Continuous constructive feedback and communication about progress toward established goals are provided throughout;





- e. Positive reinforcements and employee motivation are practiced during the process; and,
- f. Management decisions are merit based set on the basis of fairness.

### **Section 37 - Evaluating Performance in the Civil Service**

Assessment entails the effective evaluation of an employee by reviewing their performance on a continuous basis to determine if work expectations are being met. Assessments also help in comparing performance over time or across a set of employees to determine if work expectations are being met. Organizations need to know who are performing and who are not so that employees performing below expectations are aware in a timely manner and have access to opportunities to improve performance through training, coaching, mentoring etc.

### **Section 38 - Evaluating an Employee's Performance**

An employee's immediate supervisor is responsible for evaluating his/her performance during the performance management cycle. In general, supervisors are responsible for:

- Evaluating the proficiency of the employees they supervise in relation to their role and responsibilities;
- Counseling and coaching employees to improve the quality of service and to correct deficiencies;
- Taking action if performance does not improve;
- Explaining the performance rating system to the employee;
- Understanding and applying appropriate principles and techniques to ensure equitable and useful ratings.

### **Section 39 - Civil Service Performance Management Cycle**

The Performance Management Cycle for all Civil Servants is **Jan 1 – Dec 31** each year. The cycle begins with the development of an employee performance plan based on job expectations of what exactly is to be endeavored and accomplished during that year in line with an Institution's goals and objectives. It ends with the formal administration of an annual performance evaluation and subsequent preparation of a staff development plan.



## **Section 40 - Employee Performance Plans**

For an institution to be effective, it must plan its work in advance. This entails that expectations are set and employees' efforts are directed toward achieving the institutions objectives. Supervisors are encouraged to allow employees to participate in the planning of work which will help them understand the goals of the institution, what needs to be done, why it needs to be done, and most importantly, how it should be done.

Performance standards should be specific, measurable, attainable, realistic and timely (SMART) with flexibility to adjust to unforeseen changes. In this way, employees can be held accountable for their work assignments.

Across Ministries and Agencies, supervisors and/or managers are responsible for developing employees' performance plans according to the employee's job description or a unit/group work plan. The performance plan must outline core responsibilities and activities the employee is to perform throughout the appraisal cycle. The plans are signed by the supervisor and then forwarded to the Reviewer (who is the immediate superior of the Supervisor) for approval. Reviewers should ensure that performance plans are appropriate before signing the forms. *(See the Performance Management System (PMS) Handbook for details of the framework including forms and tools.)*



# Chapter 7

## Training & Career Development

### **Section 41 - Responsibility of Institutions for Capacity Building**

All Ministries and Agencies are responsible for developing the capacity of their staff within the framework of their mandate. Institutions are expected to identify Training Coordinators who will liaise with the Civil Service Agency, the Liberian Institute of Public Administration (LIPA) and the Ministry of Planning and Economic Affairs (MPEA) on training policies and procedures and to identify training programs. Coordinators will communicate training opportunities to staff, coordinate orientation programs for new employees and track and evaluate training activities. Typically, training evaluations measure participants' reactions, the accomplishment of program objectives, or performance improvement. Annual training plans are to be submitted to the Civil Service Agency for approval and to prepare training procedures for all Civil Service organizations, with the support of LIPA, and in compliance with the National Civil Service Training Policy. *(See the **National Civil Service Training Policy Manual** for training framework and details.)*

Supervisors in each area are expected to play an active role in capacity building through on-the-job training of their staff. Instruction provided in these instances is to stimulate change. Its focus is short-term and directed solely at furnishing



knowledge or skills that employees need to carry out their present work duties efficiently and effectively.

An assessment of employees' training needs requires the use of a systematic method for determining gaps between current and desired performance levels. Written documentation that outlines identified needs, describes the strategy for addressing those needs should include:

- a. A needs assessment;
- b. A plan that states goals and objectives, and methods for achieving them and
- c. A statement regarding funding necessary to implement the plan.

## **Section 42 - Staff Development Plans**

Agencies are required to prepare individual Staff Development Plans for employees as part of the Employee WorkProfile. The plan must include personal learning goals, learning steps and resources needs. Agencies should encourage and assist employees to attend conferences, conventions, seminars and workshops that are aimed at enhancing and/or increasing their work skills and/or abilities by:

- a. Advising employees of training opportunities sponsored by other agencies, the government in general, or non-governmental entities;
- b. Establishing a procedure for approving employee training requests when the training is work-related; and the agency will benefit from the employee's training; and
- c. Scheduling employees, in accordance with agency needs, for a reasonable amount of time away from work (with pay when necessary) for training.

The time that an employee spends at an approved training program during normal work hours shall be considered as part of the employee's normal work hours and shall not be charged to his or her accumulated leave or considered leave without pay.

## **Section 43 - Employee Training**

Ministries and Agencies should provide, within reasonable resources, employee training necessary to assist the Ministry/Agency in achieving its mission and



accomplishing its goals. Each agency should designate a person to assist in implementing its training and development programs and to serve as contact with LIPA for the coordination of training services.

Each Ministry or Agency should develop a biennial training plan to include:

- a. A training needs assessment,
- b. An action plan showing goals,
- c. List of objectives,
- d. Methods by which the plan can be achieved, and
- e. Funding needed to implement the plan.

M&As should send a copy of their training plan to LIPA to be used for the sharing of training information and resources. At a minimum, on-the-job training or work-related instruction that prepares employees to perform their current jobs (includes: instruction mandated by law, instruction necessary to accommodate technological changes, and new employee orientation) must be held on site. *(See Appendix #12 for Pre-Training Questionnaire)*

## **Section 44 - Collaboration with LIPA & Outside Training Providers**

In accordance with the Civil Service Training Policy Manual, Ministries/Agencies should determine whether LIPA offers the desired training-related services before they contract with outside providers for such services.

LIPA offers a wide variety of training and development opportunities to employees that are designed to promote both professional growth and in support of the implementation of the Training Policy consistent with its mandate.

## **Section 45 - Retention of Employee Training Documentation**

M&As are responsible for documenting completed employee training and for maintaining training records for five (5) years following the completion of such training. Each M&A should designate a location for maintenance of training records. Training records should include, at a minimum:

- a. Participant's age and gender;
- b. Course identification and dates of training;
- c. Participant's Position title, work title and Pay Grade; and
- d. Cost of course registration, instructional fees, and materials.

## **Section 46 - Workshops**



Workshops are conducted in several locations and may be conducted at the Regional Offices in the counties. There are four primary target audiences: supervisors and managers, human resource professionals, training professionals, and the general employee population.

Workshop courses may cover skills and topics which are most needed, including many topics which are institution/agency specific for Managers/Directors, Human Resources Personnel, or on various topics regarding Change and Change Management; generally focusing in areas where there are skill deficiencies in the institutions.

### **Section 47 - Procedures for Preparing Workshops**

All workshops need to be approved by the head of the institution at least two weeks prior to the proposed date of the workshop. The workshop needs to be properly planned. The plan should include:

- a. A statement of the purpose;
- b. A theme with a well-researched topic;
- c. A specific portion of the topic that each speaker will need to cover;
- d. The expected outcome of the workshop;
- e. The benefit to the institution;
- f. The cost of the workshop (if available).

### **Section 48 - Training Evaluation, Feedback& Reporting**

Typically, training evaluations measure participants' reactions, the accomplishment of program objective, or performance improvement. It can also determine whether the training received by participants will be beneficial to more than just that employee.

The outcome of the training should be such that the knowledge and skills acquired will be passed on to other employees of that institution through an organized system of sharing of information, or through the possibility of the trainee becoming a trainer.



After attending a workshop, especially an external workshop, employees should write a report, which can be shared with the staff. A copy of the report should be placed in the personnel file. *(See Appendix #13 for Post-Training Evaluation Form)*

## Chapter 8

# Safe and Conducive Work Environment

### Section 49 - Responsibility of the Institution

It is the responsibility of the institution to maintain a safe work environment where individual differences are valued and respected and all employees are encouraged to respond more effectively and efficiently to the needs of the people in a professional atmosphere of peace and harmony.

### Section 50 - Workplace Expectations & Guidelines

As part of the orientation process for the newly hired staff, supervisors should review Civil Service policies regarding workplace expectations and guidelines in addition to any department or job-specific expectations.

New staff should review the regulations governing the Civil Service (**Standing Orders for the Civil Service 2012**) and be given the opportunity to ask questions or seek clarification.

After having reviewed the regulations and asked questions, the employee should sign an Acknowledgement of Receipt. The form should be placed in the employee's personnel file.

Supervisors and staff should conduct regular discussions in regard to job performance, expectations and behaviors. These discussions should include an





annual review of performance contributions, goals for the coming year and future professional development opportunities.

## **Section 51 - Workplace Attire**

Workplace attire must be neat, clean and appropriate for the work being performed. Supervisors should communicate their Agency's workplace attire and appearance guidelines to staff during the orientation period.

Irrespective of dress, all staff must wear or carry their identification card/badge while at work.

Staff members are expected at all times to present a professional businesslike image to visitors, customers and the public.

Reasons for implementing businesslike attire are: to ensure safety while working; to promote a positive working environment and limit distractions caused by provocative or inappropriate dress.

Casual or Dress down days serve as an inexpensive benefit that improves staff morale and, in some cases, increase productivity. The most common periods for dress down days are Friday.

Problems with hygiene can be more difficult to address. If a staff member's poor hygiene is an issue, the supervisor should discuss the problem with the staff member in private to prevent unnecessary embarrassment and should point out specific problems to be corrected.

The workplace is a neutral area, therefore, no propaganda, political or sport apparel or regalia such as t-shirts, hats, scarves, buttons or pins etc. are allowed to be worn at work. Only apparel representing the institution or with institution related slogans or motto may be worn in the workplace.

**Section 11.11 of Executive Order No. 38** states that

*“A public servant 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”.*

Every institution shall designate two HR staff (male and female) if possible, who will be responsible for monitoring and determining whether or not an employee's attire adheres to the dress code as stipulated above.

## **Section 52 - Breaks & Lunch**

Generally, employees are allowed a total of 1 hour in a daily 8-hour working period. This may be broken up into 15-minute breaks before and after lunch



allowing the remaining 30 minutes for lunch. Or, the entire hour may be used as a single lunch hour during the 8-hour work day. However, the lunch hour should not be taken before 12:00 noon or after 3:00 PM.

### **Section 53 - Cell Phones**

Cell phones should be placed on silent or switched off during work and/or meetings. Besides being impolite to talk on the phone during a discussion or briefing, it is distracting to the lecturer and the attendees who are trying to listen/concentrate.

### **Section 54 - Smoke Free Environment**

The Civil Service Agency does not allow smoking on the premises. As a matter of policy, there should be no smoking in any of the government institutions. Violators will be reprimanded in accordance with **Chapter 4 of the Standing Orders for the Civil Service.**

### **Section 55 - Alcohol and Drug Free Work Environment**

The Civil Service is committed to promoting the health and positive development of its employees, recognizing that in order to accomplish this goal, it must implement programs that will enable the Civil Service to achieve its objectives in a cost effective manner, while respecting the rights of its employees.

With this in mind, every reasonable attempt is made to establish a work environment that is free, directly and indirectly, from the adverse effects of drug and alcohol abuse by adopting the following objectives:

- a. Ensuring that the workplace is free from the effects of drug and alcohol use.
- b. Complying with applicable regulations in the Standing Orders for the Civil Service and other relevant enacted laws against drug use.
- c. Employees are also expected not to engage in any off duty, off premises drug or alcohol-related conduct that may affect their work performance.
- d. No employee shall be under the influence of alcohol or of any prohibited substance at any time or at any place when engaged in his or her



employment. Violation of this rule shall subject the employee to discipline up to and including discharge.

## **Section 56 - Workplace Harassment**

It is important that authorities and employees recognize and prevent illegal workplace harassment and that an effective means of eliminating such harassment is provided.

Workplace harassment consists of any unwelcome written, verbal or physical conduct that either denigrates or shows hostility or aversion towards a person on the basis of race, gender, color, ethnic origin, religion, sexual orientation, age, political affiliation, or disability that:

- a. Has the effect of creating an intimidating, hostile or offensive work environment;
- b. Has the purpose or effect of unreasonably interfering with an employee's work performance;
- c. Excludes or isolates a person from normal work interaction, training , development or career opportunities;
- d. Causes unreasonable "administrative sanctions" such as undue delay in processing applications for training, leave or payment of wage;
- e. Causes psychological harassment such as unplanned job change and meaningless tasks, assigning tasks beyond a person's skills, failure to give credit where due;
- f. Causes intimidation by using unwarranted threats of disciplinary action, repeated threats of dismissal;
- g. Is overwhelming by giving a person an impossible deadline, sabotaging a person's work by deliberately withholding information or resources, hiding documents or equipment, not passing on messages or creating a situation of "under-work" with a feeling of uselessness;
- h. Affects an employee's employment or promotion opportunities, or compensation;
- i. Is overawing by sending out insulting messages or gestures, or the inappropriate use of discussion/notice boards, displaying written or pictorial material which may be degrading or offensive to certain employees, or spreading misinformation or rumors and raining constant criticism or insults; or
- j. Has a retaliatory effect from overt or covert acts of reprisal, interference, restraint, penalty, discrimination, intimidation or harassment against an individual or group exercising rights under this policy.



## **Section 57 - Conduct**

The responsibility of the civil servant/public servant is to faithfully and effectively implement the policies of Government with transparency, exercising proper diligence and maintaining a high standard of performance. He/she should treat members of the public and other civil servants honestly and fairly and with respect for the rights and obligations of other persons.

## **Section 58 - Conflict of Interest**

Employees must ensure that there is no conflict of interest in the performance of their job. For example, no outside projects that conflict with their duties as an employee of Government; or no contract to perform a job or deliver services to the Government institution for which he/she will be personally paid by or on behalf of the institution.

## **Section 59 - Confidentiality**

The records and files of all employees are confidential. Employees are not permitted to give information concerning the operation of the institution to anyone outside of their Unit or Department. Employees are not allowed to give information about the institution to News Media or other information seekers; except where in conflict with the Freedom of Information Act. Only the Head of the Institution or designee may give information regarding the institution's operations.

## **Section 60 - Office Security**

No one from outside the institution is allowed to sit behind or near any of the institution's computers. Visitors or clients are to be shown specific areas where they may sit or stand while waiting for short periods to be served. All documents and files of the institution are to be kept out of sight or reach of visitors and unauthorized personnel.

## **Section 61 - Visitors**



Unscheduled and/or drop-in visits by personal friends and/or relatives during work hours should be discouraged as these may be disruptive to employees, co-workers and also serves as a breach to security (*See Section 60*).

In emergency conditions, visits from friends and family may be allowed. However, employees should exercise good judgment and, if necessary, these types of visits should be kept to a minimum. Further, while a visitor is on the premises, employees are responsible for the conduct of their guests.

Ministries and Agencies must set strong guidelines for visitors at each institution.

### **Section 62 - Acceptable Internet Use**

Internet services provided by an institution are restricted to use for work and for the promotion of the institution. Inappropriate use of the internet and browsing improper websites is unacceptable. The use of computer workstations for games, social media, entertainment and personal use is also deemed unacceptable. Any employee who is caught violating this policy will be duly penalized with a warning letter for the first offense and subsequent suspension for a second offense.

### **Section 63 - Intellectual Properties Rights**

The Government of Liberia respects the intellectual property rights of individuals and admonishes its employees to do the same.

It is a violation of this policy to copy and use, in any significant manner, without reference (or giving credit) to the original author or owner of the work. “Work” shall include any copyrightable materials, such as printed documents, books and articles, computer software or databases, audio and visual materials, diagrams, lectures, musical or dramatics, architectural and engineering designs, compositions, graphic designs, pictorial or choreographic works.

### **Section 64 - Office Equipment Use**

Office equipment and stationary materials located in institutions must be used for institutional purposes only.



Employees are also prohibited from bringing external gadgets (modems, flash drives, CDs, mp3 players etc.) for use in office equipment as said gadgets may interfere with security/firewall of equipment thereby destroying them.

Converting the use of these equipment and stationary to personal use is a violation of this policy and employees caught violating this policy will be disciplined.

## **Section 65 - Time & Attendance**

### **1. Attendance Procedures**

All employees are required to sign in daily upon arrival at work through the standard procedures available at the institution. Monthly attendance record of each employee is required and must be submitted to the Civil Service Agency as stipulated in **Section 5.1.2 of the Standing Orders for the Civil Service**.

### **2. Working Hours**

Government working hours, as stipulated in the **Standing Orders for the Civil Service, Section 5.1**, are from 8:00 AM to 4:00 PM, Monday to Friday. All employees are expected to be at work during the 8-hour period with the exception of a total of 1 hour allowed for breaks and lunch to be taken by the employee as he chooses but with the approval of the unit supervisor. The employee must sign in/out upon leaving and returning. However, no employee is allowed to take a break after 2:00 PM.

### **3. Attendance Report**

All Ministry/Agency Heads through their HR departments shall maintain attendance records and shall submit a report to the Civil Service Agency, at monthly intervals, on an Attendance Report Form. The Attendance Report shall reach the Agency on, or before, the tenth day of the month following the period covered by the report.

### **4. Lateness**

All employees are expected to arrive at work on time. An employee arriving late 4 times will be given a written notice and have a day's pay deducted from his/her pay. He/she may also be fined and therefore must pay into government coffers the equivalent of the day's pay and provide a revenue receipt to HR in order to be allowed back at work. This receipt must be added to the employee's records.



If the employee fails to comply with this policy, his/her days absent from work will be counted as “Unauthorized Absence” according to **Section 3.4.16 of the Standing Orders for the Civil Service** which is considered an automatic resignation after 14 consecutive days of being absent.

#### **5. Excused Absence for Illness**

An employee who is prevented by illness from attending his place of work for more than 2 days, shall, unless instructed otherwise by his supervisor, ensure that he obtained a medical certificate signed by a recognized medical practitioner. The certificate shall be delivered to his supervisor immediately on his return to work or within 48 hours of the beginning of his absence from work, whichever is sooner. Employees who are required to produce a medical certificate covering days of absence due to illness and who fail to do so shall:

- a. Lose equivalent pay for each day absent, or
- b. Lose equivalent annual leave for each day absent.

#### **6. Unexcused Absence**

Unauthorized absence from work for a period of 14 consecutive days may be considered by an Agency Head as a resignation.

### **Section 66 - Employees with Disability**

The term "disability" means, with respect to an individual: “a physical or mental impairment that substantially limits one or more major life activities of such individual; and, a record of such an impairment.”

The Civil Service forbids any form of discrimination and victimization of individuals with disabilities in the workplace. Employees with disabilities are afforded the same contractual obligations as all other employees.

Persons with disabilities have the legal right to confidentiality and privacy concerning their health and will not be obliged to disclose their disability status.

Where an employee chooses to voluntarily disclose his/her disability status to Human Resources/Personnel, this information may not be disclosed to any other party without the employee’s expressed consent.

All medical information regarding employees with disabilities will be kept strictly confidential, except where required by law to be disclosed to specified people, or with the consent of the employee.





Once an employee's disability starts to impact his/her ability to perform his/her duties on the job, or attendance, the normal incapacity or sick leave procedures will apply.

## Chapter 9

# Sexual Harassment in the Workplace

### Section 67 - Definition of Sexual Harassment

Behavior and conduct must conform to the laws, regulations and policies governing the work environment of the Civil Service.

Physical or visual forms of harassment, unwelcome, unsolicited acts of a sexual nature that create a hostile situation between or amongst employees such as sexual advances or propositions, sexual "dirty" jokes, touching oneself sexually in view of others, talking about one's own sexual prowess, displaying sexual pictures or objects will not be tolerated.

Any withholding of any employee's work-related benefit, either rewarding or punishing the victim in some way and requiring sexual favors in exchange from the victim is considered sexual harassment. (*Refer to **Chapter 9 of the Standing Orders for the Civil Service** for complete details on Sexual Harassment.*)



## **Section 68 - Types of Sexual Harassment**

Examples of this are: innuendoes; jokes and gestures of a sexual nature; displaying of sexually suggestive objects, photos or drawings; flirting; blocking or impeding physical movement; literally carrying on sex-based behavior that no reasonable employee should have to endure.

The incidence of sexual harassment can occur in a variety of circumstances including but not limited to the following:

- a. The victim as well as the harasser may be a woman or a man, and the victim does not have to be of the opposite sex.
- b. The harasser can be the victim's supervisor, an agent of the employer, a supervisor in another area, a co-worker or a "non-employee".
- c. Sexual harassment may occur without economic injury to the victim.
- d. The harasser's conduct is unwelcome.

## **Section 69 - Reporting Sexual Harassment Claims**

Any incident of sexual harassment should be immediately reported through the established Reporting Channel as stated in **Section 9.2.2.** of the **Standing Orders for the Civil Service.**

# **Chapter 10**

## **Leave Entitlement**

### **Section 70 - Leave of Absence**

**Chapter 7 of the Standing Orders for the Civil Service** covers Leave of Absence. In addition to the instances stated in Chapter 7, the following supplements are noted.

It is the policy of the Civil Service to grant time off with pay to its employees in accordance with the Standing Orders for the Civil Service and negotiated labor agreements.

All employees are required to notify their supervisors when they will not report to work due to illness. Employees are encouraged to notify their supervisors as far in advance as possible when sick leave is needed. Failure to notify one's supervisor may be grounds for disciplinary action.

Any employee absent fourteen (14) or more consecutive work days without notifying his or her supervisor will be considered to have abandoned his or her job and may be terminated in accordance with **Section 3.4.16 of the Standing Orders for the Civil Service.**



Any employee absent two or more consecutive scheduled work days must present to the Office of Human Resources a medical certification signed by a recognized medical practitioner, stating the nature of the illness and number of days prescribed for rest (days off). This certification must be presented directly to the Human Resources Office. The note is then placed in the confidential section in the employee's file.

Employees are entitled to a leave of absence without pay for other duty not listed. During such leave of absence the employee shall continue to accrue seniority and salary increments, if applicable, in his or her title. At the discretion of the employee, vacation, administrative leave or other accrued compensation may be used for such absences.

### **Section 71 - Administrative Leave**

Employees accrue one-half day of administrative leave after each full calendar month of employment to a maximum of three days during the remainder of the calendar year, and three days administrative leave in each calendar year thereafter. Administrative leave is not cumulative and any such leave credit remaining at the end of each calendar year or upon separation is cancelled. Requests for administrative leave must be approved in advance of the requested date by the immediate supervisor and the Human Resources Department.

### **Section 72 - Jury Duty**

Employees who serve on jury duty should bring a note from the jury manager indicating the time they have served for jury duty. The note should be approved by the presiding judge. Generally, the juror serves during one term of Court without a rollover into the next term. One term of Court lasts 42 days and the juror may serve during only one term within a period of one calendar year. Time served for jury duty is time off with pay.

### **Section 73 - Court Appearance**

Other time off with pay for court appearance is when an employee is summoned to appear as a witness before a court, legislative committee or judicial body where the individual appears as an employee or officer of the Civil Service.



Subpoenaed appearances as a witness in court when the employee is not a party to the case is unpaid.

### **Section 74 - Emergency Leave**

Performance of civil duty in relation to national or other emergency declared by the President is considered paid time off.

### **Section 75 - Sick Leave**

Sick leave of a total of 15 days in one calendar year may be granted to Classified Civil Servants. However, any employee claiming more than 2 days of sick leave at one time must produce a medical certificate, signed by a recognized medical practitioner stating the nature of the illness. Any such revelation remains confidential and must be filed in the employee's file.

Where it is determined that an additional period of recovery beyond the 15 days is required, the physician must certify in writing the additional amount of additional recovery time not to exceed 60 days.

Any additional sick leave not certified by the recognized medical practitioner prior to departure will not be accepted and further absence from the job will be considered as the employee having abandoned his/her position.

### **Section 76 - Injury Compensation**

It is the policy of the Civil Service that employees injured in the course of their employment, be made aware of the coverage available under Section 89.32 of the National Social Security and Welfare Corporation, and their entitlement to receive medical benefits. If the injury is permanent, the employee will be entitled to benefits under **Section 89.30 of the Social Security and Welfare Decree 14 of July 1, 1981.**

### **Section 77 - Maternity Leave**

As stated in **Section 7.2.3 of the Standing Orders for the Civil Service**, a period of 60 calendar days (two months) may be granted as maternity leave for expectant mothers. However, an additional 30 calendar days may be granted based upon the signed recommendation/concurrence of a recognized medical practitioner.

Maternity leave may extend into the following calendar year based upon the time of the event.



## Section 78 - Study Leave

*“A Civil Servant who has been nominated by his Agency Head to pursue a course of study which will enable him to perform his duties better may, with the approval of the Director-General be granted study leave. Such leave shall include full salary for up to a maximum of six months and half salary for up to a maximum of 24 months...”*; **Section 7.2.5 of the Standing Orders for the Civil Service.**

A public servant, whose study leave has been approved by the head of his/her institution and who is replaced because the position cannot be left vacant, may benefit under the same conditions as civil servants, according to **Section 7.2.5** above.

Where the position is one that is appointed by the President and the individual is replaced during the study leave period, he/she may be absorbed into the Civil Service in a professional position as a civil servant upon his/her return. Refusal to be absorbed will require, in compliance with **Section 7.2.5**, that the individual return to Government all salaries received whilst on the course of study.

## Section 79 - Political Campaign Leave

Civil servants wishing to join the official list of candidates to be elected into office must abide by the following:

- a. Candidate will be required to take a leave of absence **without pay** during his/her campaign period which officially begins with the publication of the official list of certified candidates by the National Elections Commission. This period of campaigning will end when the elections results are published.
- b. The candidate, if unsuccessful, and if he/she chooses, may return to his/her original position held as a civil servant prior to the Elections campaign, consistent with **Section 3.4.8 of the Standing Orders for the Civil Service.**
- c. If the employee does not return to work within 14 days after the publication of the Elections results, the regulation stated in Section 3.4.16 (Unauthorized Absence) shall apply. I.E., the absence would be considered by the Ministry/Agency Head as a resignation.

The unsuccessful candidate wishing to return to his/her position as stated in section (c) above, must make a written request to his/her Agency Head and send a



copy to the Director General of the Civil Service immediately following the publication of the Elections results, which is when the days of absence will be begin to be counted.

This regulation, which is intended to protect the tenure of service of classified civil servants, will take effect as soon as the National Elections Commission (NEC) publishes the list of candidates for Presidential and Legislative Elections.

All appointed Officials must obtain permission from the President for leave or external travel. If the leave is for campaigning as a candidate, this will be considered a Leave of Absence and without pay. However, reinstatement can only be approved directly by the President.

## **Section 80 - Annual Leave Schedule**

All civil servants are entitled to an annual leave of absence after one complete year of service. While such leave is an entitlement, it is not mandatory. Thus every employee has the option of requesting or declining an annual leave. Any employee wishing to forego his/her annual leave must do so by written communication to the Office of Personnel at least one week prior to the scheduled leave period.

### **Section 7.2.1 of the Standing Orders for Civil Service** states:

*“No person shall be entitled to annual leave unless he has qualified as a Civil Servant and has completed one year of service. Entitlement to annual leave depends upon the tenure and seniority of the officer concerned as well as the position he occupies. Annual leave shall be granted for a specific number of working days. Weekends and public holidays shall not be included when calculating annual leave entitlement. Annual leave is not cumulative and may not be carried over from one year to the next. An officer’s own agency is responsible for initiating a request for annual leave which must, which must be made on the prescribed leave request form. [..] Completed leave request forms must be signed by the Agency Head or his designated representative.”*

All Classified Civil Servants are entitled to annual leave after working for a period of one (1) year. An additional 5 working days shall be added to the period of annual leave where the employee has worked and reached a position of tenure of ten (10) years. However, no period of annual leave is to exceed 25 working days or one calendar month. *(Contact Civil Service Agency for current Annual Leave Schedule)*



# Chapter 11

## Discipline & Grievance

### Section 81 - Investigating Workplace Incidents

Investigating employees' incidents or complaints can be a huge task if you are not properly equipped for the task as it may include many others including the employee. It is best practice to interview all parties involved including external individuals to gain insight into the situation before making findings. For each party investigated, follow the guide below to assist you with gathering the facts of the incident or complaint in a consistent manner:

1. Open the meeting with telling the employee that you are conducting an interview in regards to an employee incident or complaint.
2. Tell the employee the general facts relating to the case.
3. Ask the employee what he or she knows about the case.
4. Don't accuse the employee of anything.





5. Ask non-confrontational questions such as:  
Are you aware of any similar problems with employees since you began employment here?
6. Ask open-ended questions related to the investigation such as:  
“Are you aware of anyone violating the (specific) HR policy since you began employment here?”  
Have you heard about any incidents that you could consider sexual harassment in your building?”
7. Make sure you answer the employee’s questions: “Are there any questions you want to ask?”
8. If the employee asks if he/she is being accused tell him/her: “We are conducting an investigation. I haven’t made up my mind about anything. I want to get all the facts before I make up my mind.”
9. Close the meeting with a wide-open question: “Is there anything else that you think I need to know that you haven’t told me?”

## **Section 82 - Disciplinary Guidelines**

Each step in a disciplinary process contains some elements to impress upon the employees the growing sense of urgency that the institution is attempting to communicate. (See Appendix #14 for the Disciplinary Action Form template)

**Chapter 7 of the Standing Orders for the Civil Service** contains regulations on Discipline. **Section 4.1.1** also states:

*“Disciplinary proceedings [...] may be initiated by an Agency Head or the Director – General because of an employee’s misconduct or general inefficiency.”*

It is the policy of the Civil Service to take corrective action(s) when inappropriate conduct has occurred in the workplace. The purpose of any disciplinary action is corrective and not punitive in nature. Disciplinary action is taken for conduct contrary to or which violates established policies, procedures, norms, rules, and/or standards governing the workplace.

If at any time after a disciplinary action(s), the employee fails to change behavior(s), the next logical steps in the process may be written warnings, suspension, fines and/or dismissal.



## Section 83 - Warnings

Depending upon the degree of the infraction, an employee may receive a verbal or written warning for any repeated negative or unacceptable behavior(s) in the workplace. Grave infractions would require stringent penalties. (See Appendix #15 for Employee Warning Notice template)

## Section 84 - Suspensions

Suspension is a disciplinary action used according to the **Standing Orders for the Civil Service. Section 4.2.6** states:

*“The Appointing Authority may suspend an employee from his/her position at any time for disciplinary purpose. Suspension shall be without pay and shall not exceed 30 days in any one calendar year. A written statement of the reason for the suspension shall be filed with the Director General and a copy delivered to the affected employee within 48 hours of the time the suspension becomes effective”.*

Suspensions are limited to 30 days. **“Indefinite Suspension”** does not exist in the **Standing Orders for the Civil Service** or anywhere else. “Indefinite Suspension” is tantamount to **dismissal** and should be termed as such in order to avoid misconception.

If an employee is suspended for a period of one month or less than one month, the salary and benefits of that employee must be withheld, or the employee must pay into the coffers of the Government, at the Ministry of Finance the amount of his/her salary that covers the suspension period and produce the receipt upon reporting to work, after the suspension period.

A period of suspension cannot go beyond 30 days. Statements of suspension for “Time Indefinite” are invalid and are equivalent to a dismissal. Therefore, the action must warrant a dismissal and be stated as such.

If the employee is under investigation and the investigation continues for over 30 days due to no fault of the employee’s, he/she may receive 50% of his/her salary and benefits to buffer the hardship caused by the delay, pending the outcome of the investigation.

Generally, however, such investigation should be concluded within 30 days. At the end of the investigation, all arrears will be due or all payment will cease upon dismissal.



Suspended employees are not allowed on the institution's compound or in the offices during their period of suspension except by permission of the appointing authority.

### **Section 85 - Fines**

Fines may be levied by the appointing authority against an employee as a penalty for not following regulated procedures, and consistent with **Section 4.2.7 of the Standing Orders for the Civil Service**.

An amount equivalent to one day of work from the basic salary of the specific employee may be levied as penalty for unexcused non-conformance. For example: not attending the regular staff meeting and not providing the mandatory one-week prior notice/excuse in writing.

### **Section 86 - Dispute Resolution**

In order to resolve a dispute the concerned employee should report the matter to his/her immediate Supervisor, who, if necessary, record the reason and evidence of the dispute and forward the report to the Head of his Division or Department. The Department Head will review the case and, if a resolution cannot be reached, forward it to the Head of the Institution who will make a final decision at that level of the Institution.

However, the unsatisfied party may take the case to the Board of Appeals of the Civil Service.

### **Section 87 - Grievance**

**Chapter 6 of the Standing Orders for the Civil Service** outlines the Grievance Procedure, which promotes fair consideration for each employee or group of employees who feel they have been unfairly treated. A ruling of the Board of Appeals may be to concur with or to reverse the decision of the defending institution. In the latter case the payment of salary arrears may be ordered.

In **calculating** the salary arrears of the complainant, the following guidelines are to be adhered to:

- a. Determination of salary arrears is to be based upon the last month of salary earned by the employee;



- b. Calculation will be based upon the employee's gross salary because he/she would not be able to benefit from deductions (such as insurance) while off the job;
- c. No increment will be considered or included because the employee cannot be rewarded when he/she has not been on the job;
- d. No allowance will be included because it is not a part of the employee's salary, and it is not obligatory.
- e. Thus, the total amount of salary arrears would be the amount of the gross salary on the last payroll check multiplied by the number of months off the job due to the object of complaint.

## Chapter 12

# Termination of Employment

### Section 88 - Retirement

It is the policy of the Civil Service to assist employees as they end their career and begin their retirement from the government.

### Section 89 - Pension

**The Pension Act of July 18, 1973** provides that pension benefits be paid to retirees according to the number of years served:

- a. For 25 up to 29 year of service, pension is based on 33 1/3% of the last yearly salary earned by the retiree;
- b. For 30 up to 39 years of service, pension is based on 50% of the last yearly salary earned by the retiree;



- c. For 40 years of service and above, pension is based on 60% of the last yearly salary earned by the retiree.
- d. Since 2006, a policy of retirees receiving a handshake package on the date of their retirement is implemented in four categories as follows:
  - i. Retirement after less than 25 years of service
  - ii. Retirement after 25 to 29 years of service
  - iii. Retirement after 30 to 39 years of service
  - iv. Retirement after 40 or more years of service

**Section 5.3.1 of the Standing Orders for the Civil Service** states: *“Unless ordered otherwise by Government every employee shall be compulsorily retired at the age of 65, or after a minimum of 25 years of service as specified by **Section 1 of the Government Employees Pension Act**”*.

While the letter of the Law makes reference to *“a minimum of 25 years of service*, it is not the intent of the Law to routinely retire employees solely based upon the attainment of 25 years of service without reviewing the actual age of the employee who may still be in his/her 40s or 50s. Under the current economic conditions in Liberia, the social impact of this action would be quite significant.

However, if based on the employee’s performance appraisal the results show consistent substandard performance, it may be determined that the employee cannot remain in the position.

The CSA will retire employees of Government who meet the mandatory retirement age of 65 and/or have reached the tenure of 40 years and above, following a review of the Pension Laws of Liberia. Medical conditions may also be considered as a basis for retirement with each case being based upon the submission of medical documents.

Ministries and Agencies may confer with employees who have served for 25 years or more and who may choose to voluntarily retire given their long years of service.

## **Section 90 - Preparation for Retirement**

Retirement can be a huge change for most employees. It can be stressful, especially if they are not prepared for it. However, it can also represent a major opportunity if managed well. Some people look forward with confidence to this new opportunity while others find it more difficult to adapt to a life of leisure and the absence of a structured working day.



Thus it is extremely necessary to provide prospective retirees with guidance and counseling to help encourage a positive attitude to retirement in order to relieve uncertainty and any worries employees may have. Guidance and counseling can also facilitate their planning for the future.

It is the responsibility of the **Pension Unit of the Civil Service Agency**, to schedule and conduct pre-retirement, motivational workshops for staff who are due to retire from the various institutions annually, at least 2 months before the retirement date. These workshops will enable the employees to take full advantage of the opportunities that retirement may offer: They can:

- a. Prioritize areas of their lives they need to consider in planning for their retirement;
- b. Consider social and personal issues relation to retirement;
- c. Consider opportunities for self-employment, voluntary work or hobbies and interests.
- d. Increase their awareness of the importance of planning a healthy lifestyle; and
- e. Have information and an understanding of their Pension Benefits and prepare to manage their financial planning.

## **Section 91 - Ending Employment in Government**

In anticipation of impending severance that becomes necessary due to the implementation of the restructuring and right-sizing policy intended to create a more efficient and effective government work force, the Redirected Workers Program is being put in place.

This program will provide alternatives and support packages with guidelines for implementation. It is intended to ease the anxiety of those civil servants who become disengaged from the Civil Service either through having their positions declared redundant, or being otherwise laid off, or for those who retire voluntarily, and also for pensioners retired within the past 12 months or civil servants who will be retired within the next 12 months.

## **Section 92 - Resignation**

An employee who resigns is considered to have voluntarily terminated his/her employment. Additionally, any employee who is absent from work for 14 consecutive days will be considered to have automatically resigned, as stated in **Section 3.4.16** and **Section 4.2.2b of the Standing for the Civil Service**.



### **Section 93 - Dismissal**

In accordance with **Section 4.2.5 of the Standing Orders for the Civil Service**, *“whenever it is the intention of an Appointing Authority to recommend to the President/ Head of State the discharge of an employee, the Director-General and the employee concerned shall be notified in writing in advance of the effective date of such dismissal, if possible, but in any event no later than 24 hours after the effective date. Under normal circumstances one month’s notice of the dismissal should be given to both the employee and the Director-General, where this is not possible the employee shall be entitled to one month’s pay in lieu of notice.”*

### **Section 94 - Termination Checklist**

When the services of an employee are terminated, whether through retirement, resignation or dismissal the following should be observed:

- a. The employee must return his/her ID card to the Human Resources/Personnel Department and be given a receipt for it.
- b. All files and equipment and other property belonging to the institution should be turned over to the immediate supervisor and documented.
- c. Arrangements for the payment of any debt owed the institution or for which the institution stood as guarantor for the said employee, should be concluded before the exit of the employee, so as not to obligate the institution. *(See Appendix #16 for an Employee Separation Notice template)*

### **Section 95 - Final Remuneration for Departing Employees**

It has been the general practice that the cut off period for payroll finalization is the 10<sup>th</sup> of the month. If a departing employee works from the 1<sup>st</sup> (first) to the 10<sup>th</sup> (tenth) of the month he/she is entitled to be paid for that month.

It is therefore recommended that the Appointing Authority defer all appointments after the 10<sup>th</sup> to the following month.





# Chapter 13

## Employment Records

### Section 96 - Records and Research

The Civil Service Agency maintains an effective and efficient system of personnel records of all civil servants that can be efficiently transmitted between the concerned agencies when necessary. In the reform process, biometric information and records of all civil servants is loaded into the HRMIS database as a matter of policy beginning fiscal year 2011/2012.

However, hard copies of the records will be maintained for back-up purposes. The records from years prior to 2010 and existing in hardcopy will also be loaded into the HRMIS database.

Access to the employment records of civil servants assigned to any Ministry or Agency is restricted to authorized personnel of the specific Ministry or Agency and may be accessed only by written request.



## **Section 97 - Retention of Employee Records**

The Office of Records and Research retains files and data on all civil servants. This information includes date of birth, place of birth, sex, job title, employment date, educational qualifications, salary, institution of employment, promotion, and any transfer from one position to another as well as from one institution to another, termination or retirement.

## **Section 98 - Biometric Records**

The Biometric records are to remain in the biometric center even after they have been entered into the data system. These records are updated for additional qualifications, promotions, demotions, transfers or retirement. Additionally, they include dependents, and an authorized beneficiary.

A Biometric Identification card will be issued to each civil servant. Any change in the employment status of the employee will necessarily cause the Biometric ID card to be updated, and therefore changed to include the updated information. Pensioners also receive Biometric ID cards to enable them to receive their pension checks from the Bank. Lost ID cards will be replaced at a charge of US\$5.00 (five dollars) paid into the designated government account through the Miscellaneous Tax Division.

## **Section 99 - Employment File Checklist**

The below listed documents make up the employee's personnel file and must remain in the file as part of the employee's records

- a. Employment letter
- b. Resume
- c. Credentials
- d. Personal data
- e. Job Description
- f. Any and all subsequent letters of warning or commendation
- g. Annual appraisal forms and related evaluation forms

## **Section 100 - Employee's Right to Access Employment File**

An employee may review any information pertaining to his/her file after verification of his/her identity. A properly identified and authorized representative with a signed authorization from the employee may review any information pertaining to the employee contained in the official file.



If the authorized representative wants to make a copy of any information in the employee's file, a written request for copies must be addressed to Records for a reasonable charge.

Upon review of his/her file, were a discrepancy has been found, an employee has the right to request corrective action by written communication to the Director of Human Resources of the institution within 30 days of having reviewed his/her file.

Staff members of the Human Resources Office are specifically authorized to request, receive and review personnel files for official purposes. *(See Appendix #17 for Authorization to Release Information Form)*

### **Section 101 - Internal Access to Information in Personnel Files**

The Human Resources department retains a file on each employee. The office must take steps to protect the privacy of personal information contained in the personnel files. The custodian of the files is designated by the Head of the Institution (Ministry/Agency).

Department Heads maintaining certain portions of an employee's file (for example, those relevant to performance management) are responsible for maintaining and ensuring proper need-to-know status when allowing review of these files. *(See Appendix #18 for Access to Employee Records Form)*

### **Section 102 - External Access to Employee's File**

Employees of the institution are prohibited from releasing any information about another employee to another entity without written authorization from the individual/employee. The written authorization shall be addressed to the HR Department/Records and that office shall release the following information only:

- a. Past or present employment;
- b. Verification of dates of employment; and/or
- c. Position or title.



Nothing in this policy shall be construed as a prohibition against a letter of recommendation or other related information being released upon signed authorization of a present or past employee. However, the information shall be based on documented facts and shall be stated as the opinion of the writer. A copy of the employee's authorization should be attached to any document released.

### **Section 103 - Accepting Legal Documents**

It is the policy of the Civil Service that only authorized managerial staff should receive and take appropriate action with regard to accepting legal documents sent to the institutions of the Civil Service.

All documents transmitted to the Ministry or Agency should be signed for by the authorized designate of the Ministry or Agency. A record of all such documents received should be entered into a ledger or database.

Letters and /or documents transmitted between Ministries or Agencies received by the institution should be signed for by the designate and a record of that transaction should be kept in a ledger and be made available upon authorized request for verification.



## **Civil Servant Certification**

### **Civil Service Human Resources Policy Manual**

I hereby certify that I, \_\_\_\_\_ have read and fully understand the contents of this Civil Service Human Resources Policy Manual and thus agree to comply with all of its terms and conditions.

I acknowledge that I have been given the opportunity to discuss any policies contained in this manual with my direct superior and/or an appropriate member of the Human Resources staff here at my assigned institution.

I agree to abide by the policies set forth in this manual and understand that compliance with the Civil Service Human Resources policies is necessary for continued employment.

My signature below certifies my knowledge, acceptance and adherence to the policies of the Civil Service of Liberia as indicated throughout the manual.

I acknowledge that the Civil Service Agency reserves the right to modify, supplement, revoke or amend any of its policies or practices at any time, without prior notice.



These policies do not create any promises or contractual obligations between the Civil Service Agency and any employee of the Government of Liberia but rather, employment is based on performance.

I understand that in the event of a termination of employment initiated by me or the Civil Service, I am required to return all property owned by the Government of Liberia.

Employee Signature:

Date:

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Human Resources/Personnel Signature:

Date:

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## PART III – APPENDICES

No.	Title
1	Additions to Human Resources Policy Manual
2	Human Resources Policy Manual Updates
3	Civil Servant's Pledge
4	Requisition Form
5	Job Description/Terms of Reference (TOR)
6	Interview Scoring Sheet
7	Interview Summary & Tabulation Sheet



8	PAN Process: Recruitment & Employment (Flowchart)
9	PAN Process: Recruitment & Employment (Instruction Guide)
10	PAN Process Through CSM
11	New Hire Orientation Checklist Template
12	Employee Pre-Training Questionnaire
13	Post-Training Evaluation of Training, Workshops & Seminars
14	Disciplinary Action Form
15	Employee Warning Notice
16	Employee Separation Notice
17	Authorization to Release Information
18	Access to Employment Records

**APPENDIX 1**

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**ADDITIONS TO HUMAN RESOURCES POLICY MANUAL**

Section #	Policy Title	Effective Date






**APPENDIX 2**

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**HUMAN RESOURCES POLICY MANUAL UPDATES**

Section #	Policy Updated	Effective Date




**APPENDIX 3**

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**Civil Servant’s Pledge**

I, \_\_\_\_\_ do hereby accept, that as of this day, I am a bona fide Civil Servant of the Republic of Liberia. I further accept that my primary responsibility is to deliver effective and timely service to the public. I pledge to perform my duties to the best of my ability, and that I will faithfully and conscientiously uphold the Constitution of the Republic of Liberia. I also pledge to abide by the Laws of the Civil Service: to adhere to the Code of Conduct and be governed by the Standing Orders for the Civil Service. In the event that I should violate any of these



pledges, the appointing authority should not hesitate to remove me from office. So help me God.

May 24, 2012

**APPENDIX 4**

**Requisition Form**

REQUISITION # 2013 -

<b>Location</b>		<b>Job Title</b>		<b>Job Code</b>	
PLEASE CHOOSE					
<b>EE Group</b>		<b>Department</b>	<b>Reports to (Title)</b>		<b>Name</b>
PLEASE CHOOSE		PLEASE CHOOSE			
<b>Reason for Position</b>			<b>Name of Previous Incumbent</b>		<b>Desired Starting Date:</b>
<input type="checkbox"/> NEW <input type="checkbox"/> REPLACEMENT <input type="checkbox"/> PROMOTION					
<b>Position Type</b>		<b>Allocation</b>	<b>Requested Salary/Wage</b>		
<input type="checkbox"/> Full-time <input type="checkbox"/> Contractor <input type="checkbox"/> Part-time <input type="checkbox"/> Intern		<input type="checkbox"/> Budgeted    \$ <input type="checkbox"/> Unbudgeted	<input type="checkbox"/> Hourly <input type="checkbox"/> Weekly    PAY GRADE: <input type="checkbox"/> Bi-weekly <input type="checkbox"/> Annual		
<b>Hours of Work</b>		<b>Total Hours per Week</b>		<b>Labor</b>	<b>Days of Week</b>
Start time:    End Time:				PLEASE CHOOSE	
<b>To be interviewed by</b>		<b>Title</b>			<b>Phone</b>
<b>Fax</b>		<b>Location</b>			<b>Applicant Type</b>



	PLEASE CHOOSE	PLEASE CHOOSE	
<b>REASON FOR REQUEST:</b> Indicate the reason for the position requested.			
Please list any special accommodations, equipment, tools, computer access etc. required for this position.			
<b>JOB DESCRIPTION MUST BE ATTACHED WITH POSITION REQUISITION FOR APPROVAL.</b>			
<b>Signatures &amp; Approvals</b>			
<i>Requesting Supervisor</i>	<i>Date</i>	<i>Director of Human Resources</i>	<i>Date</i>
<i>Department Head</i>	<i>Date</i>	<i>Deputy Administration</i>	<i>Date</i>

**APPENDIX 5**

**Job Description/Terms of Reference (TOR)**

INSTITUTION:		<b>JOB TITLE:</b>
SECTION:		
IMMEDIATE SUPERVISOR:		
IMMEDIATE SUBORDINATES:		
FUNCTIONAL RELATIONSHIP:		
<b>PHYSICAL REQUIREMENTS AND WORKING CONDITIONS</b>		
Physical Requirements: Visual/hearing ability sufficient to comprehend written/oral communication. Ability to deal effectively with stress.		
Working Conditions: Works in (complete).		



INSTITUTION:		<b>JOB TITLE:</b>
SECTION:		
IMMEDIATE SUPERVISOR:		
IMMEDIATE SUBORDINATES:		
FUNCTIONAL RELATIONSHIP:		
<b>Pay Grade:</b>	<b>Type of position:</b> <input type="checkbox"/> Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> Contractor <input type="checkbox"/> Intern	<b>Employment Classification:</b> <input type="checkbox"/> Classified Civil Servant <input type="checkbox"/> Contractor

<b>SUMMARY OF POSITION</b>

<b>OBJECTIVES OF POSITION</b>

**Job Description/TOR Template(Page 1 of 2)**

<b>JOB DUTIES AND RESPONSIBILITIES</b>
--



<b>DELIVERABLES</b>			
<b>QUALIFICATIONS, EXPERIENCE AND SKILLS-MIX REQUIREMENTS</b>			
<b>QUALIFICATION</b> <b>EXPERIENCE</b> <b>SKILLS-MIX REQUIREMENTS</b>			
<b>COMPENTENCY REQUIREMENTS (TECHNICAL, FUNCTIONAL, LEADERSHIP &amp; PERSONAL)</b>			
<b>JOB DESCRIPTION REVIEW AND CONFIRMATION: I HAVE READ AND UNDERSTAND THE JOB DESCRIPTION OF THE ABOVE MENTIONED POSTION.</b>			
EMPLOYEE		<i>Approved by:</i>	
TITLE		<i>Title</i>	
DATE		<i>Date</i>	

**Job Description/TOR Template(Page 2 of 2)**

**APPENDIX 6**

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## INTERVIEW SCORING SHEET

Instructions: These questions must be related to **Core Competencies** (technical & functional) of the job. The Candidate with the accumulated highest score on the interview and written examination (if applicable) will be recommended to fill the position. All questions from panel members must be documented and scored on this sheet.

Name of Candidate: \_\_\_\_\_

Position: \_\_\_\_\_ Date of Interview: \_\_\_\_\_

Name of Panel Member: \_\_\_\_\_

Ratings on a scale of 1-5 (1 = poor response to 5 = very good response).

QUESTIONS	SCORE	COMMENTS
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
<b>TOTAL</b>		

Panel Member Signature: \_\_\_\_\_

Date: \_\_\_\_\_





## INTERVIEW SCORING SHEET

Instructions: These questions must be related to other relevant competencies such as personal competencies (soft skills) and, if applicable, leadership competencies. These questions may be used for upper level management positions.

Name of Candidate: \_\_\_\_\_

Position: \_\_\_\_\_ Date of Interview: \_\_\_\_\_

Name of Panel Member: \_\_\_\_\_

<b>1. Purpose and Direction Panel Member #</b>	<b>You have applied for the _____ position. Why should we pick you from among _____ other candidates?</b>					
	POOR	FAIR	GOOD	VERY GOOD	EXCELLENT	TOTAL
	1	2	3	4	5	
Strengths:						
Limitations:						
Deference to others:						

<b>2. Involving others in building a shared vision of the future of the institution. Panel Member #</b>	<b>Name one challenge you as _____ will face, and how will you go about meeting this challenge?</b>					
	POOR	FAIR	GOOD	VERY GOOD	EXCELLENT	TOTAL
	1	2	3	4	5	
Challenge:						
Teamwork:						
Leadership:						

<b>3. Acting with honesty and Integrity Panel Member #</b>	<b>As a _____, what are your professional ethics (principles)? How would you communicate these ethical principles?</b>					
	POOR	FAIR	GOOD	VERY GOOD	EXCELLENT	TOTAL
	1	2	3	4	5	
Ethical Standards:						
Sense of Integrity:						
Oral Communication Skills						



## INTERVIEW SCORING SHEET

4. Intelligent Awareness of the Political System <b>Panel Member #</b>	<b>What are the political dimensions of the _____ position, if any?</b>					
	POOR	FAIR	GOOD	VERY GOOD	EXCELLENT	TOTAL
	1	2	3	4	5	
Political Awareness:						
Deference to Authority:						
Objective Analysis:						

5. Analysis of Complex and Confusing Data <b>Panel Member #</b>	<b>What does _____ entail?</b>					
	POOR	FAIR	GOOD	VERY GOOD	EXCELLENT	TOTAL
	1	2	3	4	5	
Knowledgeable:						
Methodical:						
Brevity:						

6. Other (Bonus): (CSA)	<b>Do you have any final comments or questions for the Panel?</b>					
	POOR	FAIR	GOOD	VERY GOOD	EXCELLENT	TOTAL
	1	2	3	4	5	
Creativity:						
Preparedness:						
Sense of Humor:						

**General Impression (Qualitative):**

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Panel Member Signature: \_\_\_\_\_

Date: \_\_\_\_\_

**APPENDIX 7**



## INTERVIEW SUMMARY & TABULATION SHEET

<b>Part 1 – Oral Interview</b>									
No.	Candidate	Panel Members					Total Points	Average Score	Rank
		Member #1	Member #2	Member #3	Member #4	Member #5			
1.									
2.									
3.									
4.									
5.									
<b>Part – Written Examination Results (If Applicable)</b>									
<b>Examination Title:</b>									
<b>Test Score</b>									

Comments:

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All panel members must verify score tabulation and confirm by signing below to finalize selection of candidate.

<b>Panel Members:</b>	<b>Signature:</b>	<b>Date:</b>
1. Panel Member Name	_____	_____
2. Panel Member Name	_____	_____
3. Panel Member Name	_____	_____
4. Panel Member Name	_____	_____
5. Panel Member Name	_____	_____

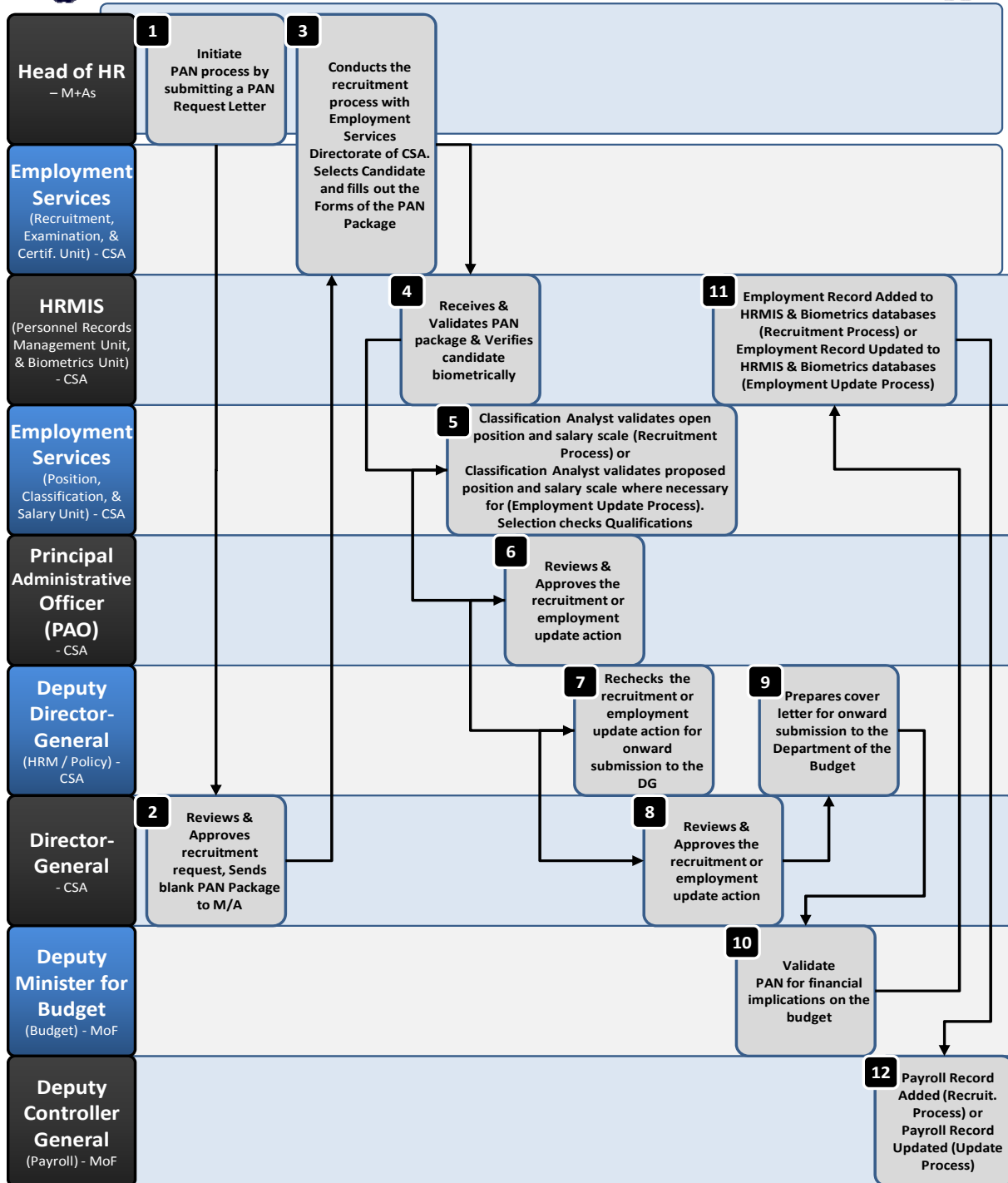
**APPENDIX 8**





# PAN PROCESS

## Recruitment & Employment Flow Chart



### APPENDIX 9



## PAN PROCESS: Recruitment & Employment (Instruction Guide)

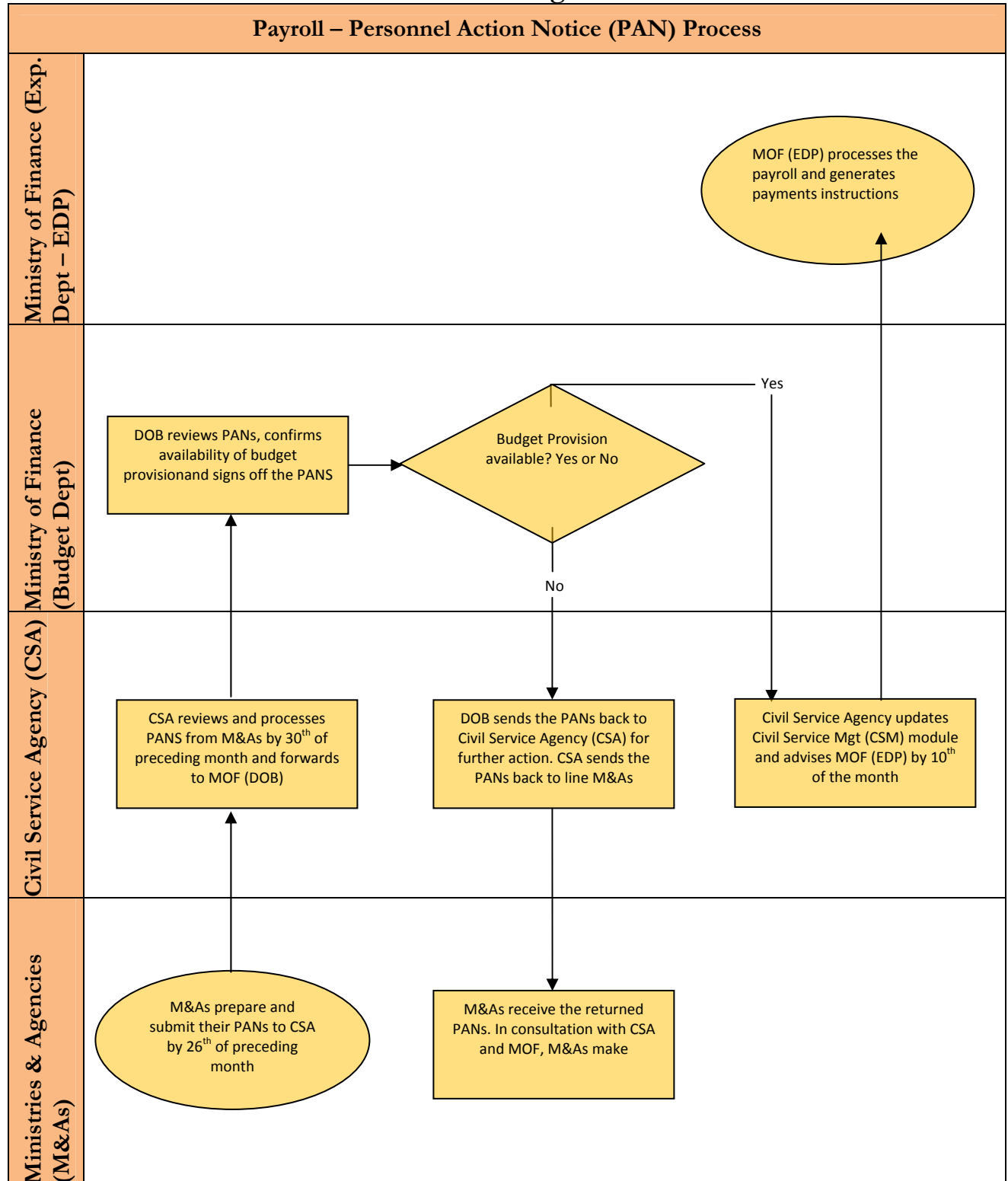
#	Responsible	Ministry / Agency	Process Description	Process Instructions
1	Head of HR	Initiating M&A	<b>Initiates</b> PAN process by submitting a PAN Request Letter	1. Address letter to the Director-General with Name of Ministry / Agency, affected Positions, and Position Candidates
2	Director-General	Civil Service Agency	<b>Reviews &amp; Approves</b> recruitment request, Sends blank PAN to MAC	1. Instructs Employment Services Directorate to provide blank PAN Package and forward to requesting Ministry / Agency
3	Ministry / Agency Head of HR & Employment Services Directorate ( <i>Recruitment, Exam., &amp; Certif.</i> )	Initiating M&A and Civil Service Agency	<b>Conducts</b> the recruitment process with the help from Employment Services Directorate of CSA. Selects Candidate and fills out the PAN	1. Ministry / Agency Head of HR makes sure forms are filled 2. Ministry / Agency signature approvals are affixed to requisite forms 3. Ministry / Agency Head of HR forwards completed forms back to CSA to the Directorate of Employment Services 4. Employment Services checks forms properly filled, affixed approval signatures, and candidate's age 5. Employment Services authorized personnel affixes signature.
4	HRMIS Directorate ( <i>Personnel Records &amp; Biometrics</i> )	Civil Service Agency	<b>Receives &amp; Validates</b> PAN package & Verifies candidate biometrically	1. HRMIS Personnel Records Section checks Personnel Employment Record Form and PAN for conformity to CSA data collection standards. 2. HRMIS Biometrics Section conducts biometric verification of candidate 3. HRMIS Personnel Records Section enters details of Personnel Employment Record Form and PAN
5	Employment Services Directorate ( <i>Position, Classification, &amp; Salary</i> )	Civil Service Agency	<b>Classification</b> Analyst validates open position and salary scale (Recruitment Process) or <b>Classification</b> Analyst validates proposed position and salary scale where necessary for (Employment Update Process) <b>Selection</b> checks Qualifications	1. Employment Services Analysts checks Salary, Year, Position Qualification, Salary Grade, and History of candidate 2. Employment Services Classification Section rechecks Salary and Salary Grade 3. Employment Services Selection Section checks for Qualification Requirements 4. Employment Services Selection Section checks CSA Test Result where necessary
6	Principal Administrative Officer (PAO)	Civil Service Agency	<b>Reviews &amp; Approves</b> the recruitment or employment update action	1. PAO reviews and affixes signature when approved
7	Deputy Director-General, HRM	Civil Service Agency	<b>Rechecks</b> the recruitment or employment update action for onward submission to the DG	1. D-DG/HRM rechecks for onward submission to the DG
8	Director-General	Civil Service Agency	<b>Reviews &amp; Approves</b> the recruitment or employment update action	1. Reviews and affixes signature when approved 2. Sends to Employment Services where attached Personnel Employment Record



#	Responsible	Ministry / Agency	Process Description	Process Instructions
				Form, Position Duty Statement, candidate's documents, and photos are removed and held for later filing by HRMIS Personnel Records Management Section. Then, 5 (five) copies of the PAN sent to Department of Budget at Ministry of Finance
9	<b>Deputy Director-General, HRM</b>	Civil Service Agency	<b>Prepares cover letter</b> for onward submission to the Department of the Budget	(i) D-DG/HRM prepare a cover letter for the PAN Package for transmittal to the Deputy Minister for Budget, Department of Budget, Ministry of Finance
10	<b>Department of Budget</b>	Ministry of Finance	<b>Validate</b> PAN for financial implications on the budget	1. Checks Allotment 2. Sends 3 (three) copies of PAN back to CSA Employment Services
11	<b>HRMIS Directorate &amp; Employment Services Directorate</b>	Civil Service Agency	<b>Employment Record Added</b> to HRMIS & Biometrics databases (Recruitment Process) or <b>Employment Record Updated</b> to HRMIS & Biometrics databases (Employment Update Process)	1. Employment Services sends to HRMIS 1 (one) copy of PAN with all supporting documents attached 2. HRMIS Biometrics Section enrolls candidate biometrically if candidate is not in biometric database 3. Employment Services keeps 1 (one) copy of the PAN and sends 1 (one) copy to Payroll Department of Ministry of Finance
12	<b>Payroll Department</b>	Ministry of Finance	<b>Payroll Record Added</b> (Recruitment Process) or <b>Payroll Record Updated</b> (Employment Update Process)	1. Adds / Updates Civil Service Management System database with Payroll information



### PAN Process through CSM





**New Hire Orientation Checklist Template**

EMPLOYEE INFORMATION			
Name:		Start date:	
Position:		Manager:	
FIRST DAY			
<input type="checkbox"/> Provide and review with employee a) Standing Orders, b) Civil Service HR Policy Manual, & c) PMS <input type="checkbox"/> Get signed certification page from employee file. <input type="checkbox"/> Schedule Induction at LIPA <input type="checkbox"/> Give and review Employee’s Personal Checklist etc.			
POLICIES			
<input type="checkbox"/> Review key policies of Civil Service.	<ul style="list-style-type: none"> <li>• Anti-harassment</li> <li>• Vacation and sick leave</li> <li>• Holidays</li> <li>• Time and leave reporting</li> <li>• Overtime</li> <li>• Performance reviews</li> </ul>	<ul style="list-style-type: none"> <li>• Personal conduct standards</li> <li>• Security</li> <li>• Confidentiality</li> <li>• Safety</li> <li>• E-mail and Internet use</li> <li>• Dress code</li> </ul>	
ADMINISTRATIVE PROCEDURES			
<input type="checkbox"/> Review general administrative procedures.	<ul style="list-style-type: none"> <li>• Office/desk/work station</li> <li>• Keys</li> <li>• Mail (incoming and outgoing)</li> <li>• Business cards</li> </ul>	<ul style="list-style-type: none"> <li>• Telephones</li> <li>• Building access cards</li> <li>• Conference rooms</li> <li>• Picture ID badge</li> </ul>	
INTRODUCTIONS AND TOURS			
<input type="checkbox"/> Give introductions to department staff and key personnel during tour.			
<input type="checkbox"/> Tour of facility, including:	<ul style="list-style-type: none"> <li>• Restrooms</li> <li>• Copier</li> </ul>	<ul style="list-style-type: none"> <li>• Printers</li> <li>• Office supplies</li> </ul>	<ul style="list-style-type: none"> <li>• Add content</li> </ul>
POSITION INFORMATION			
<input type="checkbox"/> Review initial job assignments and training plans. <input type="checkbox"/> Review job description and performance expectations and standards. <input type="checkbox"/> Review job schedule and hours. <input type="checkbox"/> Review payroll timing, time cards (if applicable), and policies and procedures.			
COMPUTERS			
<input type="checkbox"/> Hardware and software reviews, including:	<ul style="list-style-type: none"> <li>• E-mail</li> <li>• Intranet</li> </ul>	<ul style="list-style-type: none"> <li>• Microsoft Office System</li> </ul>	<ul style="list-style-type: none"> <li>• Databases</li> <li>• Internet</li> </ul>



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**EMPLOYEE PRE-TRAINING QUESTIONNAIRE**

**Civil Service Capacity Development Form No 1**

**Date:** \_\_\_\_\_

Before leaving to attend a program this, Form No 1, should be filled out by the participant and given to the Human Resources/Personnel Department to be kept in the participant's records.

**Last Name**

**First Name**

**Middle Name**

\_\_\_\_\_

**Institution**

**Department/Section**

\_\_\_\_\_

**Title of Program**

**Duration of Program**

\_\_\_\_\_

**1. Brief Description of Program**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**2. What do you hope to gain by attending this particular program?**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Employee Pre-Training Questionnaire**



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**POST-TRAINING EVALUATION  
OF TRAINING, WORKSHOPS AND SEMINARS**

**Civil Service Capacity Development**

**Date:** \_\_\_\_\_

Upon the return of the employee from a program this, Form No 2, should be filled out by the participant and given to the Personnel Department to be kept in the participant's records.

**Last Name**

**First Name**

**Middle Name**

\_\_\_\_\_

**Institution**

**Department/Section**

\_\_\_\_\_

**Title of Program**

**Duration of Program**

\_\_\_\_\_

**3. What did you learn from this program?**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**4. Were you able to understand the instructions provided? If not, why?**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**5. How was your level of participation? Were you able to ask questions and interact with the resource person or trainer?**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Post-Training Evaluation Form (Page 1 of 2)**



**6. How did your participation in this program help improve your overall performance in your current position? (If it helped you, state how. If it did not help you, state why.)**

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**7. How would you arrange to share the positive experience and what you learned, to benefit others?**

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**Supervisor Name**

**Signature**

**Date**

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**Post-Training Evaluation Form (Page 2 of 2)**



## Disciplinary Action Form

Section 1 – Employee Information			
Institution:			
Date	Last Name	MI	First Name
Staff I.D. #	Department/Division	Job Title/Position	
Pay Grade	Date of Hire	Reports to Title/Position	
Mentor/Coach		Supervisor Name	
Section 2 – Type of Disciplinary Action			
<input type="checkbox"/> Written Warning <input type="checkbox"/> Fine <input type="checkbox"/> Suspension <input type="checkbox"/> Dismissal			
<input type="checkbox"/> Other (Explain): _____ _____ _____			
Details of the Disc (Attach Additional Sheet, if necessary): _____ _____ _____ _____ _____ _____ _____ _____ _____			

**Disciplinary Action Form Template (Page 1 of 2)**



### **Section 3 – Confirmation & Acknowledgements**

By signing this disciplinary form, the employee acknowledges that he or she has read it. Signing does not imply agreement with its contents.

**Employee's Acknowledgement & Comments:**

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**Employee's Signature:**

**Date:**

**Supervisor's Comments:**

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**Supervisor's Signature:**

**Date:**

**Reviewer/Administrator Signature:**

**Date:**

**HR Staff Signature of Receipt:**

**Date:**

**Disciplinary Action Form Template (Page 2 of 2)**



**EMPLOYEE WARNING NOTICE**

Section 1 – Employee Information			
Institution:			
Date	Last Name	MI	First Name
Staff I.D. #	Department/Division	Job Title/Position	
Pay Grade	Date of Hire	Reports to Title/Position	
Mentor/Coach		Supervisor Name	
Section 2 –Warning Notice Details			
<p><b>You are hereby warned against exhibiting the behavior(s) described below. Be informed that further disciplinary action (s) up to and including dismissal will be taken if behavior(s) does not change.</b></p>			
<input type="checkbox"/> Policy Violation(s) – Give Details Below (include policy #): <hr/> <hr/> <hr/> <hr/> <hr/>			
<input type="checkbox"/> Other (Please Explain Below): <hr/> <hr/> <hr/> <hr/> <hr/>			



Employee Warning Notice Template (Page 1 of 2)

**Section 3 – Confirmation & Acknowledgements**

By signing this disciplinary warning, the employee acknowledges that he or she has read it. Signing does not imply agreement with its contents.

Employee's Comments:

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Employee's Signature

Date:

Supervisor's Comments:

--	--

Supervisor's Signature:

Date:

Reviewer/Administrator Comments:

--	--

Reviewer/Administrator Signature of Approval:

Date:

HR Staff Signature:

Date:

Employee Warning Notice Template (Page 2 of 2)





## Employee Separation Notice

### Section 1 – Employee Information

<b>Institution:</b>			
<b>Date</b>	<b>Last Name</b>	<b>MI</b>	<b>First Name</b>
<b>Staff I.D. #</b>	<b>Department/Division</b>	<b>Job Title/Position</b>	
<b>Pay Grade</b>	<b>Date of Hire</b>	<b>Reports to Title/Position</b>	
<b>Mentor/Coach</b>		<b>Supervisor Name</b>	

### Section 2 – Separation Details

- Sick    
  Death    
  Injury    
  Redundancy    
  Unauthorized Absence  
 Resignation    
  Pension    
  Dismissal    
  Other (Explain below):

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**Section 3 – Confirmation & Acknowledgements**

**Supervisor's Comments:**

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**Supervisor's Signature:**

**Date:**

**Reviewer/Administrator Comments:**

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**Reviewer/Administrator Signature:**

**Date:**

**HR Staff Signature:**

**Date:**



## Authorization to Release Information

(To be used when an employee authorizes the release of their employment information.)

**From:** (Name of Employee) \_\_\_\_\_

**To:** (Records Management or Personnel)

\_\_\_\_\_

\_\_\_\_\_

**Reason for Request/Instructions:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

I authorize the investigation of my past and present works, character, educational and employment qualifications.

**EXCEPTION: *No medical information is to be released.***

The release in any manner of all information by Records/Personnel Department of the institution is authorized whether such information is of record or not, and I do hereby release all persons, Agencies Ministries, etc. from any damages resulting from providing such information.

This authorization is valid for 90 days from the date of my signature below. Please keep this copy of my release request for your files. Thank you for your cooperation.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Witness: \_\_\_\_\_ Date: \_\_\_\_\_



### Access to Employment Records

(This form is to be used when hard copies of employee records are requested internally within GoL institutions or by an employee and/or their authorized representative.)

#### Person Making Request

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Institution: \_\_\_\_\_

Position \_\_\_\_\_

Request a copy of:  Employment Records  Vital Statistics

Other information (specify): \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Belonging to: \_\_\_\_\_

Name of employee whose file is being requested

I, \_\_\_\_\_

Your Name and Title

Of \_\_\_\_\_

Your Address

Is authorized to request access to:

Have received authorization to request access to :( with Certified letter attached to request)

Employment records of the above mentioned employee.

NOTE: Photocopy fees will apply.

